

PERSPECTIVE

The Newsletter of the University of Tennessee
College of Business Administration

Spiva Extends Reach Of Business Program To China

Economics professor emeritus Tony Spiva has lived or worked in 39 countries during his life, but, until recently, he had never been to China — not until he spent nearly six months in 2006 teaching two classes at Sichuan University in Chengdu, China. He helped teach a seminar on global economics to about 40 graduate students and a class in western macroeconomics to 65 undergraduates.

“I enjoy teaching abroad and its many benefits to our students,” said Spiva. “Anytime one of our faculty members can get global experience and help internationalize our curriculum, it is good for them and good for the university.” As a result, Spiva’s trip to China also included starting a faculty exchange program with Sichuan University. “Faculty and students who are internationally competent not only have an awareness and understanding of the world, but also are able to readily make sense of what they know and use it in their business analyses and daily business functions,” continued Spiva. Both universities are enthusiastic about the prospects of such a program and are working toward that end.

Although many members of the college faculty have international teaching experience, most have done shorter-term visits than has Spiva. He has worked in Indonesia for three years and in Peru for two years. He also has taught in Chile, Argentina, and several other South American countries.

Spending nearly six months in China was not all work for Spiva. He was able to travel out of Chengdu, sightsee, and visit the countryside. He spent one particular day with a colleague at the National Panda Center, which houses over 50 full-grown pandas and 16 baby pandas.



UT’s Dr. Tony Spiva visits the National Panda Center in China.

“Those little guys were something — running loose, playing, and fighting with each other,” he said. “They are very docile and loveable animals. For a small donation, you can get your picture taken with one. For a larger donation, you can hold or even feed the babies.”

Undergraduate Program Now Ranks #25

The University of Tennessee’s undergraduate business program ranks #25 among top public institutions, and climbed five spots to #42 among all universities in the U.S., according to *U.S. News & World Report*.

“We are extremely pleased with our new rankings,” said Jan Williams, dean of the College of Business Administration, “and we anticipate our upward trend to continue. Our performance reflects our innovative, integrated curriculum; faculty expertise; leadership team; and increased student quality. We are in elite company with our business programs.”

Continuing to make an impact in

the specialty, the college’s undergraduate supply chain management/logistics program continued its climb as a top-ranked program, gaining one spot to #6 among top public institutions and gaining two spots to #8 among all U.S. universities.

“Our focus on the everyday challenges relating to supply chain issues, demand management issues, lean operations issues, and the use of technology enhances our ability to be one of the nation’s best-ranked schools and certainly a powerhouse in the supply chain/logistics area,” added Williams.

The rankings are available online at <http://www.usnews.com>.

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Dean's Corner



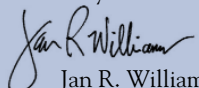
One of our priorities that you have read about in past issues of *Perspective* and in other college publications is globalization. This is a priority for both our college and for UT as part of the chancellor's Ready for the World program. The goal is to prepare students for careers and life in general in a world that is different from what many of us experienced — a world in which geographic and other boundaries are less precise and historical lines of distinction are blurred to the point that they are virtually unnoticed.

Globalization is taking several different forms for us. Three years ago, the college adopted a Global Strategic Plan that provides guidance for the specific steps that we are taking. Matt Myers, Nestle USA Professor in Marketing, has assumed overall responsibility for our globalization efforts. We have an internal organization, the Global Business Institute (GLOBI), through which much of our globalization initiatives are carried out. We are gradually diversifying our faculty by hiring an outstanding mix of people with different cultural and ethnic backgrounds. Finally, we recently received a Business and International Education grant from the Department of Education and are working toward becoming a designated Center for International Business and Economic Research, a designation held by only a few business schools.

One piece of the globalization puzzle is study-abroad programs. These are opportunities for our students and faculty to go outside of the U.S. for a period of time and study in another country while experiencing the culture of that country. We have developed exchange programs with several universities in different parts of the world, and students may spend a semester or entire academic year at one of these universities. An international trip is a required part of some of our degree programs. For example, our 2006 Executive MBA class just completed a residency period in India and Hong Kong with coordination by several of our faculty members.

Selected faculty take students on study-abroad trips, usually in the summer months, under special topics course numbers. Our first course was in 2005, there were two in 2006, and we have six planned for 2007. Next summer, students will have a choice of opportunities to study for short periods of time in France, Russia, Australia, China, as well as several other locations.

Both students and faculty are energized by these activities, and we believe that they are critical to adequately preparing ourselves for the future environment in which business will function. We welcome testimonials from our graduates and others who read this newsletter about how international experiences have broadened your perspectives and supported your career. Let us hear from you!


Jan R. Williams
Dean

Executive MBA Program Serves as Mentors For Full-time MBA Students

Without previous work experience, many college graduates can find the job market both intimidating and confusing. UT's College of Business Administration has a mentoring program that is designed to meet the needs of its full-time MBA students and give them a competitive advantage. The program provides a mentor from the Executive MBA program (EMBA) for each full-time MBA student.

The purpose of the six-year-old program is primarily networking, but it also provides the opportunity for the Executive MBA students to serve in mentoring, or coaching, roles in ways that might benefit the full-time MBAs.

"Our goal is to let our full-time MBA students interact with people who are more established in their organizations," said Glen Schuler, full-time MBA director. "They can learn how they need to develop their career paths, and the mentors can help them with ideas about internships."

"This is a very rewarding experience for our mentors and mentees," said Amy Cathey, director of the Executive MBA program. "Our senior executives who serve as mentors find the experience rewarding as it helps them develop their own leadership and coaching skills."

The mentors can provide unique opportunities and perspectives for their mentees as they go through their career identification and search process. They also work together in many other ways, such as leadership development.

"I gained valuable career insight and advice from my mentor that I otherwise would not have received," said Kim Hammond, a 2004 full-time MBA graduate.

There are about 25 participants enrolled in the Executive MBA program. Enrollment in the full-time MBA program is 137 students across two classes. Since there are more MBA students than EMBA mentors, EMBA alumni also are brought in to serve as mentors.

"The mentoring program gives me the opportunity to meet current students and share with them information about my specific job and industry," said Tom Shelburne, a 2002 full-time MBA graduate and vice president of sales and marketing operations at Cendant Timeshare Resort Group, Inc. "Additionally, it has provided me with a direct link to future alumni, broadening both our personal and professional networks."

The home organizations of the mentors gain a recruiting advantage in attracting students after graduation. "Especially from companies that traditionally hire from UT, it's easy to get mentors," said Cathey. "We have several examples of students getting hired by the mentor's company."

Anyone interested in serving as a mentor should contact Amy Cathey at 974-8519 or acathey@utk.edu.

<i>Perspective Newsletter</i>	
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Demand/Supply Integration Defines Marketing And Logistics

Many times it is difficult to see a paradigm shift approaching; changes in perspectives are much easier to distinguish in hindsight. The worlds of marketing and logistics are headed for a change, and students in UT's College of Business Administration will be at the forefront of this transformation.

The philosophies of marketing and logistics historically have been diametrically opposed. Marketing professionals are concerned with creating demand without being concerned for supply, while logistics professionals are concerned with satisfying supply while moderating demand. This difference in perspective has been the norm in both business and academia.

UT's Department of Marketing and Logistics is fostering a multidisciplinary approach that is unique to the field, which it calls Demand/Supply Integration (DSI). With DSI, students and partnering organizations are exposed to the traditional elements of marketing and logistics, but they also look at the cross implications of the two perspectives, synthesizing them

in a cooperative atmosphere that allows consumers and suppliers to be in synch regarding demand and supply issues.

"DSI gives us a strong competitive advantage," said Ted Stank, head of the Department of Marketing and Logistics. "We have more faculty with a cross understanding of marketing and logistics than do most institutions. This empathy and understanding for each other's discipline makes us unique."

DSI considers the interdependence of the organization and its suppliers and customers to determine, create, fulfill, and communicate value in the global environment. Said Stank: "Our students will graduate with the ability to implement this paradigm shift in their organizations."

The department's international rankings, high academic status, and geographic location in Knoxville have made it possible to attract strong intellectual capital in its marketing and logistics faculty. There are 20 tenured or tenure-track faculty members in the department to serve 699 undergraduates, 62 master's, and 27 doctoral students.

Kellers Give Students The Gift of The World

Reed and Cathy Keller, alumni of UT's College of Business Administration, have established the Reed and Cathy Keller Endowed Global Scholarship/Fellowship Fund to help provide students with global experiences.

"As past graduates and scholarship beneficiaries, we are delighted to be able to make this endowed gift to the UT College of Business Administration," said the Kellers. "In particular, we are pleased to think that our gift might enable qualifying students to study markets and business practices in the world beyond our borders, gaining new knowledge or insight and putting it to good use. It's a very exciting time for the college and the university. And a good time to be a student of the world."

The Kellers hope that their gift will serve as an example for other donors.

Jan Williams, dean of the College of Business Administration, said the gift from the Kellers will significantly enhance the global education that the college can provide to its students.



College donors Reed and Cathy Keller

"Globalization provides our students with international experiences and is one of our college's top priorities. It prepares our students for the global environment in which they will operate."

The Keller family donation includes a personal commitment that is being matched through corporate matching gift funds.

Reed Keller has been a member of the college's Advisory Council to the Dean since 1998. Continued Williams, "Reed's long-term involvement with the college and the Keller family's generosity have set a wonderful example for which we are truly grateful."

Development Update

We are all smiles at the College of Business Administration after getting some wonderful news recently from the state. We received an additional \$9.4 million in state funding to cover virtually all of the bricks and mortar of our new business building! But, our work is far from done.



Development initiatives surrounding the building are now focused on ensuring that the building houses the most state-of-the-art technology for our students to hone their best possible business skills. It truly is going to be one of the best facilities in the country!

On another note, I am pleased to announce that Howie Avery has accepted the position of Director of Development for the University of Tennessee College of Law. We wish him the very best! In the nearly four years that Howie was with our college's development office, he proved to be dedicated and highly successful in advocating the wonderful programs and people that we have at the college, resulting in immense generosity from our constituents. In the short time that I have been here, I observed the wonderful rapport that he had with our faculty, staff, and alumni. He will be sorely missed, but we are very happy for his successes.

We are continuing to work diligently toward the kick-off of our upcoming capital campaign. Thanks to our many alumni and friends who have reached out to help. More information on the campaign will be coming soon.

If my office can be of assistance, please do not hesitate to call.

Sincerely,

Chastity Rodgers
Director of Development

Gardial Attends Prestigious Summer Institute For Women in Higher Education

Sarah Gardial was one of 72 participants worldwide to attend the prestigious 2006 Summer Institute for Women in Higher Education.

“The program caused a paradigm shift in the way I view the global context of higher education and the challenges and societal impact of our university’s mission,” said Gardial, associate dean of academic programs in the University of Tennessee’s College of Business Administration. “It was an honor to attend the institute and learn how our university can help further globalize, diversify, and enhance the leadership capabilities of our faculty, staff, and students.”

Since 1989, there have been only five participants from the University of Tennessee.

“UT has a legacy of sending outstanding women to the Summer Institute,” said Pam Hindle, chairperson of UT’s Commission for Women. “Dr. Sarah Gardial is a stellar member of this honored assembly.”

The Summer Institute four-week residential program, jointly sponsored

by Bryn Mawr College and Higher Education Resource Services (HERS), was established 31 years ago to expand opportunities for women in higher education; provide exposure to new and exciting ideas; foster enduring, mentoring relationships; and train women to lead in the areas of teaching, research, and service.

Seminar participants are leaders in faculty or administrative development, diversity, and campus leadership. They must have a proven record of professional growth and responsibility and make a strong and informed contribution to their home institution.

“We were proud to recommend Dr. Gardial as our representative to the Summer Institute,” continued Hindle. “She embodies the qualities



Sarah Gardial

that we sought. A key campus leader, Dr. Gardial is well respected by upper administration, faculty colleagues, staff, and students. She is administratively positioned to play a significant role in increasing gender diversity and has a proven record of professional accomplishment, rising through college administration to positions of increasing responsibility. Dr. Gardial also is committed to improving the status of women at the University of Tennessee, Knoxville.”

With participants from 29 states, South Africa, Canada, and Singapore, Gardial was the only participant representing the University of Tennessee and was one of only two participants from the state of Tennessee. Since 1976, over 2,000 women from throughout the United States, Canada, South Africa, Saudi Arabia, Virgin Islands, Bermuda, Nigeria, Sweden, Wales, Iran, and the Netherlands have participated in the Summer Institute. Alumnae include presidents, chancellors, vice presidents, and deans.

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Photos courtesy of Smokey Mountain Memories

THE UNIVERSITY of TENNESSEE
College of Business Administration

College Responds to Needs With Lean Healthcare

In November 2006, the college's Center for Executive Education (CEE) launched its newest lean program, Lean for Healthcare.

The Lean for Healthcare program was inspired by graduates from the college's Physician Executive MBA (PEMBA) program and faculty. The alumni realized that the applications of lean principles taught in the PEMBA program were widely applicable to the healthcare industry. "Lean is designed to streamline businesses, remove wasteful practices, and increase the opportunity for businesses to grow," said Rhonda Barton, program director. The long-standing and highly regarded lean reputation and experience of the CEE faculty made offering this program a natural progression in the college's lean family of programs.

Lean for Healthcare is a five-day program designed for healthcare professionals interested in using operations improvement for increasing quality, efficiency, satisfaction, throughput, and ultimately profit (or mission). Professionals who would most benefit include department heads, CEOs, physician leaders, practice managers, nursing executives, hospital engineers, directors of ancillary operations, and medical suppliers.

"The Lean for Healthcare program is designed to convey the concepts and tools necessary to help healthcare organizations undergo a lean transformation," stated Professor Chuck Noon, faculty coordinator. "The program successfully blends lean philosophy with practical application tailored to a healthcare setting. Upon completion, participants are able to identify key areas for improvement and follow through with the tools and techniques needed to achieve breakthrough results."



The inaugural class of the Lean for Healthcare program takes advantage of hands-on, in-class experiences.

The program uses a mix of interactive lectures, hands-on case analyses, and in-class simulations to bring the concepts to life.

Among the faculty of the Lean for Healthcare program are two PEMBA alumni, Dr. Gary Wadhwa and Dr. Jody Crane. Wadhwa graduated from PEMBA in 1999. Since earning his MBA, he completed the college's comprehensive lean implementation program and has successfully implemented lean practices in his oral surgery centers in New York. Crane, class of 2004, is a practicing emergency physician in Virginia who also teaches and consults throughout North America in the area of healthcare operations improvement.

Lean for Healthcare classes are held on UT's Knoxville campus or onsite, as requested.

Management Department Offers Two New Undergraduate Majors

Big changes awaited students returning for fall classes in the Department of Management. Beginning fall semester, two new majors were added to better serve the needs of its students — Human Resource Management and Enterprise Management.

"The new management majors are designed to further the mission of the college by providing skills and knowledge that our students can use immediately upon entering the workforce," said Kate Atchley, assistant to the head of the management department.

Nearly 20 students are seeking a Human Resource Management degree and approximately 40 students are working toward a degree in Enterprise Resource Management.

HUMAN RESOURCE MGT.

The Human Resource Management major was designed to address the growing demand for qualified human resources practitioners who need the

expertise required in today's rapidly changing workplace.

The major provides students with a broad set of skills in areas such as legal understanding, employee motivation, and the role of human resources in the overall mission of an organization. Graduates of the program will be prepared to be human resource generalists with the foundational skills to pursue a human resources career.

The curriculum includes courses in compensation and benefits, staffing, organizational behavior, employee and labor relations, and training. A nine-hour collateral (similar to a minor but requiring less hours of study) in either information management or international business is also required.

ENTERPRISE MANAGEMENT

The number of small businesses is increasing. Many of them are family-run or family-owned, and a high percent-

age of those businesses are located in East Tennessee. In order to better meet this need, the management department initiated the Enterprise Resource Management major. It is more specialized and focused on general management. The major will prepare students for starting a small business, working in a family business, or entering a management training program. The new program replaced the broad-based Business Studies major.

The program will provide students with flexibility in tailoring their degree to their own needs. Core courses include marketing strategy, managing behavior in organizations, personnel management, business planning, and management or microeconomics. Students also complete nine hours of collateral courses from marketing, operations and management science, resource management, information management, or international business.

Department News

Accounting and Information Management

Harry N. Hughes received the spring 2006 Outstanding Staff Award for Superior Customer Responsiveness in the UT College of Business Administration.

Jack Kiger received the 2006 Phi Eta Sigma Outstanding Faculty Member Award in Recognition of Excellence in Teaching.

LeAnn Luna has been named to the board of the National Tax Association.

Economics

Graduate student **Stephen Cotton** was selected by the National Science Foundation to attend the Lindau Conference in Economic Sciences in Germany. This year, 11 Nobel Laureates in economics attended. Cotton is one of 40 U.S. graduate students invited to attend.

Finance

Ramon DeGennaro spent two weeks as a visiting scholar with the American Institute for Economic Research (AIER).

Suzan Murphy helped ring the New York Stock Exchange opening bell during a week-long New York Stock Exchange teacher's workshop. She was one of 10 teachers selected.

George Philippatos attended the Fifth Global Conference on Economics and Business at Cambridge University, UK. He presented three papers that he co-authored. He also attended the Financial Management Association's annual meeting in Madrid, Spain.

Tracie Woitke presented a paper at the 2006 Western Finance Association meeting in Colorado.

Management

Detelin Elenkov has been ranked the second most prolific contributor to academic research on Central and Eastern

Europe over the last 20 years. The ranking was published in the *Journal of International Business Studies*. He also chaired and presented a paper at the All Academy of Management Symposium in Atlanta.

Visiting scholar **Irina Naoumova** was honored by the deputy of the prime minister of the Russian Federation for her outstanding contribution in developing the Russian Federal Program of Retraining Managers.



Pictured from left; Jackson, advisor Debbie Mackey, and Gaillard.

Rachel Jackson, a graduate student in human resource development (HRD) and intern at Panasonic, and **Ashley Gaillard**, a human resource management undergraduate, both won \$2,000 scholarships from the Society for Human Resource Management.

Anne Smith gave an interactive discussion on "Decision Making Under Stress: Lessons from Classic Dilemmas" to the Nashville Area Chapter of the Association of Government Accountants. She is involved, among other activities, in educational seminars for its members, who work in financial management for state, local, and federal governments.

Gerry Groe presented a webinar on "Building Winning Teams with Employee Performance Management." The session was marketed to more than 100,000 people. In addition, Groe conducted a session in Ireland for a consulting client on "Transitioning World Wide Operations from Good to Great."

Joan R. Rentsch has been appointed by the United States

Army as a Consortium Research Fellow to serve on the Senior Advisory Panel for Leading Multinational Teams.

Heather McMillan, a first-year doctoral student in the HRD program, co-presented a poster session at the Families and Work Research Conference held at Brigham Young University. She also co-authored a paper that was accepted for the 2006 Southern Management Association Conference and co-authored a paper that was presented at the 2006 National Council on Family Relations Conference.

Linda Lyle received the Special Recognition Award for Outstanding Service by the Tennessee Communications Association (TCA) for serving the organization in a unique and/or exemplary manner. This award has been bestowed only four times during the last 10 years. Lyle is UT's sole recipient and the only recipient who is not affiliated with a college of communications. This follows Lyle receiving last year's award as TCA's Communication Educator of the Year.

Marketing and Logistics

John "Tom" Mentzer, member of the Stage Stores Inc. board of directors, accompanied executives from the company when chairman and CEO James Scarborough rang the opening bell at the New York Stock Exchange.

Ken Kahn presented a paper at the European Institute for Advanced Studies in Management's 13th International Product Development Management Conference in Italy. He also was selected to participate in the new product development doctoral consortium in conjunction with the conference.

Statistics, Operations, and Management Science

Halima Bensmail was invited to present at the 2006 conference of the Qatar Foundation.

Along with Bensmail, some of the top people in the field attended the conference.

Ramon Leon was the leading co-chair as UT's colleges of business and engineering hosted the Joint Research Conference on Statistics in Quality, Industry and Technology, sponsored by the American Statistical Association and the Institute of Mathematical Statistics.

Center For Executive Education

The center is partnering with leading aerospace publication *Aviation Week and Space Technology* to strengthen global continuing education for aerospace/defense professionals.

This effort complements the center's and publication's already comprehensive offering of advanced educational opportunities to the aerospace and defense industry.

UT's College of Business Administration and Center for Executive Education have signed a contract with the **U.S. Air Force** worth up to \$25 million over the next five years. The contract is the largest ever signed by the college.

Full-Time MBA

Tarek El-Messidi, a first-year, full-time MBA student has been recognized nationally by *Newsweek* for co-founding the Fast-a-thon. The annual Ramadan Fast-a-thon, encouraging students to "Go Hungry for a Day so Someone Else Won't Have To," began in 2001 at UT and has spread to over 250 campuses worldwide.

Undergraduate Programs

At Alpha Kappa Psi's Southern Regional Conference, UT students **Ashley "Nikki" Hamby** received the Professionalism Award and **Jason Coffey** received the Brother of the Year Award. UT's **Zeta Lambda** was the Most Improved Chapter.

Alumni News

Robert Block, PhD '03, was promoted to lieutenant colonel in the United States Air Force. He now is an assistant professor at the United States Air Force Academy in Colorado Springs, CO. He teaches and oversees the statistics program in the mathematics department. He and his wife have four children.

John M. Butler, BS '86, was named senior vice president of human resources and administrative services for CMS Energy and its principal subsidiary, Consumers Energy. He was a marketing major at UT.

Kim Brown, BS '79, JD '82, will be included in the Real Estate Law category of the 2007 edition of *The Best Lawyers in America*®, widely regarded as the preeminent guide to legal excellence in

the United States. Brown works for the Nashville law firm of Sherrard & Roe.

John Compton, '83, has been appointed by PepsiCo to its newly created position of chief executive officer for North America. Compton will report to the corporation's president and CEO, Indra Nooyi.

Ben C. Crownover, CPA, PFS, '77, was recently named as a shareholder (partner) of Johnson, Hickey, & Murchison P.C in Chattanooga.

Gordon B. Ferguson, '82, was recently named the president/CEO of Middle Tennessee Medical Center in Murfreesboro.

Christy Fugate, management '94, and her husband Paul, agricultural engineering '94, won the Tennessee Farm Bureau's Outstanding Young Farmer Achievement Award. The Fugates operate a 2,200-acre farm that support a beef and feeder cattle operation.

Joseph W. Grant, '77, was promoted to director of compensation for Roche Pharmaceuticals North America.

Marilyn Johnson, Senior Executive MBA '05, was promoted to general manager of Cummins Filtration with full responsibility for the Africa P&L. As part of her assignment, she has moved to Johannesburg, South Africa.

In Memoriam

George R. Arrants, Sr., '55

Aronld D. Barker, '83

Lavender J. Brice, '72

Edwin L. Brown, '50

Gereson A. Bush, '38

Hugh M. Calloway, Sr., '48

Sandra Lynn Thompson Craze, '77

R. Daniel "Dan" Culp, '57

Larry E. Dudley, '95

Lt. Col. John H. Ellis, '48

Carlisle W. Evans Jr., '38

Col. Richard E. "Dick" Evans, '41

Don G. Franks, '41

Joe. C. Feeman, '48

James Earle Guess, '58

Christopher W. House, Jr., '58

Karen Houser, '88

James, A. Hubbs, '61

W. C. Keyt, '50

Richard P. Jernigan, '77

Harry H. Jones, Jr. '56

Guy Piercy, Jr. '67

Fred E. Rimmer, '47

Joe A. Searcy, '56

John H. Schaad, Jr., '49

Alice C. Shelton, '61

Dr. Arthur, B. Stowers, Sr., '52

Betty Jane West Taylor, '49

Sheila L. Wallace, '86

James Walton Whittle, Jr., '60

James Harold Wright, '49

Keep in Touch

Do you have any personal news or career updates that you would like to submit for future editions of *Perspective*? If so, we want to hear from you!

Name _____ Maiden Name _____

Address _____

City _____ State _____ Zip _____ Phone _____

Preferred E-mail Address _____ Degree _____ Year _____

Employer _____ Job Title _____

Work Address _____

City _____ State _____ Zip _____ Phone _____

News About You: _____

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Gifts to the College of Business Administration will help us maintain and enhance our tradition of academic excellence.

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____ The Dean's Enrichment Fund _____ New Business Building Fund _____ Other: _____

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or visit us on-line at <http://bus.utk.edu/development/gift.htm> to learn more about giving gifts to the College of Business Administration. Please send e-mails to fjohnson@utk.edu.

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Excitement Builds At the New Business Complex

WOW! Construction on the College of Business Administration's new business building complex continues to amaze us. The steel framework for the atrium is now in place. The concrete for the elevators and the stairwells has been poured.

GOOD NEWS! The college recently announced that the state of Tennessee has agreed to fund all of the \$40 million needed for the building's brick and mortar. This essentially means that the physical building will be funded entirely by the state.

A "topping" of the new building, or installing its last beam, is scheduled for the spring of 2007, with an anticipated fall 2008 move-in date. Watch our website for details.



Feeling nostalgic? The building may change, but the memories will remain the same. Help us compile our "era of Glocker tribute" by sharing with us your favorite "corner stories" (corner of Andy Holt Ave. and Volunteer Blvd.) by logging on to: http://www.bus.utk.edu/cba/glocker_stories.cfm

For updated information and to view the Glocker renovation Web cams, visit <http://bus.utk.edu>