# Table of Contents

2  Bridging Disciplines  
   Technology and Management Program

4  Results  
   Achievements and Activities

14  IMPACT  
   Heavy-hitting Speaker Series

16  Degrees of Success  
   Diverse MBA Degrees

22  Entrepreneurship  
   TI:GER® Program

26  Research  
   Faculty Findings

31  Executive Education  
   Learning from the Best

32  Success Stories  
   Alumni Profiles and Awards

37  Futures  
   Promising Students

39  Investors  
   Faculty Growth, Donors

43  Community  
   Advisory Board, Faculty

Hope Wilson, director of communications  
Brad Dixon, writer/editor  
Lee Thompson, art direction and design  
Gary Meek, special photography

© 2007 - Georgia Tech College of Management - An equal education and employment institution
Message from the Dean

These are exciting times to be part of Georgia Tech College of Management. We are well on our way to realizing ambitious dreams for the College that might have seemed unrealistic just a few short years ago. Our vision is for the College to become the world’s preeminent business school for management and technology within the next 10 years.

I believe this climb to the top is attainable because:

• Georgia Tech thrives at the intersection of technological innovation and commercialization, where leading and budding engineers, scientists, and entrepreneurs are encouraged to move cutting-edge research from the lab to the marketplace.

• It’s all about location. Situated in the center of Atlanta’s high-tech business community, the College also benefits from Georgia Tech’s highly interdisciplinary and collaborative research environment. Here engineers, scientists, and business scholars are exploring new methods to address global challenges and embrace global opportunities in responsible and economically viable ways.

• Many of the College of Management’s academic specialty areas are already highly ranked by national and international publications. We aim to further elevate these and other programs, greatly enhancing the reputation of the College and Institute.

Growing our faculty size is key to realizing our goals as we initiate and foster highly innovative and interdisciplinary programs that differentiate us from traditional business schools. We need to increase the faculty’s size, which has hovered around the low 50s, to between 70 and 90 within the next few years. I’m happy to report that we just completed a remarkably successful year in faculty recruiting, helping ensure that our growing student body continues to learn from the best.

Please take time to review this annual Dean’s Report and learn about our exciting progress on many fronts. While this publication focuses on our successes in 2006-07, we are already off to a strong start in the 2007-08 academic year. Moving forward, we’re committed to incorporating the concept of environmentally friendly, sustainable business practices throughout the curriculum and expanding our focus on ethics, among many other initiatives.

With the right people and programs in the right place, we’re creating a new standard in business education.

Sincerely,

Steve Salbu
Dean, College of Management
Stephen P. Zelnak Jr. Chair Holder
To compete in today’s high-tech, global economy, more and more companies seek to recruit talent possessing both managerial and technological know-how. But finding such graduates in short supply at most universities, many businesses report having to spend significant amounts of time and money to bridge the training gap for new employees.

Georgia Tech’s Colleges of Management and Engineering are working together to meet the corporate need for graduates who can succeed on the interdisciplinary teams that are now standard in industry. The two Colleges recently announced the development of the Technology and Management Program, which will enable undergraduate engineering and management students to learn one another’s language through coursework in their respective fields as well as teamwork to solve real-world problems.

Set to start in fall 2008, the program will initially allow undergraduates to earn certification in Technology and Management. Within several years, the program aims to offer students the option of earning dual bachelor’s degrees in both engineering and management. “We anticipate that this program will help us attract some of the nation’s most promising high school seniors to Georgia Tech,” says College of Management Dean Steve Salbu.

His in-depth discussions with students, alumni, and corporate leaders have highlighted the need for the program’s interdisciplinary approach. “Many current engineering and management students are already excited about the program,” Salbu says. “They recognize that their desired career paths will demand strong skill sets in both disciplines. The Technology and Management Program will set them apart from graduates of other universities, greatly enhancing their leadership ability and earning potential.”

College of Engineering Dean Don Giddens adds: “Georgia Tech is renowned for excellent programs in engineering and management. The fusion of these fields through the Technology and Management program will further heighten the Institute’s reputation as a..."
world leader in interdisciplinary education. I’m confident that the program will be extremely popular with our undergraduates.”

**Exceptional Students**

Admission into the Technology and Management Program will be highly competitive, with initial enrollment of about 60 students a year. Students will apply in the spring semester of their sophomore year (beginning in spring 2008) to enter the program at the start of their junior year.

The curriculum for Technology and Management certification will require approximately 22 credit hours. Participating students won’t have to sacrifice disciplinary depth in their major fields of study. They should also be able to graduate within four years because the program will enroll top students who likely entered Tech with multiple advanced placement credits.

All Technology and Management students will take courses together focusing on teamwork, collaborative product development, business process modeling, sustainable business practices, and integrated project management. Courses for management students could include introductions to materials, mechanics, and electrical or computer engineering.

In an integrated capstone project course, interdisciplinary teams will work on a real-world project for one of the major corporations recruited to help with the program. These projects will require students to solve significant problems involving both technical and managerial issues.

**Strong Support**

When Steven Denning first heard about the Technology and Management Program, he recognized the tremendous impact it would have on students’ careers and companies’ success. A 1970 IM graduate of Georgia Tech College of Management, Denning recently committed to giving $5 million over five years to help make the Technology and Management Program a reality.

Denning, chairman of General Atlantic LLC, built his global private equity firm by investing in technologies with potential to transform industries and markets in ways that improve society. With approximately $15 billion in capital under management, his firm has helped build more than 160 companies that have provided or used technology in new and innovative ways.

Denning is confident that his investment in the Technology and Management Program will yield great returns. “This initiative will prepare a new generation of business and engineering leaders who will have exposure to both disciplines and who will be able to secure the most competitive jobs upon graduation and demonstrate superior performance in their careers,” he says.

His investment will endow a professorship in Technology and Management, enabling Georgia Tech to recruit a leading academic to serve as faculty director of the program, as well as provide other support critical to the program’s creation and sustainability, including curriculum development, advertising and promotion, expanded faculty involvement, and administrative leadership.

Continued donor support will accelerate the program’s evolution to also include a dual degree program in Technology and Management. That degree option will make Georgia Tech even more attractive to the world’s best students, notes Dean Salbu.

**Meeting the Need**

Mark Ferguson, chair of the Faculty Committee now developing the Technology and Management curriculum, wishes there had been a similar program in place during his undergraduate studies in mechanical engineering. When he started his career as a manufacturing engineer at IBM after graduating from Virginia Tech in 1991, he found that every project he worked on was interdisciplinary, involving marketing, operations, and other business professionals.

“Most universities’ engineering programs now afford little opportunity to work on interdisciplinary teams,” says Ferguson, an associate professor of operations management, whose corporate experiences motivated him to delve into the business side by earning his doctorate in business administration from Duke University after receiving his master’s in industrial engineering from Georgia Tech. “I recognized that I needed to broaden my knowledge of other disciplines.”

For more than 20 years, Georgia Tech College of Management has offered the opportunity for master’s and doctoral students in engineering and the sciences to develop their business skills by earning an MBA (formerly known as MS in Management) through the dual degree option of the Technology Leadership Program. Interest in that program has surged in recent years, as more technologists have recognized that they need business training to rise beyond technical management.

“We expect undergraduate interest in the Technology and Management Program to be just as high, especially after we expand it to include both the certification and dual-degree options,” says Dean Salbu. “Over time, with continued support, we aim to greatly expand the number of students this innovative program can accommodate.”
In the News

**New science:** Although corporate R&D operations are increasingly moving to emerging countries like India and China, companies continue to keep the majority of their cutting-edge R&D in developed nations, according to a study by strategic management professor Marie Thursby that was cited in *The New York Times* and *International Herald Tribune*.

**Brand building:** “It’s death if you don’t differentiate yourself in this competitive market,” said Dean Steve Salbu in an article about business-school branding in *The Wall Street Journal*. Salbu said the College is evolving its brand message to better reflect its strengths in management and technology and focus on sustainable business.

**Follow the rules:** While some hedged financial transactions qualify for special accounting treatment, the SEC doesn’t want companies to use hedging techniques to manipulate earnings, said accounting professor Charles Mulford in *The Wall Street Journal*. His insights into appropriate accounting practices also appeared in such publications as *Forbes*, *Dow Jones MarketWatch*, the *Los Angeles Times*, *New York Post*, CFO, and *Atlanta Journal-Constitution*.

**Linking the chain:** Effectively managing supply chains requires good forecasting, visibility across the critical points in the chain, and reduced lead times, said operations management professor Vinod Singhal in London’s *Telegraph*. His research on supply chain disruptions was cited in *The Economist*, *Fortune*, CFO Europe, *Bangkok Post*, and *Middle East Company News*.

**Leg up:** In an article on the benefits of executive MBA degrees, *Georgia Trend* magazine prominently featured the College of Management.

**Crisis=opportunity:** By 2015, homeland security is expected to be a $180 billion-a-year industry worldwide, reported *The Atlanta Journal-Constitution*. The article described how the Georgia Tech Business Plan Competition increasingly features safety-centered business concepts. For example, Luke Pinkerton, a 2004 MBA graduate, turned his contest-winning idea into Polytorx, which makes metal fibers for blast-resistant concrete.

**Real-time trouble:** While technological advances are enabling companies to track the flow of goods in the supply chain minute by minute, such close monitoring might not help business managers make better business decisions, according to a study by Nicholas Lurie that was covered by *CIO* magazine.

**Growing diversity:** Business schools are striving to increase the number of minorities in their MBA programs, reported the *Atlanta Business Chronicle* in an article on corporate America’s growing demand for black MBA students. “You want a diverse group of people because in a good MBA program, you will learn as much from your classmates as you do in the classroom,” said Paula Wilson, Tech’s director of MBA admissions.

**Mutual Benefits:** Mutual fund companies invested in by their own managers tend to perform better than those without manager ownership, according to a study covered by *The Wall Street Journal*, *New York Daily News*, *Pittsburgh Post-Gazette*, and *Miami Herald*. The study’s co-author, Georgia Tech associate finance professor Ajay Khorana, explained that managers who personally invest in a fund might have greater incentive to maximize returns by keeping trading costs down, among other practices.

**Lockstep Leadership:** Chief executive officers and chief operating officers sometimes undermine each other’s authority by sending mixed messages, said Georgia Tech organizational behavior professor Nate Bennett in an article in *The Wall Street Journal*. Bennett’s book, *Riding Shotgun: The Role of the COO*, won acclaim in such publications as *The Financial Times*, *Industry Week*, *Fort Worth Star-Telegram*, and *Kansas City Star*. Bennett also co-authored articles on how the COO role is often misunderstood in *Chief Executive, Information-Week*, and *Optimize*.

**Bigger Picture:** Information technology workers increasingly need business knowledge to succeed professionally, said Saby Mitra, a Georgia Tech associate professor of information technology management, in a recent *Computerworld* article. “You’re going to see a situation where technical knowledge is important, but it’s only a small part of the picture,” he said.
In 2007, Georgia Tech College of Management rose in rankings of *U.S. News & World Report* (for MBA and undergraduate business programs) and *Forbes* (MBA). The school also won recognition in *Fortune Small Business* as one of “America’s Best Colleges for Entrepreneurs” and in *BusinessWeek* for great return on investment for undergraduate business majors.

Georgia Tech jumped nine spots in *U.S. News & World Report*’s annual rankings of the nation’s top full-time MBA programs, rising from 34th to 25th (10th among public universities). In the magazine’s listings of graduate academic specialties, Georgia Tech College of Management placed 14th in Production/Operations, 19th in Supply Chain/Logistics, and 24th in Information Systems.

The business school jumped 11 spots in *Forbes* magazine’s MBA rankings, rising to 34th (15th among public universities). *Forbes* bases its rankings, which are issued every two years, on graduates’ return on investment, meaning compensation five years after graduation minus tuition and forgone salary during school.

“We’re pleased that our considerable jump in the rankings reflects the overall trajectory of our business school,” says Georgia Tech College of Management Dean Steve Salbu. “We’re working hard on many fronts to take our College to the next level of prestige and educational achievement, becoming the world’s preeminent business school for management and technology.”

In its first-time rankings of “America’s Best Colleges for Entrepreneurs,” *Fortune Small Business* listed Georgia Tech College of Management among the 26 top schools for MBAs and among the 24 best for double major/cross disciplinary students (i.e. business and engineering). The magazine didn’t assign a specific order (1st, 2nd, etc.) to schools listed.

*U.S. News & World Report* ranked Georgia Tech’s undergraduate business program 33rd in the nation, up two spots from last year. In specialty areas, the magazine ranked the business school eighth in Quantitative Analysis, 10th for Production and Operations Management, and 15th for Management Information Systems.

Ranked 44th in *BusinessWeek*’s Top 50 list of best undergraduate business programs, Georgia Tech placed second in the nation for return on investment among public colleges. The school also ranked 44th in student engagement (the number of hours spent on class work each week) and 49th for internship opportunities. Among corporate recruiters, Georgia Tech placed 12th.
College’s New High-tech Trading Floor to Prepare Students for Financial Careers

Wall Street now intersects with Midtown Atlanta’s Technology Square, where Georgia Tech College of Management has built a new high-tech, $1 million trading floor to prepare students for careers in investment banking and financial services.

The College dedicated the 2,000-square-foot Ferris-Goldsmith Trading Floor in fall 2006 in a ceremony honoring the donors who made the facility possible: Joyce Ferris, widow of Dakin B. Ferris Jr., Class of 1950, who was vice chairman of Merrill Lynch; and Barbara and Jere W. Goldsmith IV, a 1956 graduate of Tech’s business school who is the semi-retired first vice president of investments at Merrill Lynch and former chairman of the Georgia Tech Foundation’s Development Committee. The Ferris and Goldsmith gifts were augmented by Georgia Tech Foundation funds.

“The Ferris-Goldsmith Trading Floor will go a long way toward truly differentiating our business school from the competition,” says Dean Steve Salbu. “Attracting students who are interested in brokerage and investment banking careers, and engaging our alumni who are already actively working in those fields, will result in graduates who are better prepared for Wall Street-type careers, as well as those related to issues of energy strategy and its financing,” Salbu adds.

This type of trading floor is a rarity at all but the best business schools. It includes 54 dual-display computers as well as electronic stock information on the walls, training all levels of management students to use financial analysis and electronic trading tools. Management faculty will use the facility to research improved human performance in trading environments as well as the creation of new financial service models.

The trading floor also houses Tech’s Quantitative and Computational Finance program, an interdisciplinary master’s program ranked 12th in the nation by Global Derivatives and led by faculty in the College of Management, School of Mathematics, and School of Industrial and Systems Engineering at Georgia Tech.

College Forms Information Technology Management Advisory Board

Georgia Tech College of Management recently recruited numerous chief information officers at leading companies to serve on the business school’s new Information Technology Management Advisory Board.

This 21-member ITM Advisory Board, the first dedicated to a specific academic area within the College, is designed to expand corporate involvement in the school’s IT Management programs for undergraduate, graduate, and executive students as well as increase research collaborations with faculty.

“Curricular input from the ITM Advisory Board will help us ensure that our school continues to meet the needs of companies,” says IT management professor Saby Mitra. “Board members will participate in practicum classes that give our students opportunities to find management solutions to real-world IT projects. Board connections can also help our students find great jobs and internships.”
College of Management Dean Steve Salbu recently promoted two faculty members to serve as associate deans. Information technology management professor Sridhar Narasimhan became senior associate dean for the business school in June 2007. Goutam Challagalla, associate professor of marketing, filled the new position of associate dean for executive education in early fall 2007.

Salbu says he’s delighted that both men are eager to advance the College’s mission in these key roles. “Sri Narasimhan brings a fine intellect, judgment, common sense, hard work, experience, and widespread respect and admiration both within the College and beyond,” he says. Narasimhan, who joined the College’s faculty in 1987, is widely published in premier journals for his research on information technology infrastructure design. He also serves on the editorial boards of several journals.

His extensive contributions to the College over the years include serving as area coordinator for Information Technology Management and as a member of the Faculty Advisory Board. He chaired the College’s Reappointment, Promotion, and Tenure Committee from fall 2003 through spring 2007.

Narasimhan replaces Nathan Bennett, who began serving as senior associate dean in late 2002. Bennett announced earlier this year that he wanted to return to focusing on his research as a professor of organizational behavior on the College’s faculty. “Nate’s contributions to the College generally, and to our MBA programs specifically, have had a great impact at Georgia Tech,” Salbu says. “Sri was my first-choice candidate as Nate’s successor, and we are very lucky that he was ready at this time to take on a new challenge in service to the College.”

Accounting professor Eugene Comiskey also elected to conclude his five-year tenure as associate dean for faculty and research in order to focus on teaching and his research. “I’m certain I’m among many here who feel like they are a better person for having the privilege of working with Gene,” Salbu says. “He knows higher education better than anyone I know, and he has served as a valued advisor and mentor for the faculty.”

The senior associate dean position has been restructured so that Narasimhan will serve as both chief operating officer and dean of the faculty. Previously the senior associate dean oversaw the full-time MBA program, but that responsibility will be transferred to new faculty director Vinod Singhal. The senior associate dean will also no longer supervise Executive Education. That area will be the responsibility of the new associate dean position filled by Challagalla.

“Goutam Challagalla’s experience and expertise in the executive education area are very impressive,” Salbu says. “Vibrant and successful executive education programs are an essential component of a top business school, and I am very confident that Goutam will help us take our excellent programs to new heights of success.”

Challagalla joined the College’s faculty in 1994 and previously served as area coordinator for Marketing at the College. In 2006-07, he was on leave from the College, serving as principal at Monitor Executive Education Development, the learning and development unit of the Monitor Group. Challagalla has managed Fortune 500 clients in technology, biotech, pharmaceutical, and agribusiness sectors.

With research published in top journals, Challagalla has also worked with companies such as IBM, McKinsey, Microsoft, GE, HSBC, 3M, Texas Instruments, Applied Materials, UPS, BellSouth, Prudential, and Kanbay on education, research, and consulting projects related to sales performance, marketing strategy, pricing, channel design, customer relationship management, and marketing plan development.
Georgia Tech College of Management welcomes nine new tenure-track faculty members for the 2007-08 academic year. “Our remarkable success in faculty recruiting over the past year has moved us closer to achieving our goal of becoming the world’s preeminent business school for management and technology,” says College of Management Dean Steve Salbu.

The College aims to increase the size of the faculty, which was in the low 50s for many years, to between 70 and 90 by 2011. This growth is needed to ensure that the College can sustain existing programs, initiate new ones, and continue to guarantee that the school’s growing student body is learning from the best, Salbu says. New faculty members are listed below by academic area.

**Finance**

**Nishant Dass, assistant professor**

He received his PhD from INSEAD in 2007. His teaching interests are in corporate finance, and his research focuses on empirical corporate finance, banking, and international finance. His work has been accepted for publication in the *Review of Financial Studies* and cited in *The New York Times.*

**Qinghai Wang, associate professor**

He comes to Tech from the University of Wisconsin, Milwaukee, where he was an assistant professor. Holding a PhD from Ohio State University, Wang focuses his teaching and research on theories and empirical methods of investment decision making and asset pricing. He has published research in the *Journal of Finance, Journal of Financial Economics, Journal of Business,* and *Journal of Financial and Quantitative Analysis.*

**Information Technology Management**

**Chris Forman, assistant professor**

He comes to Georgia Tech from Carnegie Mellon University. With a PhD from Northwestern University, Forman holds a Sloan Industry Studies Fellowship. His research interests include the geography of IT use, IT innovation and strategy, services outsourcing/offshoring, and e-commerce. Associate editor of *Information Systems Research* and the *Journal of the Association for Information Systems,* he has studies published or forthcoming in such journals as *Management Science* and *MIS Quarterly.*

**Sandra Slaughter, professor and Costley chair holder**

She comes to Georgia Tech from Carnegie Mellon University. Holding a PhD from the University of Minnesota, she focuses her research on software, IT outsourcing, IT professionals, and IT project management. She has published more than 80 articles in leading research journals, conference proceedings, and books, as well as serving as a senior editor for *Information Systems Research* and *Production and Operations Management.* She was recently named departmental editor (information systems) of *Management Science.*

**Eric Overby, assistant professor**

Overby earned his PhD from Emory University in 2007. His research focuses on economic implications of the virtualization of business and society. He has research published or forthcoming in such journals as *Organization Science* and the *European Journal of Information Systems.* He has won research awards from such organizations as INFORMS and the Academy of Management.
Marketing
Samuel Bond, assistant professor

Bond earned his PhD in 2007 from Duke University. He studies how choices reflect a combination of both intuitive and rational approaches to decision making. He applies this perspective to a variety of topics, including decision making under risk and the formation of brand attitudes. His work has been published in *Management Science* and *Organizational Behavior and Human Decision Processes*.

Operations Management
Atalay Atasu, assistant professor

Atasu received his PhD from INSEAD in 2007. He focuses his research on sustainable operations management, including design of closed-loop supply chains, strategic pricing and positioning of remanufactured and refurbished products, and design of environmental directives. He has published studies in such journals as *Management Science* and *Production and Operations Management*.

Strategic Management
Jeongsik “Jay” Lee, assistant professor

Lee earned his PhD from the University of California, Los Angeles, in 2007. His primary research interests include social networks and innovation. In particular, he focuses on the economics of exchange networks, innovation dynamics, and technology and innovation management. Prior to his academic career, he held positions in economic research and personnel management at the Bank of Korea in Seoul.

Jerry Thursby, professor and Ernest Scheller Jr. chair holder

Previously the Goodrich C. White Professor of Economics at Emory University, Thursby earned his PhD from the University of North Carolina at Chapel Hill. His research interests include econometrics, international trade, and licensing of university technologies. He serves on the editorial boards of the *Journal of Technology Transfer* and *Global Business and Economics Review*, and he has published research in numerous top journals.

New Staff Members
Richelle Bass, program coordinator (Executive Education)
Amy Bentley, corporate relations manager (Jones MBA Career Center)
Chet Frost, assistant to the dean
Debra Jones, administrative supervisor (for faculty)
Barbara Lindquist, corporate relations manager (Jones MBA Career Center)
Lauren McDow, professional development program manager (Undergraduate Office)
Valerie Mastrangelo, administrative coordinator (Undergraduate Office)
Adrienne Miller, program coordinator (Development Office)
Avis Poole, administrative assistant (Dean’s Office)
Clifford Poole, academic advisor (Undergraduate Office)
Alice Rollins, program coordinator (Development Office)
Neil Rouse, administrative assistant (for faculty)
Alan Sears, senior information specialist

Professors David Herold and Leonard Parsons Retire

Organizational behavior professor David Herold (pictured top right) and marketing science professor Leonard Parsons (pictured bottom right) both retired in summer 2007.

Herold, who joined the College of Management in 1973, is widely recognized for both his teaching and research. Former holder of the Gary T. Jones Chair and area coordinator for Organizational Behavior, he has published widely in the major psychology and management journals. He believes his forthcoming book will likely change the way many businesses approach change management. He has actively served as a management consultant, helping companies address a wide range of organizational and human resources issues.

Parsons, who joined the College in 1977, is an expert on marketing mix models whose recent research focus has been on market productivity. Over the years, he has authored, co-authored, or edited five books and published articles in many leading journals. A past member of such groups as the European Marketing Academy’s Executive Council and the Graduate Management Admission Council’s Research and Test Development Committee, Parsons has served as a consultant to companies including IBM and Glaxo.
Students, Faculty Recognize Each Other for Excellence

As the 2006-07 academic year came to a close, Georgia Tech MBA and undergraduate students took time to honor their peers and faculty members for their dedication and excellence.

During the annual MBA Spring Banquet, held at the Sweet Lowdown restaurant in Midtown, Mark Gram was honored as Outstanding Second Year MBA Student and Matt Hinman as Outstanding First Year MBA Student (awards voted on by their peers). The faculty also named Gram as MBA Student of the Year.

MBA students selected Frank Rothaermel, associate professor of strategic management, as Core Professor of the Year and Charles Mulford, professor of accounting, as Elective Professor of the Year.

Undergraduate management students recognized operations management lecturer Robert Burgess as the Professor of the Year. Accounting professor Deborah Turner and marketing lecturer Peter Vantine received honorable mentions in the same award category.

Associate organizational behavior professor Luis Martins was voted Professor of the Program by the fall 2006 graduating class of the Master of Science in Management of Technology program.

Undergraduate students who received major honors include:

- Zhanxiang “Sean” Liang, winner of the Outstanding Student Award in Management ($500).
- Lauren C. Miller, winner of the Outstanding Junior in Management Award ($300).
- Christy L. Yarbrough, winner of the Financial Executives International Scholarship Award ($1000).
- Cortland C. Ouzts, winner of the Georgia Society of Certified Public Accountants Inc. Scholarship Award ($500).

Georgia Tech MBA Students Win National Finance Case Competition

A team of first-year MBA students at Georgia Tech won first place in the Finance Case Competition held at the 17th Annual Conference and Career Expo of the National Society of Hispanic MBAs in Cincinnati, Ohio.

Georgia Tech’s team included Will Martin, Jose Antonio Covaria, Lara Nguyen, and Ashutosh Singh who competed against students from prestigious business schools around the country. The Finance Case Competition was sponsored by Citigroup’s Global Consumer Group and Global Wealth Management Business. Senior Citigroup executives judged the contest.

In the final round, teams were given four hours to make recommendations on how specific challenges faced by the CitiCard division could be addressed.

According to the judges, Georgia Tech’s team was selected as the winner based on its innovative approach, analytical abilities, and clarity in communication.

“Overall, this competition was a wonderful learning experience,” Martin says. “It provided our team the opportunity to represent our school in a national competition, network with Citigroup executives as well as other MBA students, and really get a feel for what the job of an analyst or consultant entails.”
Faculty Honors

Strategic management professors Marie Thursby and Jerry Thursby received a $1 million grant from the Kauffman Foundation and Georgia Research Alliance for the Greater Atlanta Area Small Grants Program in Entrepreneurship. She also received a $670,000 grant from the Kauffman Foundation to develop a Workshop on Graduate Education in Technology Entrepreneurship and Commercialization.

Assistant marketing professor Koert van Ittersum, marketing science professor Leonard Parsons, and marketing PhD student Muge Capar received a one-year $293,000 grant from Deere & Company to study “The Acceptance of Technologies” in collaboration with Georgia Tech’s School of Psychology.

Finance professor Cheol Eun delivered the keynote address, “Global Finance Convergence: Causes and Consequences” at the first International Conference on Asia/Pacific Capital Markets in Seoul, Korea. He also joined the Consulting Editors Board of the Journal of International Business Studies.

Assistant marketing professor Alka Citrin received a $175,347 grant from the National Science Foundation to study “The Impact of Business Process Outsourcing on Firm Innovativeness and Performance.”

Associate operations management professor Beril Toktay became associate editor of the journal Manufacturing and Service Operations Management and treasurer of the Manufacturing and Service Operations Management Society. With associate operations management professor Mark Ferguson, she received a $300,000 grant from the National Science Foundation to study “Decision Support for Improved Financial and Environmental Performance of Product Leasing.”

Assistant operations management professor Ravi Subramanian received a Rich Foundation Grant for Business Ethics Curriculum Development to study “Market Characteristics and Strategic Pricing of Remanufactured Products.” He also received a 2006 President’s Undergraduate Research Award with undergraduate student Arun Ganti.

Assistant strategic management professor Stuart Graham was named the Kauffman Foundation Fellow in Entrepreneurship and Intellectual Property Law at the University of California, Berkeley.

Assistant strategic management professor Matt Higgins received a $25,520 grant from the Greater Atlanta Regional Grants for the Study of Entrepreneurship and Productivity.

Organizational behavior professor Terry Blum joined the editorial board of the Academy of Management Journal.

Cheryl Gaimon, Regents’ professor of organizational behavior, was elected president of the Production and Operations Management Society.

Marco Ceccagnoli received grants from the Kauffman Foundation to study “In-Licensing Acquisitions and Research Productivity in the Biopharmaceutical Industry” and “Innovation Strategies of Successful Entrepreneurs.”

Stelios Kavadias, assistant professor of operations management, is co-editor of the new Handbook of Product Development.

Assistant marketing professor Matt Higgins received a $25,520 grant from the Greater Atlanta Regional Grants for the Study of Entrepreneurship and Productivity.

Organizational behavior professor Terry Blum joined the editorial board of the Academy of Management Journal.

Cheryl Gaimon, Regents’ professor of organizational behavior, was elected president of the Production and Operations Management Society.

Marco Ceccagnoli received grants from the Kauffman Foundation to study “In-Licensing Acquisitions and Research Productivity in the Biopharmaceutical Industry” and “Innovation Strategies of Successful Entrepreneurs.”

Stelios Kavadias, assistant professor of operations management, is co-editor of the new Handbook of Product Development.

IT Management Professor Wins Prestigious Honors

D.J. Wu, associate professor of information technology management, recently won several prestigious honors. Two of his papers won 2006 Best Paper in Track Awards at the International Conference on Information Systems (ICIS).


“These awards were total surprises,” Wu says. “I feel extremely honored to be able to collaborate with such outstanding students and scholars. These awards are just part of an ever-increasing stream of outside recognitions showing the high quality of our research program and talent of our PhD students. This is an exciting time to be in the Information Technology Management area of Georgia Tech’s business school.”
Georgia Tech Business Plan Competition winner Yaplet is growing so fast that the company hasn’t needed to advertise its online chatting services at all yet. “We’d be in big trouble if we advertised right now,” says Cristina Might, MBA 2007. “Right now we don’t have the capacity to handle the demand until we add additional staffers.”

She runs the company with her husband, Matt Might, who earned his PhD in computer science at Tech in summer 2007. Back in eighth grade, Might first got the idea for technology that would allow Internet users to chat with others in real time through any Website – the concept that evolved into Yaplet.

When he placed a trial version of the Yaplet technology online in February 2007, the couple’s server crashed within a day. The service was discovered by a blogger in China and spread “virally” around the world from there.

Around that time, judges in the 2007 Georgia Tech Business Plan Competition also recognized the company’s tremendous promise, voting Yaplet the Most Fundable winner. Including a package of legal, financial, and other services worth $45,000, the award goes to the company most ready to enter the marketplace.

The Mights have been able to work full-time at Yaplet since summer 2007, thanks to big clients like the Washington Post and Pizco.com. The former uses a customized version of Yaplet to enable online sports chat, while Pizco.com is a teen social networking site.

Many users of Yaplet, however, use the simpler, free version available at http://www.yaplet.com. Web users can use the service to add a sidebar chat to any Website they want. Then they can engage in chat with other visitors who also have Yaplet bookmarked.

Many Website administrators have voluntarily embedded Yaplet into their home pages so that visitors can communicate. Users have ranged from faculty at Ohio State University employing it as an online help desk to participants in a Swedish conference on Addison’s disease discussing treatment. Fans of TV shows like Lost chat in real-time through Yaplet while episodes air. “We’ve been really surprised by the wide variety of ways people use it,” Cristina Might says.

Having planned on a career in financial services during her MBA studies, she’s somewhat surprised that Yaplet has become her full-time job. “But when a door opens, you should walk through it. This is a lot of fun.”
Entrepreneur Rick Priester hadn’t planned on starting over professionally when he enrolled in Georgia Tech College of Management’s Executive Master’s in Management of Technology program in May 2006.

But within a few weeks of starting the executive-format program, he accepted a surprise offer from a publicly traded company to buy his business, an Internet-based marketer of individual health insurance called 1-800-Healthplan.com. So Priester’s goals for his master’s education expanded beyond improving his entrepreneurial skill set to finding his next business opportunity.

He discovered that his classmate, John Daniel, who sold his tissue engineering company soon after starting the master’s program, also shared the same goal of starting a new business. Developing a comprehensive business plan for an emerging technology through their program’s year-long new venture project sharpened their entrepreneurial skills. Finding Georgia Tech fertile ground for cultivating new startups, they also took full advantage of other entrepreneurship opportunities such as the Georgia Tech Business Plan Competition.

Through their Georgia Tech connections, they eventually teamed with researchers in the College of Bioscience and Bioengineering who have developed an innovative skin and tissue rejuvenation process. Working together to bring this technology to market, they are in the process of securing Georgia Tech licensing, seed funding, and clearance from appropriate governmental entities. After Daniel and Priester graduate in December 2007, they want to gain acceptance into Georgia Tech’s high-tech business incubator, the Advanced Technology Development Center.

“We have the vision to take this product to market and revolutionize the field of tissue engineering,” Daniel says. “We believe this will be a great success.”

Their Georgia Tech education has proven invaluable, they say. “I ran my previous company as many entrepreneurs do, where you’re kind of run by your circumstances,” Priester says. “Now I’m learning a more formal approach, where you’re certain you’ve covered all the bases appropriately before moving down a particular path.”

Professor Helping Women in Tanzania

Stuart Graham, assistant professor of strategic management, is heading a team working to reduce the energy challenges faced by poor women in northern Tanzania.

In much of the developing world, women and female children spend a great deal of time gathering fuel for cooking, Graham explains. Because most of this cooking is done on indoor stone stoves, families suffer serious health consequences from the smoke.

Funded by the Tokyo Foundation, Graham’s team includes representatives from multiple universities, academic fields, and nations. They have created a Community Energy Center in northern Tanzania to allow women and female children to learn about energy-saving technologies and how to construct stoves and appliances for their own use that run on alternative fuels instead of firewood and charcoal. “These locally trained women will gain respect in the community, along with the skills needed to spread knowledge in using stove technology,” Graham explains.
College students must play an active role in the growing movement to save the planet from environmental disaster, said Vice President Al Gore during his April 18 lecture in Georgia Tech College of Management’s IMPACT Speaker Series.

Other morality-based movements like civil rights and ending apartheid largely began on college campuses, noted Gore, who considers global warming the greatest moral challenge facing civilization. “This is your moment....” said Gore, whose lecture was held in partnership with Georgia Tech’s Institute for Leadership and Entrepreneurship. “I urge you to learn as much as you can about this movement.”

After imploring the Georgia Tech students who packed the Ferst Center to follow the example set by their grandparents in repairing societies after World War II, Gore asked: “Will this become known as the selfish, self-destructive generation or the next great generation?....We have adopted a short-term way of thinking far more than our grandparents would have thought wise.”

Gore’s lecture, titled “Thinking Green: Economic Strategies for the 21st Century,” made the case that climate change is real – the result of treating our vulnerable atmosphere like an “open sewer” for carbon dioxide emissions. “We’re doing damage in an almost casual way,” he said.

Citing four recent international scientific studies that unanimously verified the reality of global warming, Gore expressed surprise that consensus on the issue is taking so long and being treated like a “political football.”

Citing four recent international scientific studies that unanimously verified the reality of global warming, Gore expressed surprise that consensus on the issue is taking so long and being treated like a “political football.” Gore explained that his passion for saving the environment erupted in 1989 after his son nearly died in a traffic accident. Just as he could have lost his son, he realized that humanity could lose the world’s “God-given beauty,” Gore, then a U.S. senator, began writing his first book on the environment, the bestselling Earth in the Balance: Ecology and the Human Spirit, in his son’s hospital room.

Published in 1992, the book addressed the need to protect the ozone layer and clean up toxic waste dumps. His latest bestseller on the environment, An Inconvenient Truth, was turned into an Academy Award-winning documentary in 2006.

In his lecture, sponsored by Assurant Specialty Property, Gore listed factors that have contributed to global warming, from tremendous population growth to the technology revolution that has led to “bull-in-a-china shop syndrome.” Short-attention spans, more focused on celebrity gossip about Britney Spears than important issues, haven’t helped either, he said.

The result, Gore explained, is melting glaciers, and an inevitable explosion in “climate refugees” fleeing spoiled areas. Based on the environmental damage already done, the number of refugees will certainly be in the tens of millions, but the total could reach well into the hundreds of millions if aggressive...
The IMPACT Speaker Series continued to live up to its name in 2006-07 with a heavy-hitting lineup of notable business executives, high-tech entrepreneurs, venture capitalists, and intellectual leaders.

Started in 2001, the series is proving increasingly popular as a learning opportunity for Georgia Tech students, alumni, and members of the Atlanta community, who often pack LeCraw Auditorium.

Sponsored by Assurant Specialty Property and Assurant Solutions, the IMPACT series is held weekly during the fall and spring semesters. Speakers in 2006-07 included:

- David McKenney, chairman and CEO, McKenney's
- Gang Yu, vice president, worldwide procurement, Dell
- Al Trujillo, president and CEO, Recall Corporation
- Anita Sharpe and Kevin Salwen, founding editors, Motto magazine
- A.B. Short, CEO and co-founder, MedShare International
- Stephen T. Butler, chairman and CEO, W.C. Bradley Company
- S. Craig Lemasters, president and CEO, Assurant Solutions
- A Microfinance Panel: Patricia Williams, executive director of the Georgia Micro Enterprise Network; Robert Pattillo, founder, Gray Ghost Fund; Wole Ralph, program director, ACCION USA; Samuel P. Moss, president, Gray Matters Capital; and Angie Allen, founder, Full Circle Living
- Anika Rahman, president, Americans for UNFPA
- Stephen B. Young, global executive director, Caux Roundtable
- Vernon J. Nagel, chairman, president, and CEO, Acuity Brands
- Joseph W. Evans, founder and managing principal, Bankers’ Capital Group, LLC
- Jack Shewmaker, board member and former vice chair, Wal-Mart
- James D. Robinson III, co-founder and general partner, RRE Ventures, LLC; chairman, Bristol-Myers Squibb Company
- Donna Stone Buchanan, president, Junior Achievement of Georgia
- Richard F. Smith, CEO, Equifax
- Joyce LaValle, senior vice president of associate and customer engagement, Interface
- Char Fortune, managing director, Grubb & Ellis Company
- Surya Kant, president, TCS America
- Bertrand Collomb, chairman, Lafarge
- William George, professor of management practice, Harvard Business School; former chair and CEO, Medtronic
- Alex Counts, president and CEO, Grameen Foundation
- Al Gore, 45th Vice President of the United States
Within the next decade, Georgia Tech College of Management aims to become the world’s preeminent business school for management and technology. That means the school is investing lots of time, talent, and resources into all of its degree programs, from the undergraduate to the MBA to the doctoral level. In recent years, the College has expanded its MBA options to meet the varying needs of students who have chosen different ladders to climb.

While all of these MBA options address the increasing importance of technology in an ever-globalizing economy, they are far from the same degree with a different name. The two-year Full-time MBA program attracts a wide range of people from differing professional, educational, and cultural backgrounds who choose to focus their studies on various aspects of business.

Arriving with some real-world business experience under their belts, these full-time MBA students are bonded by their desire to delve into their studies undistracted by career commitments. They know that the trajectory of their earnings and career will rise sharply once they return to the workforce with a brand-name MBA like Georgia Tech’s in hand.

But not every worthy MBA candidate has the means or desire to interrupt their career for two years. That’s why the College of Management started the Evening MBA program in fall 2007. Having three to six years to complete the program, Evening MBA students enjoy the same quality of education (and degree) as their full-time peers.

In 2005, the College of Management created the Global Executive MBA to help established leaders transition into international business and/or better understand global issues. Since then, the program has seen exponential growth in popularity as more professionals recognize that the boardroom is as likely to be in Bangalore or Beijing as in Atlanta or New York.

Another program, the Executive Master’s in Management of Technology, has a proven track record of taking rising professionals in tech-heavy fields to the next level in their careers. In 2007, the College evolved the program’s curriculum, renaming it the Executive MBA in Management of Technology.

Some of the business leaders that Georgia Tech trains don’t just manage technology. They’re used to creating it. For years, the College has afforded engineers and scientists at Tech the opportunity to earn an MBA while completing their other graduate program through the Technology Leadership Program – finishing both degrees in almost the same amount of time it would take to earn one alone.

The following pages highlight Georgia Tech students and alumni who are realizing the benefits of their various forms of MBA education.
Brad Thompson Enjoys Return to Civilian Life at Georgia Tech

As a first-year MBA student during the 2006-07 academic year, Brad Thompson enjoyed the most personal freedom he’d had in over a decade.

“At the end of the day, I can do whatever I want; it’s great,” says Thompson, who grew accustomed to highly structured environments during his undergraduate engineering studies at the U.S. Military Academy at West Point and six years of active duty in the U.S. Army, including several tours in Iraq and Afghanistan. “Now I really enjoy having a free weekend and being able to go where I want without needing someone to approve it.”

Though challenging, Georgia Tech’s MBA program just doesn’t seem that stressful to Thompson in comparison to his life as an infantry captain in the U.S. Army. “It definitely puts it in perspective,” Thompson says. “I feel better equipped to deal with adversity, chaos, and failure than the average person.”

During his last year in Iraq, Thompson served as an assistant team leader of a Military Transition Team helping develop the Iraqi Army’s capabilities. Acting as a liaison with Iraqi forces, Thompson quickly learned he had to adapt to their culture to get things done. He’s proud that the Iraqi Brigade he worked with was widely regarded as one of the best equipped and most professional Brigades in the country, and he still communicates with some of the Iraqi officers and interpreters he befriended.

“A premium is placed on your ability to understand the culture,” Thompson says. “Someone who doesn’t is not going to succeed in Iraq or Afghanistan at all.”

For his transition back into civilian life, he considered master’s programs in civil engineering but decided he didn’t want to become too specialized. An MBA better suited his goals. “As part of the infantry, I’d been on the Army’s leadership track,” he says. “Infantry officers are the managers and generalists of the Army.”

Thompson, who plans to concentrate his MBA studies on strategy/operations and go into consulting, chose to attend Georgia Tech because of the sense of community and ambition he perceived among students and faculty. “Those were the two things I was really interested in seeing,” he says. “I definitely felt there was a strong support structure here. As far as value goes, I think you’d be hard-pressed to find another MBA program any better. There are incredibly smart people in class who care about each other.”

Full-time MBA students know that the trajectory of their earnings and career will rise sharply once they return to the workforce.
After earning both her MS in mechanical engineering and MBA, Crystal Gilpin headed from the classroom into the operating room in May 2007. She accepted a job as a field clinical representative with Boston Scientific, one of the world’s largest manufacturers of medical devices. When doctors implant the company’s pacemakers and defibrillators into cardiac patients, she’s on hand during surgery to answer technical questions.

She says the job is perfect for her because it combines her desire to help people with her business know-how and biomedical engineering background. Gilpin says she wouldn’t have been a contender for the job without an MBA, because Boston Scientific wants tech reps that can not only communicate with physicians, but also coordinate with the sales staff. Her job involves physician education about new products and patient follow-up.

Gilpin once considered going to medical school but became more interested in biomedical design during her undergraduate studies at Virginia Tech, where she conducted research on cardiovascular mechanics. After graduation in 2002, she worked for a year at the U.S. Patent Office as an examiner of medical device applications before enrolling in Georgia Tech’s master’s program in mechanical engineering, which she completed in 2005 with a focus on cardiovascular mechanics.

After she learned about the College of Management’s dual-degree Technology Leadership Program, she decided to expand her business knowledge and professional opportunities by earning an MBA, finishing in 2007.

For Technology Leadership students, the number of hours required for the MBA is reduced because the coursework in the other graduate program counts as the special concentration area of study. Some students earn two degrees simultaneously, or like Gilpin, pursue them back to back.

Planning to eventually earn her doctorate, Gilpin is excited about growth opportunities in the medical device field. She hopes her role at Boston Scientific evolves into one in which she facilitates communication between doctors and engineers about how to make better medical devices. “I wouldn’t actually be doing the designing, but translating what needs to be improved upon to the engineers,” says Gilpin, who is based in Washington D.C. with a region covering southern Maryland and northern Virginia.

She is thankful for all of the opportunities she’s had to pursue her interest in entrepreneurship at the business school. “The MBA program was even more than I thought it would be,” she says.
Global Executive MBA:
Michael Liss Shooting for International Success

Consistently ranked number one for sales in the corporation at Wachovia, Michael Liss believes his Global Executive MBA from Georgia Tech will help him reach much greater heights – and travel much farther distances.

As vice president and acquisition banking relationship manager for Wachovia, Liss now works directly with top executives of more than 400 major clients to provide banking services, managing a $533 million dollar portfolio. But Liss, who majored in painting at the University of Georgia before discovering his flair for sales, would eventually like to move into international banking sales.

The transition would be a natural one for a man so passionate about international travel. Liss, a native of Roswell, Georgia, especially enjoys immersing himself in the cultures of developing countries. “I love to go with a backpack and no plans,” he says.

Visiting Argentina in January 2007 has been one of the highlights of Liss’s Global Executive MBA education. He got a head start on his classmates, spending four days backpacking and ice climbing in Glacier National Park in Patagonia, Argentina. Then he joined his class in Buenos Aires for six days of visiting companies, taking courses, meeting government officials, and attending cultural events. “We had phenomenal exposure to high-ranking business professionals, including a CEO roundtable of South America’s most important companies,” Liss says.

Liss found the class’s second trip to Beijing and Shanghai just as enlightening. He got a jump on that trip, too, exploring India and Malaysia for a week with several classmates before arriving in China.

The countries visited by Global Executive MBA students vary from year to year. Entering classes begin the program in early August with one week of classes at Georgia Tech. They return to campus every two weeks for Friday evening and all-day Saturday classes, taking the overseas trips in the second and third semesters. At the end of the fourth semester, they complete another full week of classes at Tech before graduating in December.

Because of his interest in international business, Liss knew that the Global Executive MBA program was the right educational option for him. Enhancing traditional MBA coursework, the program provides international perspectives on finance, operations, economics, and marketing, teaching participants to successfully lead and innovate in today’s rapidly changing world of high-tech business. Few programs can match Georgia Tech’s in such key areas as global supply chain management, global outsourcing and service delivery, emerging technologies, managing innovation, and sustainable business practices.

Liss says he’s been very enriched by the diversity of his classmates professional experiences as well as the prestigious professors teaching in the program. “It’s apparent that these professors, who are very well known for their academic research, are also industry experts who actually practice as consultants to companies seeking their knowledge.”
Executive MBA-MOT students learn how to leverage technology for sustained competitive advantage, manage innovation, and hone their entrepreneurial skills.

Executive Master’s (MBA) in Management of Technology:
Degree Leads to Rapid Promotions for Leslie Lewis

Leslie Lewis knew she could advance her career with an Executive Master’s in Management of Technology (MOT) degree from Georgia Tech College of Management. But she was still surprised by the swiftness of her ascent.

“Upon completion of the program, I was promoted immediately,” says Lewis, MOT 2005, who rose from project leader to contract/task manager for Business Computer Applications (BCA). “I think the degree gave upper management more confidence that I could get the job done.”

In February 2007, Lewis was promoted again to director of Atlanta operations. She now manages BCA’s contract with Northrop Grumman supporting the Centers for Disease Control. She is responsible for managing relations between the CDC and Northrup, focusing on expanding the scope of work done as well as finding new business for BCA. Her supervisory duties have grown from managing 40 people to more than 100.

After graduating from Clark Atlanta University with a bachelor’s degree in computer science in 1996, Lewis worked for years as a technology consultant before deciding to pursue the MOT degree. She knew it was the right program for her because its technology focus aligned with her career path.

Previously called a master of science degree, the College evolved the program’s curriculum in 2007, renaming it the Executive MBA in Management of Technology. Designed to prepare leaders to excel in the fast evolving world of high-tech business, the program attracts both technical and business professionals who are ready to transition into upper management and strategic leadership roles. Beyond MBA core courses, students learn how to leverage technology for sustained competitive advantage, manage innovation, and hone their entrepreneurial skills. Classes are held on Fridays and Saturdays every other week, and the 19-month program culminates with an international trip.

Lewis remembers how beneficial it was to be able to immediately put her learning to work for her company. “There were numerous opportunities to exercise what I’d learned in class,” she says. “I was using it while it was still fresh in my mind.”

A native of Chicago, Lewis says her master’s education has enabled her to distinguish herself as a leader at BCA. “I am able to take the ideas and thoughts of our executive management and process them with a fresh perspective.” Her enhanced ability to forecast technologies and areas of business opportunity has also proven helpful to BCA.
The Evening MBA Program is flexible by nature. Classes are offered Monday through Thursday evenings, beginning at 6 p.m. Most students will take two courses each semester completing the program in approximately three years.
"My team has been tremendous, helping me communicate better (not just as a scientist) and develop strategies for marketing and mitigating intellectual property risks."

— MATTHEW RHYNER
After losing several family members and a close friend to cancer, Matthew Rhyner set out on a mission to help doctors detect the silent killer in its quietest stages.

Rhyner, a doctoral student in biomedical engineering through a joint Georgia Tech/Emory University program, has developed nanotechnology that can find tumors with as few as 10,000 cells through the injection of illness-hunting imaging probes into the body. Current medical practice can only uncover cancers with at least 1 billion cells, a stage when the disease is much harder and costlier to treat.

“In order for this research to impact people, it needs to be moved from the lab into the marketplace,” says Rhyner, who became involved with the Technological Innovation: Generating Economic Results (TI:GER®) program to help make his dream of improving cancer diagnosis a reality.

TI:GER®, a collaboration between Georgia Tech and Emory Law School, is nationally recognized for its success at developing the next generation of entrepreneurs. Housed in Georgia Tech College of Management, TI:GER® is the first program of its kind to bring together PhD, MBA, and law students in the classroom and research lab to advance early-stage research into real business opportunities.

Bridging Disciplines
Students who win acceptance into the highly competitive TI:GER® program are assembled into four-member teams, including one MBA and two law students who focus on the commercialization of a PhD student’s research over a two-year period. PhD students from all of the science and engineering disciplines at Georgia Tech are eligible to apply for TI:GER®.

Rhyner, who’s due to finish his PhD in December 2007, got help moving his patent-pending nanotechnology closer to market from his TI:GER® teammates: David Madden, MBA 2007; Meadow Clendenin, Emory JD 2007; and Tom Rafferty, Emory JD 2007.

They convinced successful entrepreneurs and venture capitalists judging Georgia Tech’s 2007 Business Plan Competition of the great commercial potential of Rhyner’s nanotechnology by placing first in the contest. They also finished in the top three of Nanochallenge 2006, an international business plan competition held in Venice, Italy.

While awaiting regulatory approval for clinical use of its products (a process that could take years), Rhyner’s company plans to initially sell his nanotechnology to other researchers, a $600 million market. This technology also could eventually be used to determine if localized cancer has spread through metastatic lesions after removal of the primary tumor – a method of detection that is currently unavailable – as well as detect other diseases.

Rhyner, who is now seeking investors and a CEO for the company, believes his participation in TI:GER® has been instrumental in preparing his nanotechnology for market. “My team has been tremendous, helping me communicate better (not just as a scientist) and develop strategies for marketing and mitigating intellectual property risks,” he says.

His teammate David Madden adds: “The TI:GER® program was the single most influential experience of my MBA education. The professors involved are very knowledgeable about everything involved in bringing new technologies to market.”

Surmounting Obstacles
TI:GER® teaches students that the main hurdles to commercializing research are seldom technology-related. More often they involve legal issues and problems interfacing with the public and market.

Law students participating in TI:GER® deal with intellectual property issues while MBA students lead the business analysis of possible market applications for PhD students’ research. Taking classes together, they learn to maximize commercial potential by considering market goals at an early stage of innovation. They also gain understanding of how possible market uses can influence research direction and priorities.

TI:GER® students, who currently number about 60 a year, engage in consulting projects for startup companies associated with Venture Lab, which helps commercialize technologies developed at Georgia Tech. They also benefit from assigned business and legal mentors as well as from meetings with industry representatives at biannual TI:GER® Advisory Board meetings.

Advisory Board member Richard Crutchfield says he realized during his years in leadership at Equifax that universities were failing to produce graduates who understood the steps involved in delivering high-tech products to market. “We were forced to hire people from other companies because we couldn’t hire them right out of college,” says Crutchfield, who retired as Equifax’s executive vice president in 2001.

He strongly believes that TI:GER® is succeeding where other universities are falling short. “I think it’s one of the most innovative programs that Georgia Tech offers right now,” he says.

Winning Approach
Created in 2002 by strategic management professor Marie Thursby, who’d previously worked on tech transfer programs for Purdue University, TI:GER® is increasingly winning national recognition for its pioneering educational approach.
Its prestigious honors to date include the 2003 Price Institute Innovative Education Award from the Stanford University Technology Venture Roundtable on Engineering Entrepreneurship Education, 2005 National Model Specialty Program in Entrepreneurship from the United States Association for Small Business and Entrepreneurship and Students for Free Enterprise, and the 2006 Academy of Management Entrepreneurship Division’s Innovation in Pedagogy Award.

To inspire peer institutions to adopt its model for teaching and research, the TI:GER® program is conducting workshops to educate other major universities about the program, thanks to support from the Ewing Marion Kauffman Foundation.

Stressing the importance of programs like TI:GER®, Kauffman Foundation CEO Carl J. Schramm says, “In a global economy, where researchers around the world are gaining on American universities, more must be done to rapidly and effectively move technology from the halls of academia to the front lines of U.S. commerce.”

While much TI:GER® research is too early-stage for participants to commit years after school to its commercialization, many alumni say they gained an entrepreneurial mindset that benefits them in a wide variety of careers. Meanwhile, the list of TI:GER® projects getting turned into real businesses keeps growing.

Open for Business

When David Beck, MBA 2005, enrolled at Georgia Tech, he already knew he wanted to start his own business right after graduation. He just didn’t know what kind. Taking full advantage of the Institute’s entrepreneurial environment to find the right business opportunity, he worked on commercializing promising sensor technology developed by a mechanical engineering PhD student through the TI:GER® program.

Winning first place in the Most Fundable category in the 2005 Georgia Tech Business Plan Competition confirmed to Beck and his colleagues that they were on the right track with their company, Sentrinsic. The award goes to the team deemed most ready to enter the marketplace by the entrepreneurs and venture capitalists judging the competition.

Since then, Sentrinsic has made considerable headway in the marketplace with the position sensors it designs, manufactures, and sells for industrial automation and robotics. Position sensors are essential for automated systems, guiding moving parts, such as robotic arms, where they need to go.

Sentrinsic’s patent-pending technology offers customers high precision sensors at half the cost of competing technologies, says COO Beck, who runs the company with CEO Mike Orndorff, MBA 2005 and CTO Haihong Zhu, PhD ME 2005. “Simply put, our products are better, smaller, and less expensive than anything else out there,” he adds.

More and more companies are taking notice of Sentrinsic, which is growing fast in the Advanced Technology Development Center, Tech’s startup incubator. The company’s increasing list of customers includes a Fortune 500 company, Parker-Hannifin, and Sentrinsic continues to attract investors and win grants from organizations like the Georgia Research Alliance.

“TI:GER® was a great help in navigating the university commercialization process, understanding intellectual property issues, and identifying and attracting the people we needed to get on board to make it happen,” Beck says.

Corporate Entrepreneurship

These days running a startup is far from the only way for innovative types to experience entrepreneurship. More and more established companies recognize that they must foster an entrepreneurial culture to ensure continued innovation. The new buzz word for this approach is “intrapreneurship.”

TI:GER® alumna Elizabeth Gadsby (PhD CHEM 2004) considers herself an “intrapreneur” in her role as a research manager for Kimberly Clark Corporation. Even though she’s working for a Fortune 500 company, Parker-Hannifin, and Sentrinsic continues to attract investors and win grants from organizations like the Georgia Research Alliance.

“TI:GER® was a perfect way for me to diversify,” she says. “It definitely jumped out at potential employers.”

She went to work for NASA as a chemical engineer, putting her TI:GER® training to use by working with outside companies interested in commercializing technology developed at the agency. “I met all the time with people who needed to know the best routes to take technology past the conceptual stage,” she says.
Capadona says she learned the way through TI:GER® when she strategized the commercialization of her early-stage research on new optical data storage technology. While her academic advisor at Tech continues on with that line of research, Capadona continues to grow professionally at NASA. She recently transitioned into a systems engineering position allowing her to assist with the development of NASA’s Crew Exploration Vehicle (Orion), which will replace the Space Shuttle.

“I have been exposed to the full life cycle of technology here at NASA,” she says. “From conducting very early-stage research, to handling technology transfer with outside entities, to witnessing full-phase implementation on Orion, my experience has definitely been enhanced by my TI:GER® training.”

Opportunity Knocks
Jeff Gross, PhD BME 2007, also found that his TI:GER® experience opened professional doors. He credits the program with helping him land a job as a senior management consultant with Easton Associates, a leading global healthcare consulting firm.

“Easton liked the fact that I had not only a PhD in science, but also experience with market assessment as well as communicating with CEOs and others on the business side,” says Gross, whose job focuses on strategy and mergers and acquisitions. “TI:GER® helped me understand the importance of market research, due diligence, and industry analysis before taking technologies to market.”

In the TI:GER® program, Gross worked on commercializing technology designed to improve the success of a procedure enabling people with type-1 diabetes to control their sugar levels without requiring daily insulin injections. Now reserved for the worst cases, this risky procedure involves transplanting healthy islet cells, which produce insulin, from the pancreases of genetically matched cadavers into diabetes patients. Gross’s technology tests whether islet cells are of sufficient quality to warrant transplantation.

Because this early-stage technology is years away from use on humans, Gross and his teammates moved on to other opportunities after graduation. But Gross plans to stay involved as his academic advisor continues with the islet cell research. When the time comes, his TI:GER® teammates are also interested in lending a hand with commercialization. “We stay in touch in hopes that we can get something going again when this technology comes along,” Gross says.
Study Shows Signs for Gauging IPO Firms’ Potential for Profitability

While the involvement of venture capitalists is widely believed to be beneficial to the future financial performance of high-tech companies going public, that often isn’t the case with Internet businesses, according to a new study appearing in the *Journal of Business Venturing*.

“We find that venture capital participation leads to a decrease in the likelihood of profitability and an increase in the time required to move firms into the black,” says Narayanan Jayaraman, a professor of finance at Georgia Tech College of Management, who conducted the study with finance professors Bharat A. Jain of Towson University and Omesh Kimi of Georgia State University.

Titled “The Path to Profitability of Internet IPO Firms,” their study investigated factors influencing the long-term economic viability of companies going public prior to turning a profit. The researchers examined 160 Internet firms that staged initial public offerings (IPOs) during the dot-com boom of 1996-2000.

While fallout from the dot-com bust required companies to show more maturity and bigger revenues before entering the stock market, recent evidence shows that the number of unprofitable high-tech firms going public is again on the rise. “We believe that our research provides insights that are likely to be useful to investors when similar waves of IPOs and over-investment in emerging industries occur,” Jayaraman says. “Such waves of hot and cold IPO markets fueled by the promise of growth rather than profitability tend to repeat over time even for the same industries and sectors of the economy.”

Venture capitalists, who contributed to the dot-com boom and bust by infusing too much capital into too many companies with dubious prospects, can detrimentally affect the performance of Internet firms in other ways, Jayaraman says. For example, their ability to cash out early reduces their incentive to effectively monitor management and provide other critical help after the IPO. “Our results do not support recent arguments that venture capitalist involvement provides venture firms with dynamic capabilities that lead to superior post-IPO performance,” he says.

In addition to venture capital participation, the researchers discovered other signs that the road to profitability could be long or even a dead end. These include a major drop in the ownership stake of the top three managers, possibly conveying their lack of confidence in the long-term prospects of the firm; a large-sized IPO, because raising too much extra cash can lead to the misuse of funds on unpromising projects; uncertainty about a firm’s pre-IPO value; and a large proportion of outside board members.

Though internal control mechanisms are widely perceived to be weak when too many insiders sit on corporate boards, the study notes that early-stage, high-tech firms seem to be an exception to the rule. Outsiders on their boards don’t have the detailed knowledge of firm strategy, products, and markets necessary to help steer companies in new and emerging fields, according to the researchers.

“The success of young, high-tech firms is critically dependent on the ideas, entrepreneurial spirit, expertise, and high risk-taking propensity of their founders, top management, and other insiders,” Jayaraman explains. He notes that the Sarbanes-Oxley Act has significantly upped the number of outsiders required on boards since the time period examined by the study. “Even if the proportion of insiders has gone down, it’s still possible for firms to retain much of their knowledge power. Outside directors can give leeway to insiders as they learn the ropes.”
Researchers Propose System for Reducing Returns of Products Inaccurately Deemed Defective

Retailers’ common view that the “consumer is king” has increasingly led some customers to abuse their power, claiming returned products are flawed when they actually have no defects, says Mark Ferguson, associate professor of operations management at Georgia Tech.

Ferguson has conducted research on how to reduce the growing incidence of “false failure” returns of products with no verifiable cosmetic or functional flaws. They are estimated to cost U.S. manufacturers $100 billion a year. “Because of the significant financial impact, manufacturers are interested in reducing false failure returns through improved relations and contracts with retailers,” Ferguson says. “Right now there’s no incentive for retailers to put in extra effort to reduce the number of false failure returns because the manufacturer provides full credit for every returned product.”

But manufacturers could motivate retailers to help solve the problem via a target rebate contract, which rewards sellers for keeping false failure returns below a predetermined target level, according to Ferguson and his research collaborators, V. Daniel R. Guide Jr. of Pennsylvania State University and Gilvan C. Souza of the University of Maryland. Their study was published in the journal *Manufacturing and Service Operations Management.*

“There are a number of actions that retailers can take to reduce false failure returns, such as spending extra time with customers and listening to their needs before recommending a particular product.” – MARK FERGUSON

Ferguson says. “As a result, customers have a higher probability of purchasing a product that matches their needs the first time. Retailers can also train their sales force to clearly explain the proper operating procedures of a product to customers before they purchase it. A surprisingly large number of technology products are returned because the customer could not figure out how to operate it correctly.”

Reasons for false failure returns include not only customers’ misunderstanding of product operation or installation, but also buyer’s remorse. Some consumers, who are often referred to as “devil” customers, actively abuse the liberal return policies of many U.S. retailers, buying a product such as a power tool and taking it back after their project is done, Ferguson explains.

Why don’t manufacturers charge the retailers for false failure returns? “There is a lot of competition in most product categories,” Ferguson explains. “The manufacturers are afraid to penalize retailers who might instead push their competitors’ products where there is no danger of being penalized.”

Although false failure returns can often be resold, manufacturers incur significant costs and time delays for the process of testing, refurbishing (if necessary), and repackaging the products.

The researchers examined HP, where product returns were treated as a low-level problem until a thorough analysis showed that their total cost was equivalent to 6 percent of total sales. For HP’s inkjet printer group, false failure returns can account for up to 80 percent of their inkjet printer returns.

HP has experimented with a formula devised by the researchers to calculate where to set the limit for target rebates, which retailers receive for every false failure below the predetermined level. “Our research results indicate the profit improvements from using target rebate contracts are substantial,” Ferguson says. “Even the customers are better off because the retailers spend more effort ensuring they purchase the right product and understand how to use it before taking it home. Thus, everyone wins.”
Although corporate research and development operations are increasingly moving to emerging countries like India and China, companies continue to keep the majority of their cutting-edge R&D in developed nations, according to a study by Georgia Tech strategic management professors Jerry Thursby and Marie Thursby.

To maintain this competitive advantage in the new science arena, developed countries must have government and educational policies that preserve the excellence and accessibility of their research universities, note the Thursbys in the article, published in the journal *Science*. That's because high-tech companies frequently seek collaborative relationships with research universities.

The researchers surveyed 249 R&D-intensive companies headquartered in the United States and Western Europe, finding that 49.6 percent of the R&D effort in developed nations is for new science while the proportion in emerging countries is 22 percent. The researchers distinguish “new science” R&D from the application of “familiar” sciences already in use by a company and/or its competitors.

**The researchers say the most striking result of their survey was finding that the type of science conducted at a particular location is most influenced by the ease of collaboration with nearby universities and the presence of faculty with special expertise. Survey respondents perceived universities in developed economies to have the greatest collaborative strengths.**

Respondents also indicated that they expect their overall R&D to grow in emerging countries and decline in developed economies. While conventional wisdom suggests that lower cost would be the chief consideration driving this trend, the Thursbys’ research shows that often more important factors include the quality of R&D personnel available and market issues, in addition to opportunities for university collaboration.

When it comes to new science, the edge held by developed countries could dull as the quality of universities in emerging economies improves, warn the researchers.

---

**Study Shows Academic Research into University Entrepreneurship Picking Up Steam**

As public interest in entrepreneurship increases, with six out of 10 adults now saying they would like to start a business, so does academic interest in the field. According to a new report by Georgia Tech researchers, the pace of academic research on university entrepreneurship has increased in recent years.

Conducted for the Ewing Marion Kauffman Foundation by associate strategic management professor Frank Rothaermel and doctoral students Shanti D. Agung and Lin Jiang, the report surveys and synthesizes the entire field of university entrepreneurship research over the past 25 years by analyzing all the academic journal articles published during the time period.

The increase in research on university entrepreneurship – both domestically and abroad – largely corresponds to the growth of entrepreneurship education in universities around the world and, in particular, passage of the 1980 Bayh-Dole Act, which provided universities with incentives to patent scientific breakthroughs accomplished with federal funding. Additional factors include the rise in the pool and mobility of scientists and engineers, and important technological breakthroughs in computing, biotechnology, and, more recently, nanotechnology.
After the discovery of massive mutual-fund scandals a few years ago, the U.S. Securities and Exchange Commission (SEC) proposed a controversial rule requiring that 75 percent of mutual-fund board directors (including the chairman) be independent of the company. But that percentage might not be high enough to best serve shareholders, according to a study in the *Journal of Financial Economics*.

When it comes to fund mergers, shareholders might benefit most from boards that are 100 percent independent, found Ajay Khorana, professor of finance at Georgia Tech College of Management, and his collaborators. In their study, the researchers examined whether greater independence increased the likelihood that boards would approve fund mergers – especially of poorly performing funds. “We look at fund mergers because they are important board decisions, not taken lightly, that affect the very existence of a fund,” Khorana says. “Since the early 1990s, the number of fund mergers in the U.S. has increased substantially.”

While fund mergers usually benefit investors by reversing the problem of poor returns, the unions sometimes cost board members their seats and compensation. “Boards that are most closely aligned with shareholder interests might be the most vigilant in merging a poorly performing fund out of existence, even when this results in the loss of their compensation,” Khorana says. “More independent boards seem less willing to tolerate poor performance before initiating a merger. They are more likely to act quickly to stem shareholder losses.”

The researchers, who examined mergers from 1999 to 2001, found that boards whose memberships were only 75-percent independent didn’t behave that differently than those with fewer independent members. Boards had to be totally independent for the research team to see a significant difference. Having an independent chairman didn’t make a difference unless the whole board was independent, too.

The purpose of the study was to inform the heated debate on the proposed SEC regulations. “We’re careful not to over-interpret the results,” Khorana says. “This is only one piece of evidence, but it does indicate that independent boards seem to take actions that are in investors’ best interests. However, we acknowledge that boards do more than approve mergers, and that changing board structure is not without costs.”

After the SEC approved the 75-percent independent chair regulation in 2004, the proposal met with strong opposition from the mutual fund industry, and the U.S. Chamber of Commerce filed a federal suit challenging it. After a 2006 court ruling that the SEC had not given the public opportunity to comment, the SEC began accepting input on the proposal. As of September 2007, the SEC had not given a timetable for reconsidering the proposed rule.
Smaller Bowls, Spoons Key to Eating Less, Marketing Prof Finds

When it comes to choosing food bowls, you might want to follow Goldilocks’s lead and opt for the baby-bear serving, but not because of the temperature. What makes smaller bowls “just right” for most people is how they help control the urge to over-serve food, says Koert van Ittersum, assistant professor of marketing at Georgia Tech College of Management.

Smaller spoons also help stop people from piling on too much food, according to a study in the American Journal of Preventative Medicine that was conducted by van Ittersum with Brian Wansink of Cornell University and James Painter of Eastern Illinois University.

The researchers believe their findings result from the human perceptual tendency to judge object sizes based on comparisons with neighboring items. Participants in the study, for example, served themselves 31 percent more ice cream when they were given a 34-ounce bowl instead of a 17-ounce bowl. Their servings increased by 14.5 percent when they were given a 3-ounce spoon instead of a 2-ounce utensil. When given both a large spoon and big bowl, they served themselves 56.8 percent more.

Yet they were unaware of the greater ice cream quantities. And these study participants were nutrition experts, a group one might expect to exhibit more moderation at food serving and consumption.

The researchers believe their findings have implications not only for those watching their weight, but also for the hospitality industry. Many experts have blamed expanding American waistlines on the growing size of restaurant food portions. Through the use of smaller plates, bowls, and spoons, restaurants might be able to deflect such criticism while still convincing diners that they’re getting a good value, van Ittersum says. “Of course, you cannot push this strategy to the limit,” he says. “If people still feel hungry after they’ve finished their plate, you have a serious problem.”

Study: Profits Crash When Firms Fail to Launch Products on Time

As Microsoft demonstrated with its belated Office 2007 software package and Vista operating system, postponing new product launches can take a heavy toll on the bottom line, according to a new study forthcoming in the journal Management Science.

“The effect of the delay on profitability is negative regardless of when it occurred in the product development process or the time of year of the announcement,” says operations management professor Vinod Singhal. Companies in the pharmaceutical, hardware, and software industries are particularly susceptible to negative fallout from delayed launches because their products tend to be much more highly anticipated than, say, a new brand of soda, Singhal notes.

“Software and hardware firms operate in a highly dynamic environment, characterized by short product life cycles, intense competition, rapid changes in product and process technology, and high growth rates in demand,” Singhal says. “Although product life cycles in the pharmaceutical industry are longer, delays in product introductions shorten the period of exclusivity granted by patent protection.”
NASA’s Johnson Space Center recently selected Georgia Tech College of Management to provide customized leadership training for engineers, scientists, and technologists who will be instrumental in extending the agency’s reach deeper into space.

NASA officials say they are placing high priority on management and leadership training to prepare the agency for future space exploration. The Johnson Space Center’s organizational functions include the Constellation Program Office, which is responsible for the overall development of space vehicles and infrastructure.

Divided into five three-day modules between June 2007 and November 2008, Tech’s training program for the Johnson Space Center includes courses on leadership, project management, vendor and contractor relationships, financial and risk management, and systems engineering. The Georgia Tech Research Institute and H. Milton Stewart School of Industrial and Systems Engineering are assisting with the training.

The program’s 30 participants, including many former astronauts, will be active in developing NASA’s Crew Exploration Vehicle (Orion) to replace the Space Shuttle, which is scheduled for retirement in 2010. Other major goals of NASA’s Constellation Program Office include launching Orion by 2014, completing the International Space Station, returning to the Moon by 2020 to establish a sustained human presence there, and leading human and robotic missions to Mars and other destinations.

“We’re very excited about this terrific opportunity to employ Georgia Tech’s strengths in management and technology to help NASA fulfill its ambitious mission,” says College of Management Dean Steve Salbu. “Our College does an excellent job of customizing leadership development programs for a wide variety of companies and organizations.”

In addition to NASA’s Johnson Space Center, other clients of the College of Management’s customized training programs include GE Energy, GE Healthcare, and the FBI Crime Labs.

In 2007, Georgia Tech College of Management took over ownership of The Leadership Forum, which is designed to give executives and other business people on the fast track insights into dealing with the pressures of today and challenges of tomorrow.

Georgia Tech has co-sponsored The Leadership Forum since its establishment in 1996 and served as host for its events since early 2005. John Horton, who created the program, decided to sell The Leadership Forum concept in order to focus on his growing practice of advisory services for senior management, but he continues to serve as a series advisor.

“Playing a more formal role in The Leadership Forum is a natural fit for the College of Management,” says Dan Stotz, director of executive programs. “The Leadership Forum is an extremely popular program that has always been very well designed. We’ve formed an advisory board to make it even better.”

With a theme of “Broadening Your Innovation Horizon,” the six-speaker 2007 series kicked off in February with Jeff DeGraff, who’s been called the “Dean of Innovation” by BusinessWeek. Speakers lecture on program days from 8:30 a.m. to noon.

“We feature an exciting lineup of speakers whose names are on the rise among business thinkers,” Stotz says. “If you don’t already know who they all are, you soon will.”

TalentQuest will sponsor the 2008 series. For more information on The Leadership Forum, which requires tuition, visit http://mgt.gatech.edu/exec_ed.
Georgia Tech College of Management recognized the professional and civic leadership of its alumni April 27 at the business school’s Fourth Annual Celebration, inducting five business leaders into the Hall of Fame, Academy of Distinguished Alumni, and Council of Outstanding Young Alumni.

Held in the Management building, the Celebration included a formal reception and dinner, in addition to the awards presentation.

During the ceremony, College of Management Dean Steve Salbu said: “We recognize that everyone gathered here this evening plays an important role in making the College great. As our alumni and friends, you have generously invested your time, talents, and treasure to help us create an exceptional educational experience for our students. You are creating a lasting legacy for the students who follow you, and we’re deeply grateful.”
New members of the Hall of Fame, which recognizes leaders for their lifetime career achievement and contributions to society and Georgia Tech, include:

**William R. Collins, MS IM 1963**
Collins is CEO of Collins and Arnold Construction, LLC, a company specializing primarily in the building of retail and commercial facilities throughout the South. Collins worked for the Pinkerton and Laws Company for 32 years. He was president and chairman when he left in 1992 to start his own construction company.

**John P. Imlay Jr., IM 1959**
Imlay is chairman of Imlay Investments, a private investment firm which manages capital and provides venture funds for small technology companies. Considered a leading authority and pioneer in the software industry, Imlay is the retired chairman and CEO of Management Science America (MSA). Imlay directed the merger of MSA into Dun & Bradstreet Software, serving as chairman for six years until his retirement in 1996.

New members of the Academy of Distinguished Alumni, which recognizes leaders for their contributions to business, Georgia Tech and society, include:

**Marion B. Glover, IM 1965**
Glover is president of Glover Capital and vice president of Glover & Associates. These firms help business owners with the sale of their companies and the acquisition of other businesses, primarily in the beverage area. He and his wife, Gail, who is president of Glover & Associates, have been business partners for more than 22 years.

**Terry A. Graham, IM 1969**
Graham, who devoted more than 30 years of his career to the aerospace industry, retired as COO of Lockheed Martin Aeronautical Systems and vice president of Lockheed Martin Corporation in 2003. Over the years, he served in numerous other leadership capacities for various divisions of Lockheed Martin and other companies.

This year’s inductee into the Council of Outstanding Young Alumni, which recognizes alumni for their early career achievements:

**Dennis H. James Jr., MGT 1992**
James is the president of Purpose, a subsidiary of Compu-Credit that was formed to market a broad suite of financial services to the under-banked and un-banked consumer populations. With James setting strategy and guiding execution, the company aims to become the leading provider of services to these markets.
In the 50 years since he graduated from Georgia Tech, Charlie Brady (IM 1957) has dedicated the majority of his career to growing INVESCO into a leading investment manager, helping people around the world build their financial security in preparation for retirement.

Now Brady himself is easing into retirement. Though still involved with INVESCO to an extent, he left the CEO position in 2005 and retired as chairman of the company last year. Brady and his wife, Viretta, now divide their time between Atlanta and their home in Aspen, Colorado, where they enjoy skiing, golfing, and horseback riding.

Growing up in Atlanta, Brady always knew he wanted to attend Georgia Tech. When he started, Georgia Tech had less than a dozen women enrolled because it had only recently gone coed. “But being in Atlanta, it didn’t have the feel of being an all-male school,” remembers Brady, who appreciated the expanded social opportunities afforded by his membership in the Sigma Nu Fraternity. “It wasn’t as if we were isolated at somewhere like West Point.”

After graduation, Brady immediately joined the U.S. Navy, serving two years on a destroyer in the Mediterranean, where he listened to one of his shipmates talk a lot about stocks. Their conversations influenced his decision to enter the brokerage industry after returning to civilian life.

Several years later, he learned of an opportunity to join an investment counseling business from one of his fraternity brothers. So in 1964, he joined a regional bank, establishing the first bank-owned registered investment advisory service in the country. That business became INVESCO in 1978 when Brady and eight partners bought it from the bank.

In 1997, INVESCO merged with AIM Management Group, creating one of the first truly global retail and institutional asset managers. Under Brady’s leadership, INVESCO grew to manage nearly half a trillion in assets for individual investors and major corporate, governmental, and nonprofit institutions in about 20 countries.

“It wasn’t as if we were isolated at somewhere like West Point.”

“Not many people were trying to build global businesses in the 1980s, but we saw a need then,” remembers Brady. “Even five years ago, if I told someone in this industry that we would be selling mutual funds to the Chinese, they probably wouldn’t have believed me. Demand for our products is growing all over the world because people have to take care of their own retirement these days. As wealth spreads to countries like China and India, their residents are becoming clients of ours.”

Brady, who estimates he’s traveled around the world at least 25 times on business and personal trips, has remained a loyal supporter of Georgia Tech over the years. Inducted into the College of Management’s Alumni Hall of Fame in 2004, Brady serves as an emeritus member of the College’s Advisory Board and a trustee of the Georgia Tech Foundation.

“If you graduate from a university as good as Georgia Tech, you’re already in a special class in the world,” says Brady, adding that subsequent career success owes a lot to recognizing good opportunities at the right time. “Most everybody gets a couple of shots at something big. I’m lucky that the shot I put my energy into turned out to be a good one.”
Since a string of accounting scandals rocked the corporate world near the start of the decade, Kelly Barrett (IM 1986) has experienced a dramatic rise in the prestige of her profession.

But as vice president of internal audit for The Home Depot, Barrett is responsible for much more than just checking the company’s books for financial compliance. “At The Home Depot, what we do is about 40 percent traditional audit work and 60 percent business process improvement work,” she explains. “We operate more like an internal consultancy.”

In addition to overseeing the annual inventory of the company’s more than 2,000 stores, Barrett supervises the Internal Audit Leadership Program, which helps groom managers for all functional areas of The Home Depot, not just auditing. Participants, who must have two to four years of prior experience, dedicate two years to the program, rotating through such areas as merchandising, store operations, IT, and finance to learn about the whole company.

“The goal is to get them manager-ready when they leave the program,” Barrett says. “We love to recruit Georgia Tech alumni with both business and engineering backgrounds. They do extremely well in the program because it’s so process-based.”

Barrett says she loves the exposure her job gives her to the various operations of a large company. Prior to joining The Home Depot as vice president and corporate controller (her first job with the company) five years ago, she had worked for more than a decade at Cousins Properties, where she rose to CFO. She believes her career will continue to evolve away from finance and into business operations.

Two years into her current role as vice president of internal audit, Barrett works long hours under significant pressure. “If something were to go wrong in the company, the first question the board would ask is why Internal Audit didn’t catch it. We’re dedicated to improving high-risk areas, making them low-risk.”

Barrett, who was inducted into the College of Management’s Academy of Distinguished Young Alumni last year, appreciates the strong business education she received at Georgia Tech. She returns to the business school at least once a year to talk to accounting classes taught by professor Deborah Turner, an early mentor instrumental in Barrett’s decision to go into public accounting.

Barrett’s enthusiasm for her alma mater is immediately apparent upon entering her office, which is decorated with many types of Georgia Tech paraphernalia. Regulars at Tech’s home football and basketball games, Barrett and her husband Rick (IE 1985) traveled to all away football games for a few years until recently. Barrett is something of an athlete herself. She qualified to run the Boston Marathon two times 10 years ago, finishing with respectable times, but she’s scaled back her distances a bit in recent years to prevent knee blowouts.

Her father, a high school football coach, influenced not only her love of athletics, but also her desire to help others advance. He dedicated long hours to his players off the field, helping them get scholarships, and Barrett follows his example with the 150 employees she manages.

“What I like most about my job is making a difference in other people’s careers,” she says. “When people ask what gets you up in the morning, I say it’s about making a difference in our associates’ lives. It’s important for people to feel like they make a difference at work. It’s really important to me.”
As the Internet continually changes the rules of the advertising game, Greg Johnson (MBA 2005) spends a lot of time figuring out innovative ways to make room for companies on sites like MySpace and YouTube. He has served as vice president and creative director of Digitas, one of the nation’s largest interactive ad agencies, since graduating from Tech two years ago.

When exploring advertising opportunities in the new online frontier of marketing programs that build relationships through genuine interactivity, Johnson must ask questions like: “How do we earn the attention of our consumers, and then keep them engaged? How do we participate in their space rather than just relying on interruption to try and bring them into ours?”

Now more than ever, content is the key to marketing success in the digital age, Johnson explains. “The most valuable things people are looking for are experiences that are both fun and functional. The technology actually allows us to craft these rich, immersive experiences that service the needs of the consumer while being entertaining at the same time,” he says.

In his job creating digitally-focused brand experience programs, Johnson is at the center of the revolution sweeping the advertising industry. “Instead of ad campaigns, we’re creating syndication and distribution schemes for content, using such methods as video on-demand and mobile entertainment. But another key trend is the move toward customer control. “Marketers aren’t in control anymore. The mute button is on and customers are tuning out everything they don’t want to hear. It’s most notable in broadcast advertising where technology like TiVO allows for one-button commercial skipping. A boon for consumers is a real problem for traditional marketers. We know that the 30-second TV spot is no longer effective enough to warrant its cost. And so new platforms—like digital, mobile, and social networks—get to move from a sideshow of the marketing mix to much more center stage. Mobile devices, in particular, are the new big platform.”

For Digitas, Johnson creates campaigns and promotional ideas that get his clients the best return on their marketing investment, while overseeing teams of associate creative directors, visual and interaction designers, copywriters, programmers, and motion and sound design specialists. Their recent projects include building a music platform called The Craft for Miller Genuine Draft, a promotional campaign for Miller Lite starring Mad Mike of MTV’s Pimp My Ride, the creation of a music platform for Nokia, and a new system for getting online auto insurance quotes for Allstate.

While he lives in Chicago, Johnson frequently travels to Los Angeles and New York to work with entertainment talent, staying hip to performers poised to make it big in the next year. He says his role requires a “potpourri of different skills, from strategy to design and technology. Most of all, it’s about ideas.”

Gaining the confidence and ability to articulate those ideas and explain strategy to clients were major benefits of his MBA education, he says. Though he’d previously worked in creative leadership for several companies, his MBA has enabled him to take on greater responsibility and to connect the marketing programs to measurable results, he says.

“Gone are the days when bright shiny objects were enough to get the client excited. We now live in a world where everything we produce is accountable for impacting the bottom line. And without the robust business education I gained at Georgia Tech, there was no real way for me to understand the true impact of my work.”

Drew Hess believes his endless curiosity, which he considers crucial for any PhD student, was stifled during his five-year career in the rigid world of banking.

“This type of undying curiosity isn’t good for a lot of jobs where you’re not expected to question too much,” says Hess, who’s due to finish his doctorate in strategic management from Georgia Tech College of Management in spring 2008.

“Traditional school was difficult for me growing up because I was always trying to go off on tangents.”

These days, his inquisitive nature is paying off, with the answers he’s finding to his research questions attracting a lot of academic interest. He recently became the first doctoral student at the College of Management to win a highly competitive Kauffman Dissertation Fellowship, worth $15,000, for his innovation-related research. In addition, the premier journal *Organization Science* recently accepted one of his papers for publication.

“It’s very exciting to have an impress article, but it’s amazing how quickly the back pats stop,” says Hess, noting the pressure to keep producing and publishing research.

In addition to more research studies, his future focus includes obtaining a tenure-track faculty position at a top business school. He believes his experience teaching classes on international business and strategic management will give him a leg up in his job search, because doctoral students at some business schools don’t get the opportunity to be instructors.

Nominated by the College of Management for the Institute-wide Outstanding Teaching Assistant Award, Hess says he strives to keep his instruction relevant to the real world and help students interested in banking careers find jobs through his contacts in that industry.

Balancing time-intensive teaching duties with his own class work and research has proven challenging for Hess, who entered the PhD program immediately after earning an MBA from Texas A&M University, in conjunction with his wife, Megan. They now have two young children, making his schedule particularly demanding.

“Success as a PhD student centers around your ability to remain diligent,” he says. “I think it would be death for a PhD student to be a procrastinator because you often set the deadlines and expectations.”

Hess feels fortunate to have found a great faculty advisor and mentor, associate strategic management professor Frank Rothaermel, who frequently collaborates with him on research, including the forthcoming article in *Organization Science*, “Building Dynamic Capabilities: Innovation Driven by Individual, Firm, and Network Level Effects.”

Hess says his time in banking got him interested in studying the role individuals play in contributing to innovation within firms. “There’s a notion among many strategy researchers that the individual doesn’t really matter too much when it comes to innovation; you just aggregate individuals and innovation magically happens,” says Hess, whose work bridges strategic management with the more personalized field of organizational behavior. “I’m saying let’s take another look at the individual.”
Like a lot of college students, Courtney Necessary often has trouble dragging herself out of bed in the morning—but not because she keeps hitting the snooze button. She needs that extra 10 minutes because of the tremendous toll ballet dancing takes on her body.

“Sometimes we get really, really sore,” says Necessary, a 22-year-old dancer for the Atlanta Ballet who’s also a management major at Georgia Tech. “I can pop just about every joint in my body. Luckily I haven’t had any bad injuries, just a few broken bones. I once broke my nose from kneeing myself in the face, and I cracked my tailbone.”

After enduring eight hours of dance rehearsals a day, Necessary has come to the College for evening classes since enrolling at Tech in 2003. Her 35-week-a-year contract with the Atlanta Ballet frees her up to take more classes during summers, so Necessary expects to be a senior by spring 2008. She’s appreciative of the Atlanta Ballet’s flexibility about allowing her to leave rehearsals for exams and other school requirements.

Necessary, who felt drawn to attend Tech because her father is a graduate, believes her management degree will open doors to great job opportunities after her dancing career ends in her later 20s. Most female dancers peak around age 26 and usually leave the profession by 30 because of the severe physical demands, she explains.

Focusing her management studies on finance, Necessary has already gotten some real-world business experience by serving on the finance committee for the Atlanta Ballet’s union, helping find inventive solutions to the types of financial struggles faced by many arts organizations. “With ballet, the audience just sees the visual element,” Necessary says. “They have no idea what goes on behind the scenes. It really is run like a normal company.”

People often ask Necessary if she’d one day like to run her own ballet company, but right now her interests lean more toward joining the growing green movement of environmentally friendly, sustainable businesses in a financial capacity.

Before her dancing days end, she sometimes dreams of joining a bigger company somewhere like San Francisco, but she says she probably loves Atlanta too much to leave. Her family lives here, and her older sister is also a dancer for the Atlanta Ballet. “I love the company,” Necessary says. “Since we’ve got only 21 dancers, we get lots of great opportunities to perform different parts.”
College Sets Ambitious Goal for New Faculty Chairs, Professorships

Competition for top academic talent is fierce among business schools. But Georgia Tech College of Management is making significant strides at increasing the size and stature of its faculty in order to become the world’s preeminent business school for management and technology.

Having recruited nine tenure-track faculty during the 2006-07 academic year (offsetting three retirees for a total of 59), the College made significant progress in finding the donor support to sustain and expand this faculty growth.

**The goal is to secure the resources necessary to increase faculty size to between 70 and 90 within five years. To succeed, the College is taking a two-pronged fund-raising approach involving the creation of endowed faculty chairs and professorships as well as expendable faculty term professorships.**

As of summer 2007, the College had secured gifts and commitments for the establishment of 23 expendable faculty term professorships. “No other business school has come anywhere close to creating this many term professorships in just over a semester,” says College of Management Dean Steve Salbu.

Designed to help retain and recruit promising faculty members, these professorships (each requiring $100,000 to $150,000 in funding) last for terms of four years. Faculty members honored with these professorships (which are named for the donors or their designees) can use the support for summer research, graduate student research assistance, travel to conferences, high-tech equipment, and professional development activities.

The term professorships serve as an important bridge to the future as the College seeks to establish 20 more endowed faculty chairs and professorships (each requiring gifts of $750,000 to $2 million) by the end of 2010. During 2006-07, the College took two big steps closer to that goal through the creation of the Russell and Nancy McDonough Chair in Finance and the Cecil B. Day Chair in Business Ethics.

**Russell and Nancy McDonough Chair in Finance**

In late 2006, the College was able to establish the Russell and Nancy McDonough Chair in Finance for a distinguished new faculty member, thanks to a commitment from Russell B. McDonough Jr., IE 1956, and his wife, Nancy.

The McDonoughs say they were inspired to give to the College because of the business school’s remarkable progress in recent years and Dean Salbu’s vision for the future.

For the past 37 years, the McDonoughs have lived in Little Rock, Arkansas, where their company, Winrock Enterprises, is located.

Continued on next page
Brady Family Chair in Management
This year’s creation of the Brady Family Chair in Management demonstrates how endowments are often gifts that keep on giving. In this case, the original gift (made from 1986-1995) by the now-retired INVESCO chairman Charlie Brady, IM 1957, created the INVESCO Chair in International Finance.

Growth in the INVESCO Chair’s Endowment Fund has nearly quadrupled over the years – the result of the Georgia Tech Foundation’s consistently impressive return on investment – leading Brady to suggest that Georgia Tech shift $1.5 million to create the Brady Family Chair. Pending Regents’ approval, the position is designed to attract and/or retain an eminent teacher-scholar.

An additional distribution from the INVESCO Chair Fund coupled with a new gift from Brady will enable the creation of the Brady Family Faculty in Management Endowment Fund for faculty support, including establishment of the Brady Family Term Professorship.

In addition to the Day and McDonough Chairs, the College also counts the creation of two chairs in 2005-06 toward its goal of 20 additional endowed faculty chairs and professorships by 2010. Those were the Stephen P. Zelnak Jr. Chair, held by College of Management Dean Steve Salbu, and the Ernest Scheller Jr. Chair in Innovation, Entrepreneurship, and Commercialization, held by new strategic management professor Jerry Thursby.

Term Professorships
While the filling of other new Chairs is still underway, the College has already awarded 13 of the 23 expendable faculty term professorships established so far (the total goal for 2007 is 25). They have benefitted professors already on the faculty:
• Robert A. Anclien Professorship (Sri Narasimhan, IT management professor and senior associate dean)
• Brady Family Professorship (Goutam Challagalla, associate marketing professor and associate dean); funded by Charlie W. Brady, IM 1957
• Arthur O. Brannen Professorship (Bryan Church, accounting professor); funded in honor of professor Robert W. Carney
• Nancy J. and Lawrence P. Huang Professorship (Beril Toktay, operations management associate professor)
• Imlay Professorship (Matt Higgins, assistant strategic management professor); funded by John P. Imlay, IM 1959
• Evelyn T. and Mallory C. Jones Jr. Professorship (Narayanan Jayaraman, finance professor); funded by Libby and Gary T. Jones, GMGT 1971

• Dr. Alfred F. and Patricia L. Knoll Professorship (Vinod Singhal, operations management professor); funded by C. Whitney Knoll, IM 1970
• Richard and Carol Kalikow Professorship (Cheryl Gaimon, Regents’ professor of operations management)
• Alan J. and Caron A. Lacy Professorship (Soumen Ghosh, operations management professor)
• Frank M. Merritt Professorship (Don Fedor, organizational behavior professor); funded by Raena and Joe Evans, IM 1971
• Gregory J. Owens Professorship (Mark Ferguson, associate operations management professor)
• Catherine W. and Edwin A. Wahlen Professorship (Nathan Bennett, organizational behavior professor)
• Thomas R. Williams—Wachovia Term Professorship in IT Management (D.J. Wu, associate finance professor)

Term Professorships To Be Filled:
• William H. Anderson II Professorship; funded by Raena and Joe Evans, IM 1971
• Edward J. Brown Professorship; funded by Jan and Ed Brown, IM 1970
• Angel and Stephen M. Deedy Professorship
• A.J. and Lynne Land Professorship for Teaching Excellence
• Mills B. Lane Professorship in Banking
• Mills B. Lane Professorship in Finance
• Helen and John Taylor Rhett Jr. Professorship; funded by Libby and Gary T. Jones, GMGT 1971
• Robert and Stevie Schmidt Professorship
• John and Wendi Wells Professorship
• Thomas R. Williams—Wachovia Professorship

Soumen Ghosh, holder of the Alan J. and Caron A. Lacy Professorship
Matt Higgins, holder of the Imlay Professorship
Vinod Singhal, holder of the Dr. Alfred F. and Patricia L. Knoll Professorship
### College Donors

The following list recognizes all donors who made gifts and commitments designated to the College of Management from July 2006 through July 30, 2007.

<table>
<thead>
<tr>
<th>Donor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture Foundation</td>
</tr>
<tr>
<td>Acuity Brands</td>
</tr>
<tr>
<td>Air Liquide America Corporation</td>
</tr>
<tr>
<td>Alcoa Foundation</td>
</tr>
<tr>
<td>Christopher S. Alexander, IM 1970</td>
</tr>
<tr>
<td>Evan J. Allen, TEXT 1963</td>
</tr>
<tr>
<td>Nancy W. and Fred C. Allvne</td>
</tr>
<tr>
<td>American Security Insurance Company</td>
</tr>
<tr>
<td>Robert A. Ancilien, IM 1969, MS IM 1970</td>
</tr>
<tr>
<td>B. Joe Anderson, IM 1950</td>
</tr>
<tr>
<td>Stanley E. Anderson, IMGT 1975</td>
</tr>
<tr>
<td>Olivier Aretz, MBA 2006</td>
</tr>
<tr>
<td>Pam A. Arlotto, HS 1980</td>
</tr>
<tr>
<td>Thomas G. Arlotto, ME 1982</td>
</tr>
<tr>
<td>Association for Corporate Growth</td>
</tr>
<tr>
<td>Assurant Foundation</td>
</tr>
<tr>
<td>Assurant Solutions</td>
</tr>
<tr>
<td>Assurant Specialty Property</td>
</tr>
<tr>
<td>Assurant</td>
</tr>
<tr>
<td>Jerome A. Atkinson, IM 1971</td>
</tr>
<tr>
<td>Laurie D. Bagley, IMGT 1984</td>
</tr>
<tr>
<td>Bank of America Foundation</td>
</tr>
<tr>
<td>Eliot B. Barnett, IMGT 1973</td>
</tr>
<tr>
<td>Joseph M. Bearden Jr., IM 1982</td>
</tr>
<tr>
<td>Larry H. Beisel Jr., IMGT 1979</td>
</tr>
<tr>
<td>Jerry W. Bell, BMGT 1972</td>
</tr>
<tr>
<td>Marcus C. Bennett, IM 1959</td>
</tr>
<tr>
<td>Nathan Bennett, PhD MGT 1989</td>
</tr>
<tr>
<td>Adam E. Berry, MBA 2006</td>
</tr>
<tr>
<td>Rohit Bhagat, MBA 2006</td>
</tr>
<tr>
<td>Teresa W. Blackledge, MS IM 1982</td>
</tr>
<tr>
<td>W.J. Blane Jr., CE 1968, MS IM 1969</td>
</tr>
<tr>
<td>Arthur O. Brannen, IM 1973</td>
</tr>
<tr>
<td>Kathryn and William R. Bridges Jr., IM 1952</td>
</tr>
<tr>
<td>K. Harrison Brown, IE 1963</td>
</tr>
<tr>
<td>Matthew H. Brown, MGT 1991</td>
</tr>
<tr>
<td>Herbert J. Brunswick Jr.</td>
</tr>
<tr>
<td>Alan S. Babes, IM 1974</td>
</tr>
<tr>
<td>Osman Burak Burc, MBA 2007</td>
</tr>
<tr>
<td>William C. Burgess, IM 1971</td>
</tr>
<tr>
<td>Capital Cadillac</td>
</tr>
<tr>
<td>Robert W. Carney</td>
</tr>
<tr>
<td>Don L. Chapman, IM 1961</td>
</tr>
<tr>
<td>Peter Colley</td>
</tr>
<tr>
<td>William R. Collins Jr., ME 1957, MS IM 1963</td>
</tr>
<tr>
<td>Community Foundation for Greater Atlanta</td>
</tr>
<tr>
<td>Micheal Condon</td>
</tr>
<tr>
<td>Benoit Cotnoir, MBA 2006</td>
</tr>
<tr>
<td>Lynda C. Coursey, IM 1975</td>
</tr>
<tr>
<td>Joel H. Cowan, IM 1958</td>
</tr>
<tr>
<td>The Dash Family Foundation</td>
</tr>
<tr>
<td>Patricia B. and Marcus J. Dash, AE 1966, MS AE 1968</td>
</tr>
<tr>
<td>Stephen M. Deedy, IM 1981</td>
</tr>
<tr>
<td>DeGuardiola Advisors</td>
</tr>
<tr>
<td>Dekalb Medical Center</td>
</tr>
<tr>
<td>Aldor Delp, MBA 2006</td>
</tr>
<tr>
<td>Demetre Brothers</td>
</tr>
<tr>
<td>Christopher Demetre, IM 1986</td>
</tr>
<tr>
<td>Jack C. Demetre, Jr. IM 1980</td>
</tr>
<tr>
<td>Mark C. Demetre, IM 1978</td>
</tr>
<tr>
<td>Steven A. Denning, IM 1970</td>
</tr>
<tr>
<td>James D. Depasquale, MS AE 2006, MBA 2006</td>
</tr>
<tr>
<td>The Dow Chemical Company Foundation</td>
</tr>
<tr>
<td>Charles F. Easley Jr., IM 1986</td>
</tr>
<tr>
<td>Ashley Lange Edmonson, MBA 2007</td>
</tr>
<tr>
<td>Akintunde A. Ehindero, MBA 2007, MS ECE 2007</td>
</tr>
<tr>
<td>Anonymous</td>
</tr>
<tr>
<td>Michael L. Ely, DSM 2002</td>
</tr>
<tr>
<td>Martina Emmerson</td>
</tr>
<tr>
<td>Florence C. and Harry L. English Memorial Fund</td>
</tr>
<tr>
<td>Cheol S. Eun</td>
</tr>
<tr>
<td>Joseph W. Evans, IM 1971</td>
</tr>
<tr>
<td>Jack J. Faussemagne, IM 1965</td>
</tr>
<tr>
<td>Stephen R. Fleming, PHYS 1983</td>
</tr>
<tr>
<td>Ford Motor Company</td>
</tr>
<tr>
<td>William E. Foreman, IM 1984</td>
</tr>
<tr>
<td>Sam O. Franklin III, IM 1965</td>
</tr>
<tr>
<td>James F. Frazier Jr., IM 1971</td>
</tr>
<tr>
<td>Cheryl Gaimon</td>
</tr>
<tr>
<td>Shanti Ganapathy</td>
</tr>
<tr>
<td>Veronica L. Georgalis, MGT 2002, MBA 2006</td>
</tr>
<tr>
<td>Georgia Indo American Chamber of Commerce</td>
</tr>
<tr>
<td>Georgia Power Foundation</td>
</tr>
<tr>
<td>Soumen Ghosh</td>
</tr>
<tr>
<td>Jere W. Goldsmith IV, IM 1956</td>
</tr>
<tr>
<td>Andres Felipe Gomez Escobar, MBA 2006</td>
</tr>
<tr>
<td>Stuart E. Gould, MGT 1991</td>
</tr>
<tr>
<td>Bernie J. Grabowsky, CE 1966, MS IM 1968</td>
</tr>
<tr>
<td>Molly T. and Terry A. Graham, IM 1969</td>
</tr>
<tr>
<td>Mark A. Gram, MBA 2007</td>
</tr>
<tr>
<td>Grant Thornton Foundation</td>
</tr>
<tr>
<td>Gregory G. Greaves, MS 1998</td>
</tr>
<tr>
<td>Mark Grefe</td>
</tr>
<tr>
<td>Robert E. Green</td>
</tr>
<tr>
<td>Guidant Corporation</td>
</tr>
<tr>
<td>Hal &amp; John Smith Family Foundation</td>
</tr>
<tr>
<td>A. Mac Hall, IM 1969</td>
</tr>
<tr>
<td>James M. Hambrick Jr., MBA 2007</td>
</tr>
<tr>
<td>George W. Harris Jr.</td>
</tr>
<tr>
<td>Hubert L. Harris Jr., IM 1965</td>
</tr>
<tr>
<td>Maura A. Hart, MS 1989</td>
</tr>
<tr>
<td>Susan K. Hart, MBA 2006</td>
</tr>
<tr>
<td>Thomas E. Hassett III, IM 1970</td>
</tr>
<tr>
<td>Don S. Hasty, MS IM 1957</td>
</tr>
<tr>
<td>S. Wesley Haun, MGT 1972</td>
</tr>
<tr>
<td>Frances B. and Robert F. Head Jr., CE 1939</td>
</tr>
<tr>
<td>Robert S. Henery, ME 2003, MBA 2006</td>
</tr>
<tr>
<td>Michael R. Herrnacki, MBA 2006</td>
</tr>
<tr>
<td>Hodges II Foundation</td>
</tr>
<tr>
<td>Allen Marshall Hodges, IM 1983</td>
</tr>
<tr>
<td>The Home Depot Foundation</td>
</tr>
<tr>
<td>Anonymous</td>
</tr>
<tr>
<td>Dr. James C. Hoyle</td>
</tr>
<tr>
<td>Shabbir Husain, MBA 2006, PhD CHE 2006</td>
</tr>
<tr>
<td>John P. Imlay Jr., IM 1959</td>
</tr>
<tr>
<td>Joseph P. Irwin, IMGT 1980</td>
</tr>
<tr>
<td>Mary Alice Isle</td>
</tr>
<tr>
<td>Dennis H. James Jr., MGT 1992</td>
</tr>
<tr>
<td>Charles F. Jerabek, IM 1967</td>
</tr>
<tr>
<td>Calvin D. Johnson, MSCI 1973</td>
</tr>
<tr>
<td>Neil C. Johnson, IM 1967</td>
</tr>
<tr>
<td>Mary E. and T. Stephen Johnson, IM 1971</td>
</tr>
<tr>
<td>Elizabeth R. and Gary T. Jones, MGT 1971</td>
</tr>
<tr>
<td>Mayooor A. Joshi, MBA 2006</td>
</tr>
<tr>
<td>Kenneth B. Kahn, IE 1986</td>
</tr>
<tr>
<td>N. Richard Kalikow, IM 1964</td>
</tr>
<tr>
<td>Yi-Shyang S. Kao, MBA 2006</td>
</tr>
<tr>
<td>Kate &amp; Elwyn Tomlinson Foundation</td>
</tr>
<tr>
<td>Kimberly-Clark Corporation</td>
</tr>
<tr>
<td>W. Ken Kirk, IM 1964</td>
</tr>
<tr>
<td>Warren H. Kitchens, BC 1991</td>
</tr>
<tr>
<td>Whit Knoll, IM 1970</td>
</tr>
<tr>
<td>KPMG Foundation</td>
</tr>
<tr>
<td>Vladimir Kulagin, MBA 2006</td>
</tr>
<tr>
<td>Akhilesh Kumar, MBA 2006</td>
</tr>
<tr>
<td>Caron and Alan J. Lacy, IM 1975</td>
</tr>
<tr>
<td>Scott B. Lamensdorf, MS IM 1982</td>
</tr>
<tr>
<td>Lynne and A.J. Land Jr., IM 1960</td>
</tr>
<tr>
<td>Robert E. Langston</td>
</tr>
<tr>
<td>James D. Lanier Jr., ME 2002, MBA 2006</td>
</tr>
<tr>
<td>William F. Law Jr., IM 1958</td>
</tr>
<tr>
<td>Julian LeCraw Sr., IM 1952</td>
</tr>
<tr>
<td>Jianghong Liang, MS POLY 2004, MBA 2006</td>
</tr>
<tr>
<td>Chooangi Lim, MS AE 2003, MBA 2006</td>
</tr>
<tr>
<td>Sabrina B. Lipp, MBA 2006</td>
</tr>
<tr>
<td>Adams D. Little Jr., IM 1953</td>
</tr>
<tr>
<td>Lockheed Martin Corporation</td>
</tr>
<tr>
<td>Mark W. Long, MSCI 1985</td>
</tr>
<tr>
<td>LSI Logic Corporation</td>
</tr>
<tr>
<td>David S. Madden, MBA 2007</td>
</tr>
<tr>
<td>Patricia and Richard H. Maddux, IM 1943</td>
</tr>
<tr>
<td>Maestro Strategies, LLC</td>
</tr>
<tr>
<td>Andrew W. Marks Jr., MGT 1998</td>
</tr>
<tr>
<td>John S. Markwalter Jr., IM 1981</td>
</tr>
<tr>
<td>Harriet McDaniel Marshall Trust</td>
</tr>
<tr>
<td>J. Michael McCarthy, IM 1968</td>
</tr>
<tr>
<td>Nancy H. and Russell B. McDonough Jr., IE 1956</td>
</tr>
<tr>
<td>Jack O. McMillan Jr., IM 1977</td>
</tr>
<tr>
<td>Mellow Mushroom</td>
</tr>
<tr>
<td>Charles D. Menser Jr., IM 1964, MS IM 1966</td>
</tr>
<tr>
<td>Cristina C. MIGHT, ID 2003, MBA 2007</td>
</tr>
<tr>
<td>Matthew B. MIGHT, ECON 2003, CS 2001, MS CS 2005</td>
</tr>
</tbody>
</table>
Naming of Acuity Brands Plaza Recognizes Company's Commitment

In recognition of Acuity Brands’ seven-figure lead commitment to the College of Management, Georgia Tech will name the plaza at the corner of West Peachtree and Fifth Streets the Acuity Brands Plaza.

The plaza, which will be renovated in 2007-08, serves as a gateway from Midtown Atlanta into the Management building and Technology Square. Vernon J. Nagel, chairman, president and CEO of Acuity Brands, introduced design plans for the plaza following his January 17 appearance in the College of Management’s IMPACT Speaker Series.

Atlanta-based Acuity Brands Lighting, a subsidiary of Acuity, is one of the world’s leading providers of lighting fixtures.
College of Management
2007-08 Faculty

Management faculty members have consistently been recognized for their availability and responsiveness to students and for their superior ability to effectively mesh research, case analysis, and business theory into solutions to “real-world” problems. The College faculty provides a rigorous and relevant academic background that prepares students to lead in a wide variety of industries and enterprises.

Accounting

Bryan Church, Arthur O. Brannen professor and faculty chair of the PhD committee; PhD, University of Florida

Eugene E. Comiskey, Fuller E. Callaway chair holder, and professor; PhD, Michigan State University

Jason Kuang, assistant professor; PhD, University of Pittsburgh

Charles W. Mulford, INVESCO chair holder, professor, and director of the Financial Analysis Lab; PhD, Florida State University

Arnold Schneider, area coordinator and professor; PhD, Ohio State University

Deborah H. Turner, associate professor; PhD, Georgia State University

Finance

Jonathan Clarke, associate professor; PhD, University of Pittsburgh

Nishant Dass, assistant professor; PhD, INSEAD

Cheol Eun, Thomas R. Williams chair holder and professor; PhD, New York University

Narayanan Jayaraman, area coordinator and Evelyn T. and Mallory C. Jones Jr. professor; PhD, University of Pittsburgh

Ajay Khorana, associate professor and holder of the Wachovia Professorship; PhD, University of North Carolina at Chapel Hill

Suzanne Lee, assistant professor; PhD, University of Chicago

Minqiang Li, assistant professor; PhD, University of Illinois at Urbana-Champaign

Qinghai Wang, associate professor; PhD, Ohio State University

Information Technology Management

Chris Forman, assistant professor; PhD, Northwestern University

Saby Mitra, associate professor and faculty director of the Global Executive MBA; PhD, University of Iowa

Sridhar Narasimhan, senior associate dean and Robert A. Anclien professor; PhD, Ohio State University

Eric Overby, assistant professor; PhD, Emory University

Sandra A. Slaughter, professor and Costley chair holder; PhD, University of Minnesota

D.J. Wu, Thomas R. Williams – Wachovia associate professor; PhD, The Wharton School, University of Pennsylvania

Han Zhang, area coordinator and associate professor; PhD, University of Texas at Austin

Marketing

Samuel Bond, assistant professor; PhD, Duke University

Goutam N. Challagalla, associate dean for executive programs and Brady Family associate professor; PhD, University of Texas at Austin

Alka Citrin, assistant professor; PhD, Washington State University at Pullman

Nicholas Lurie, assistant professor; PhD, University of California at Berkeley

Naresh Malhotra, Regents’ professor; PhD, State University of New York at Buffalo

Francis M. Ulgado, associate professor and faculty research director of the Center for International Business Education and Research (CIBER); PhD, University of Illinois at Urbana-Champaign

Koert van Ittersum, assistant professor; PhD, Wageningen University

Nancy Wong, assistant professor; PhD, University of Michigan

Operations Management

Atalay Atasu, assistant professor; PhD, INSEAD

Yih-Long Chang, professor; PhD, University of Texas at Austin

Mark Ferguson, Gregory J. Owens associate professor; PhD, Duke University

Cheryl Gaimon, Regents’ professor (Richard and Carol Kalikow professor); PhD, Carnegie Mellon University

Soumen Ghosh, Alan J. and Caron A. Lacy professor; PhD, Ohio State University

Stylianos Kavadias, assistant professor; PhD, INSEAD

Vinod Singhal, area coordinator, Dr. Alfred F. and Patricia L. Knoll professor, and faculty director of the MBA Program; PhD, University of Rochester

Ravi Subramanian, assistant professor; PhD, University of Michigan at Ann Arbor

L. Beril Toktay, Nancy J. and Lawrence P. Huang associate professor; PhD, Massachusetts Institute of Technology
Organizational Behavior
Nathan Bennett, Catherine W. and Edwin A. Wahlen professor; PhD, Georgia Institute of Technology

Terry C. Blum, Tedd Munchak chair holder, director of the Interdisciplinary Institute for Leadership and Entrepreneurship, and professor; PhD, Columbia University

Donald B. Fedor, Frank M. Merritt professor; PhD, University of Illinois at Urbana-Champaign

Ingrid Fulmer, assistant professor; PhD, Vanderbilt University

Luis Martins, area coordinator and associate professor; PhD, New York University

Dennis H. Nagao, associate professor and faculty director, Executive Master’s in Management of Technology Program; PhD, University of Illinois at Urbana-Champaign

Charles K. Parsons, professor and director of undergraduate programs; PhD, University of Illinois at Urbana-Champaign

Christina E. Shalley, NSF ADVANCE professor; PhD, University of Illinois at Urbana-Champaign

Strategic Management
Lloyd Byars, professor; PhD, Georgia State University

Marco Ceccagnoli, assistant professor; PhD, Carnegie Mellon University

Stuart J. H. Graham, assistant professor; PhD, University of California at Berkeley

Matthew Higgins, Imlay assistant professor; PhD, Emory University

Jeongsik “Jay” Lee, assistant professor; PhD, University of California, Los Angeles

John R. McIntyre, professor and director, Center for International Business Education and Research (CIBER); PhD, University of Georgia

Frank T. Rothaermel, associate professor; PhD, University of Washington

Steve Salbu, dean, Stephen P. Zelnak Jr. chair holder, and professor; PhD, Wharton School of the University of Pennsylvania

Jerry Thursby, Ernest Scheller Jr. chair holder and professor; PhD, University of North Carolina at Chapel Hill

Marie Thursby, Hal and John Smith chair holder, executive director of Ti:GER®, and professor; PhD, University of North Carolina at Chapel Hill

Joint Appointments
Lawrence James, professor of psychology; PhD, University of Utah

Sundaresan Jayaraman, professor (polymer, textile & fiber engineering); PhD, North Carolina State University

David N. Ku, Lawrence P. Huang chair holder and Regents’ professor of mechanical engineering; PhD, Georgia Institute of Technology; MD, Emory University School of Medicine

Other Academics and Teaching Faculty
Spring Asher
Robert Burgess
Lee Campe
Jack Cooper
Joel Cowan
Michael Cummins
Gail Evans
Alan Flury
Jim Frazier
Kelly Grace
Benjamin Hill
Lara Hodgson
Gary Jones
Donna Kantak
Michael Kilgore
Kathleen Kurre
Barry Marchman
Stuart Milne
William Needle
Arnold Rubinoff
Robert Thomas
James M. Turner
Josh Taylor
Peter Vantine
Nick Voigt
Miranda ‘Mei’ Zhang
College Of Management Advisory Board

Robert A. Anclien
IM 1969, MS IM 1970
Partner (retired), Accenture
General Partner, Liberty Land Group, LLC

Andrea M. Arena
MGT 1989
President,
2 Places At 1 Time

Pam Arlotto
HS 1980
CEO, Maestro Strategies

Spring Asher
Founder, Speechworks

Jeffrey A. Beech
MGT 1987
President
The Beech Foundation

Vance D. Bell
IM 1973
CEO, Shaw Industries

Arthur O. Brannen
IMGT 1973
President, Brannen Development Company

Neil K. Braverman
IM 1960
Founder and Retired
Co-chairman
Safeskin Corporation

Joel H. Cowan
IM 1958
Chairman and President
Habersham & Cowan

C. Peyton Day
IM 1983
Chairman and CEO
Day Hospitality Group

Stephen M. Deedy
IM 1981
Managing Director
Alix Partners, LLC

Thomas A. Elliott Jr.
IM 1968
President and CEO
Research Data Group

Joseph W. Evans
IM 1971
Chairman and CEO
Bankers’ Capital Group LLC

Terry A. Graham
IM 1969
Executive VP and COO (retired)
Lockheed Martin
Aeronautics Company

A. Mac Hall
IM 1969
President and COO
Fry Reglet

Robert E. Hollander
IM 1969
President
Brand Sense Partners, LLC

Lawrence P. Huang
IM 1973
Partner
Sabal Partners, LLC

T. Stephen Johnson
IM 1970
Chairman, T. Stephen
Johnson & Associates

Gary T. Jones
GMGT 1971
Managing Director (retired), Credit Suisse First Boston

N. Richard Kalikow
IM 1964
President, Manchester
Real Estate

C. Whitney Knoll
IM 1970
Executive Vice President
Staubach Capital Markets

Alan J. Lacy
IM 1975
Vice-chair (retired)
Sears Holding Company

Toney E. Means
IM 1982
President, Intrepid Holdings

Michael A. Neal
IM 1975
President and CEO
GE Commercial Finance;
Vice Chairman, GE

Gregory J. Owens
IM 1982
Chairman and CEO
Iron Plant

Dennis M. Patterson
GMGT 1971
Corporate Executive Vice
President, SunTrust Bank

Lewis A. Patterson III
IM 1968
CEO, BPU Associates LLC

Antonio T. Pere
MGT 1988
President
Alliance S.A.

Robert F. Pinkerton
IM 1968
Asset Manager (retired), United Parcel Service

Robert S. Prather Jr.
IM 1967, MSM 1970
President
Gray Television

Dierk M. Reuter, PhD
MS AE ’87, PhD AE, 1989
Global Head of eFX Trading
Deutsche Bank

John P. Rhodes Jr.
IM 1984
Managing Director
AG Asset Management

D. Raymond Riddle
IM 1955
President (retired)
Wachovia Bank of Georgia

J. Michael Robison
MGT 1997
Chairman and CEO
Lanier Parking Holdings, LLC

Joseph W. Rogers Jr.
IM 1968
Chairman, Waffle House

David P. Rowland
IM 1983
Senior Vice President -
Finance, Accenture

Ernest Scheller, Jr.
IM 1952
Chairman-Emeritus (retired)
Silberline Manufacturing
Company

Jane B. Skelton
IM 1977
Controller
InfiStar Corporation

John E. Smith II
IM 1958
President and CEO (retired)
JES Holding

John D. Snodgrass
IM 1979
CEO and Founding
Principal
Great American Holdings

Karen C. Thurman
IM 1982
Partner, Frazier & Deeter

Chris A. Verlander
IM 1970
Senior Vice President of
Corporate Development
Associated Industries
of Florida

Edwin A. Wahlen Jr.
IM 1970
Managing Partner
Cravey, Green & Wahlen, Inc.

John R. Wells
IM 1984
President and CEO
Interface Americas

Charlie W. Brady
IM 1957
Chairman (retired)
INVESCO

A.J. Land Jr.
IM 1960
CEO, Pope-Land Enterprises

Julian LeCraw
IM 1952
President (retired)
Julian LeCraw & Company

James P. Poole
IM 1942
President (retired)
Employer Employee
Security Plans