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ear Alumni and Friends,

Opportunity. It is what brings people to the Fogelman College of Business & Economics (FCBE), whether it is our students, faculty or partners. I can attest it is what brought me here. As an administrator and professor of Entrepreneurship for the last 15 years, my focus has been seeking and identifying opportunities and helping others to leverage them. As I recognized the exciting trajectory of the University of Memphis (UoM) and FCBE, I came to see that there is a wonderful group of people here who are seeing and seizing the opportunities of the future. I’m enthusiastic about what we will achieve together.

We have always been an institution of opportunity, and we will continue to maintain opportunity as our focus. We provide opportunities for our students to grow and develop into a diverse community of ethical, effective and responsible business leaders. We provide opportunities for corporate partners to get involved in the classroom, in our curricula and in the employment of our fantastic graduates. We provide opportunities for our faculty to create and disseminate world-class knowledge in their disciplines, and to become academic leaders who can continue to shape the future of Fogelman. In all this, we also seek opportunities for new program offerings, new engagement for our students in the community and new partnerships with business leaders. By so doing, we can better prepare for our ever-evolving future.

Big changes in demographics and technology are re-shaping higher education. While I agree that we are experiencing significant upheaval, FCBE is on the right path to take on these challenges and emerge stronger by embracing an entrepreneurial mindset. In this issue of the Fogelman Focus, we are “Centered on Centers,” and we are focusing on some of the major Centers and initiatives that provide opportunities for our stakeholders. For example, the Crews Center for Entrepreneurship exists to inspire, educate, develop and support both aspiring and active student entrepreneurs as they pursue their dreams. The Crews Center believes that by teaching the entrepreneurial mindset to all students, we can prepare them better to have a competitive advantage as employees and as entrepreneurs. Additionally, the Supply Chain Management Center for Excellence is working with corporate partners to bring our students cutting-edge skills to become supply chain experts and profession-ready graduates.

Education and career preparation is our core mission, and it is important to recognize that our curriculum is strongly informed by our faculty’s research and experience. By supporting their research efforts, our professors can share their latest theoretical, empirical and practical insights in the classroom. We are proud to be a big part of UoM’s recent recognition as a R1 research institution, and we are committed to enhancing the value of our degrees through continued research excellence.

FCBE is uniquely Memphis, and we are committed to supporting the city of Memphis’ needs. Whether those needs come from our partners, students or the community, FCBE will work to ensure the relevance and effectiveness of our offerings and contribute to the growth of the Memphis business community. I’m thrilled to be here, and our future is full of opportunities!

Robert Garrett, PhD
Dean | Fogelman College of Business & Economics
“FCBE is uniquely Memphis, and we are committed to supporting the city of Memphis’ needs.”

– Dr. Robert Garrett
CREWS CENTER FOR ENTREPRENEURSHIP

MAKING SPACE for ALL
Just steps from the main quad lies the hub of Tiger innovation at the Crews Center for Entrepreneurship. Enter the brightly lit building on any given day, and you’ll find students of every stripe batting about fresh ideas. The spacious rooms provide open spaces and furniture that can be configured to suit the need, whether brainstorming, collaborating, testing products or preparing pitches.

As you observe the low roar of ambitious minds whirring, you quickly realize that the transformation taking place goes beyond the physical space. This Center transforms students’ lives.
Evidenced in the name, the Crews Center for Entrepreneurship equips aspiring entrepreneurs with the tools to launch their ventures. However, what makes the Crews Center a true beacon for students entering the modern business landscape is perhaps less tangible, yet arguably more useful. It’s what faculty defines as a growth mindset or entrepreneurial spirit, essential skills that impart emotional intelligence, strong communication and, ultimately, unflappable confidence.

“Every student at our University can benefit from an entrepreneurial mindset.”

Embracing a growth mindset means stepping outside one’s comfort zone not only in connecting with others, but also in approaching ideas. With a mission to impart an entrepreneurial spirit in all students, the Center hopes to open inquisitive minds to a world of real possibilities. “I learned how to apply entrepreneurship to real life,” said BA ’23 and ImagineU co-winner ’22 Amon Tyz when asked about his experience at Crews.

“Every student at our University can benefit from an entrepreneurial mindset,” stated Hilliard Crews, the eponym for the Center, founder of Shelby Group International, president of the Crews Family Foundation and alumnus (BS ’71).

Giving students freedom to explore ideas in a safe space, mentors instill in them the confidence to approach their future employers or venture capitalists with innovative proposals.

“Not everyone is going to start their own business,” Crews explained. “But with an entrepreneurial mindset, they can envision ways to improve business practices or products in the workplace. Our programs bolster students’ confidence to take the initiative to act on those ideas. Perhaps they start a new division within a corporation.”

Dawn Kimble, interim director of Crews Center for Entrepreneurship, supports Crews’ vision. “When students are fortified with a growth mindset, they become more productive citizens. There’s no limit when one can believe in possibilities,” Kimble said.

Welcoming Team

Inclusive in every sense, the Crews Center is available to all UoM students, regardless of their major or previous business experience. This unique space brings together students from every college on campus, challenging them to set aside any judgement and appreciate the perspectives each brings to the table.

Teamwork here means melding divergent viewpoints, unique talents and different backgrounds. Some business students, for example, may have unwittingly limited the scope of their ideas by only bouncing them off like-minded peers. In these programs, however, when business majors collaborate with engineers and artists, broader viewpoints emerge, yielding endless opportunities.
Learning to recognize talent in others is a skill that translates well to any career. It equips students to become managers who form effective teams, employees who communicate well with co-workers or entrepreneurs who insightfully recruit partners to balance their own strengths and weaknesses.

“Building teams shouldn’t be homogeneous,” affirmed Kimble. “Everyone has a different set of skills to offer. We open students’ minds to accept others and appreciate their talents.”

“When students are fortified with a growth mindset, they become more productive citizens. There’s no limit when one can believe in possibilities.”

Resources for Every Stage

The Crews Center welcomes students at any stage of entrepreneurship, from those who are exploring the concepts of entrepreneurship to those whose business is established and seek advice on securing capital and marketing. Some simply want to know, “Do I have something viable here? If so, how do I move forward?” The Crews Center Student Ambassadors and faculty mentors are poised to support them all. Whether students enter the Center with budding ideas or fleshed out plans, each is given access to all the Center resources. Faculty meet students wherever they are in the process and guide them as far as they want to go with their ventures. They may be paired with entrepreneur mentors in the community in addition to faculty advisors. Kimble has consulted students launching clothing or jewelry lines, providing marketing and seed fund pitch strategies. She has also assisted students in establishing a registered student organization on campus and offered tips for event planning.

Student Ambassadors host Kick Back Events that are open to students from any college division who want to exchange ideas, big and small. Student Ambassadors also conduct outreach in different classrooms to make students in all divisions aware of how the Crews Center may benefit them.

UofM students who have a fully developed idea can apply to pitch to a Crews Center review board to access a Catalyst Seed Fund grant to grow their business, without giving up equity in their venture.
ImagineU

A flagship program at the Crews Center is the summer intensive entrepreneurship accelerator, ImagineU. Open to all undergraduate and graduate students, this immersive 12-week program walks students through early-stage entrepreneurship. Participants receive internship credit and are provided a $3,000 stipend to take a venture from ideation to pitch. Along the way, they learn how to form actionable visions, develop prototypes, prove concepts, evaluate markets, analyze audience, communicate professionally and persuade convincingly.

Lydia Haworth (BBA ’23), former student ambassador, current Crews Center program assistant and ImagineU co-winner ’22, said the process was “transformational” and taught her to “become comfortable with the uncomfortable.”

Hilliard Crews believes that a bit of discomfort is integral to the process. “Part of learning is telling students ‘No,’ because one must overcome a lot of failures before finding success,” he explained.

The constructive criticism helps students fine tune their pitches in preparation for the culmination of the program on Demo Day. Each team pitches their venture to a panel of judges comprised of local business leaders, Crews Center staff and UofM professors. The winner earns $2,500 in prize money, but all participants take home invaluable skills.

See accompanying story featuring ImagineU co-winner, Lydia Haworth, pg. 9.
LYDIA HAWORTH

Artist as Entrepreneur

When the former director of Crews Center for Entrepreneurship presented Lydia Haworth (BBA ’23) with a flyer recruiting innovative minds to the ImagineU program, she was a student pursing her associate degree at Southwest Community College. Though it piqued her interest, Haworth tucked away the flyer, as she had plans to study abroad that summer (which were ultimately cancelled during the Covid pandemic). At the time, she didn’t realize that was a pivotal moment in her life.

An accomplished henna artist who had a roster of clients, Haworth knew that gaining managerial skills would give her the competitive edge she needed to grow her venture. She decided to continue her education at UofM, choosing business management as her major.

In the classroom, curricula often centered on corporate management, a track she felt did not suit her independent spirit. So, when she took a class in entrepreneurship, Haworth breathed a sigh of relief. “At last, I knew I was on the right path,” she said. Haworth added a concentration in entrepreneurship to her major and found that ImagineU flyer she had stashed two years prior.

Haworth was accepted to the ImagineU program for 2022, an experience she called nothing short of “life changing.” That summer, she collaborated with students majoring in graphic design, African American studies, sociology and art. Encouraging respectful debate among diverse groups, mentors pushed them through the phases of team development in a way that cannot be recreated in classroom setting.

“We learned how to collaborate with people who hold different perspectives, and how to speak up for own opinions, even if it’s uncomfortable or we fear how we might be perceived,” said Haworth.

Haworth’s team won that session’s pitch competition, earning a prize of $2,500. The venture they developed was Splash n’ Bath, a stand-alone dog washing station, akin to a “carwash for dogs.”

“What I gained most from this experience?” Haworth replied when asked, “Confidence. Confidence that it’s possible to launch my own business; that there are investors out there. Confidence that I can set realistic goals, and still pursue my dreams.”

Lydia Haworth (BBA ’23, Business Management with concentration in Entrepreneurship) was a Crews Center Student Ambassador 2022-23 and is currently employed at the Center as program assistant. You can find her on Instagram @henna_by_lydia.
Tiger Tank

This year the Crews Center hosted a fast-pitch venture competition, Tiger Tank. In spring 2023, in addition to the general ventures track, Tiger Tank introduced a new division to the competition, the music ventures ideas track, hosted in collaboration with the Cordell Jackson Music Ventures Fund.

“We learned how to collaborate with people who hold different perspectives, and how to speak up for own opinions, even if it’s uncomfortable or we fear how we might be perceived.”

Each venture is allotted three minutes to pitch their idea, presenting to either the panel of judges for the general track or to the music ventures judges. The panel of each track awards 1st, 2nd and 3rd place prizes, ranging from $1,000 to $2,500 each.

ISABELLE KERNELL

Seeding Ideas

Equally gifted as an innovator and a scientist, Isabelle Kernell received her Bachelor of Arts degree in psychology from the University of Hawaii, Manoa. After returning to Memphis as a graduate student (MS ’22, Information Systems and MS ’23, Data Science), she began developing a pet training device based on behavioral psychology.

During the product ideation stage of her venture, Kernell attended an event at the FCBE’s Center for Professional Career Development and heard about the Crews Center for Entrepreneurship. To her delight, she learned she could receive free mentorship. A Crews Center Student Ambassador held one-on-one sessions with her, which proved highly productive. Prior to her experience at FCBE, she had attended programs at other prestigious universities and was particularly impressed by the pedagogical approach at UofM.

“Fogelman College professors and Crews Center faculty foster a culture of compassion with a student-centric approach to teaching. They offer practical advice from their lived experience in the corporate and entrepreneurial world,” expressed Kernell.

Guiding her through market research and customer discovery, mentors helped Kernell learn how to identify the primary features for her MVP (most viable product), which inspired her to pivot categories to another idea of hers, a plant recommendation hardware device that monitors temperature, light and humidity in a room.

After solidifying her idea in the Crews Center for a couple years, she pitched her product, Spectra Sprout, at the Tiger Tank 2023 fast-pitch competition. Her venture won, and she earned a $2,500 prize award. Spectra Sprout measures room climate and gives users a list of plants with a high probability of survival in that specific environment.

Kernell plans to apply her prize money to launch her online peer-to-peer marketplace, Memphis AirBoretum (memphisairboretum.com). She is also continuing development on Spectra Sprout, with the goal of making it compatible with her online marketplace.
Working with peer mentors and faculty in preparation for her Tiger Tank pitch, Isabelle Kernell (MS ’22, Information Systems and MS ’23, Data Science) said she gained validation for her ideas. “My educational background provided the tools I need to develop my products, but the Crews Center gave me the confidence to take risks. I felt I had someone in my corner,” expressed Kernell.

See accompanying stories featuring Tiger Tank general ventures track winner, Isabelle Kernell, pg. 10, and music ventures ideas track winners, David Córdoba and Natalia Vanegas Escobar, pg. 11.

Patents2Products

In partnership with the FedEx Institute of Technology and the Crew Center for Entrepreneurship, Patents2Products hires post-doc fellows to transform their patented intellectual property into a business venture. Supported by Crews Center, as well as community mentors and advisors, the fellows receive a salary, benefits and university resources. Unencumbered by financial constraints usually associated with startups, the cohort of post-docs hold this fellowship for two years, during which time they can scale their business plan in preparation to commercialize their products.

Dr. Jasbir Dhaliwal, executive vice president for Research and Innovation, believes the Patents2Products program allows UofM to recruit the brightest minds to Memphis and incentivizes innovative Memphians to remain in the area. He notes, “The country is producing a lot of world-class PhD scientists. More and more of them are saying, ‘We want to do a spinout, be entrepreneurial.’ We are trying to capitalize on that environment.”

By providing this unique opportunity, Dr. Dhaliwal hopes to retain this talent in the community, as the entrepreneurial scientists roll out their new businesses.

Ventures in Music

When doctoral candidate David Córdoba (MM, Piano Performance and DMA ’24) read the email announcing a new opportunity for music students to become entrepreneurs, he immediately contacted fellow pianist Natalia Vanegas Escobar (MM, Piano Performance and DMA ’24) and decided now was the time to take action on developing an idea they had been noodling.

Both pianists came to Memphis from Medellín, Colombia, where they had grown up and received their bachelor’s degrees. They had often discussed the need for composers and teachers to have easier access to Colombian piano music, but had never considered turning the idea into a business. That is, until the newly established Music Ventures Ideas track for the 2023 Tiger Tank fast-pitch competition became the catalyst for them tap into their entrepreneurial spirit.

Córdoba explains, “We always had the idea in the back of our minds, but we never actually spent the time finding opportunities to fund our project. Tiger Tank was the perfect chance for us to polish it and present it to a wider audience.”

As pianists, engaging themselves in rehearsal is second nature. So, in preparation for their pitch to the judges’ panel, they employed well practiced techniques.

“We prepared for this like we usually prepare our concerts: recording ourselves, running the whole pitch for friends, receiving feedback and in the case of this pitch, making sure we were using the time we had [three minutes],” explains Córdoba.

It paid off. The Tiger Tank 2023 judges panel awarded their pitch, Colombian Sheet Music Piano Project, first place, out of seven music venture finalists. The musicians appreciated the judges’ constructive feedback and felt the process improved their business acumen.

As 2024 Doctors of Musical Arts candidates, Córdoba and Vanegas Escobar will continue their studies under Dr. Jonathan Tsay at University of Memphis. Córdoba’s piano performance concentration is opera coaching, and Vanegas Escobar’s cognate is music theory. They plan to apply the $2,500 Tiger Tank prize money to website development for their venture.
The Fogelman College of Business & Economics (FCBE), in partnership with the College of Communication & Fine Arts (CCFA), launched the Center for Arts Integration in Business Performance this spring. The Center offers a unique learning environment for students, as well as business professionals, so that they may complement their business acumen with performance and leadership skills, which are necessary for success in every career field. As the only business-based, university-sanctioned environment of its kind, it is poised to dramatically elevate the caliber of community leaders we can produce.

This endeavor was the brainchild of Dr. Gregory “Greg” Boller, FCBE associate dean of Academic Programs & Research and associate professor of Marketing. He, along with other members of our FCBE leadership team, frequently meet with business leaders to discuss their operational needs as well as to address how prepared our students are for professional challenges.

Time and time again in these discussions, the conversation would turn to workforce development and the need for students to learn more than textbook materials while obtaining a degree. According to many business leaders, students enter the workforce fully prepared in terms of subject knowledge, yet they often lack the “people skills” or “soft skills” that make a great employee.

Dr. Boller took this feedback to heart. He approached Dr. Ryan Fisher, interim dean of CCFA, and proposed an innovative partnership which would use art as a pedagogical tool to teach hard-hitting leadership and professional skills — a practice known as Arts Integration (AI). AI is often taught in K-12 programs as well as offered to for-profit companies. However, it is basically non-existent in university settings. The Second City Works based out of Chicago, Illinois and the American Shakespeare Center in Staunton, Virginia are two world-class leaders...
of AI training. However, they are incredibly expensive and, as such, not-for-profit businesses and collegiate students rarely have the opportunity or means to participate in the valuable training modules.

Drs. Boller and Fisher addressed this problem. Through the Center for Arts Integration in Business Performance, we now offer unique and engaging training using techniques from the performative art to improve business acumen.

The Center offers training programs such as Art of Movement for Professional Speaking, Story Telling for Data Presentation, Poetics for Evocative Communications, Shakespeare for Leaders, Improvisation for Ideation in Innovation and more. These programs provide the tools for building outstanding interpersonal communication, empathy, team building and public speaking.

“We are not merely talking about concepts — we are putting them on their feet,” said Dr. Boller. “Through our programs, people learn valuable techniques and skills that can be immediately applied in real life.”

For example, in public speaking situations people are often unaware how their rapid breathing or frantic body movement can be perceived as off-putting. Even worse, a poor presentation can lead the audience to assume the speaker is not credible or prepared.

“In our Art of Movement for Professional Speaking program, we use dance theory and instruction to teach participants techniques of physical relaxation, postures, gestures and movements that create and communicate confidence and how to curate motivated movements that communicate intentional meaning. Dancers are experts in communicating meaning with their bodies, and their techniques are invaluable to anyone who must present or speak in a professional setting,” said Dr. Boller.

From the arts side, the Center offers numerous benefits.

“Artists are experts in nonverbal communication,” said Dr. Fisher. “Musicians, dancers and actors are constantly attuned to the group around them.
An individual can play brilliantly, but if he is not adjusting to the rest of the team then the ensemble fails. We are teaching similar concepts to business leaders so that they can use art craft, like ‘when to lead and when to follow,’ to adapt situationally and become more marketable in professional settings.”

The Center is open for all UofM students, faculty, staff members and business professionals. However, there is also another group that is reaping the benefits of this programming.

In June, the Center partnered with University High to offer the first Summer Arts Integration & Leadership (SAIL) program to rising tenth and eleventh graders. The week-long SAIL program provided an immersive academic and experiential learning opportunity. The high schoolers stayed in campus dorms and participated in AI training, led by some of our University’s most dynamic faculty members.

“A group of colleagues were exploring ways to better engage high school students in rigorous and robust academic programming that not only showcases the amazing faculty brain trust we have on our campus at the UofM, but also helps them to explore areas of inquiry and research that they may have never had exposure to before,” said Dr. Sally Parish, associate vice president for Educational Initiatives.

“Programs like SAIL have existed for decades all around the country but are often cost prohibitive and elusive in nature — which then translates to elitist and inaccessible. We wanted to build a similar program structure for students across the state and region to ensure they had access to that same level of rigor and engagement, but without the financial and geographic barriers. AI was the perfect thread to weave through the entire program as it anchors participants in central program themes of self-awareness, communication and transformation.”

The programming provided by the Center for Arts Integration in Business Performance offers unlimited benefits. It is completely customizable and can be tailored to any organization’s specific needs. The goal is to enhance art appreciation and, ultimately, increase peoples’ confidence through real-world, immediately applicable leadership skills.

To learn more about the Center for Arts Integration in Business Performance, contact Dr. Greg Boller at gboller@memphis.edu or visit artsintegration.memphis.edu.
As the supply chain management capital of the country, the City of Memphis has an unparalleled opportunity to further acquire, curate and expand Supply Chain Management-related (SCM) occupations, research and education. The Fogelman College of Business & Economics (FCBE) has pioneered one of the most sought-after revenue-generating centers by the Mid-South community: The Supply Chain Management Center for Excellence.

“There is a symbiotic and critical relationship between the unique nature of Memphis’ geographic supply chain advantages and the Supply Chain Management Center for Excellence. Each can benefit from and contribute to the other’s success and advancement,” explained Chrissy Geibel, chief operating officer at Dunavant Global Logistics Group.

SCM research is more important than ever. Reflecting on the global pandemic’s unprecedented shortages, Dr. Medhi Amini, co-director of the Supply Chain Management Center for Excellence & George Johnson Professor, explained, “These disruptions revealed the weaknesses of supply chains around the world. The role of SCM research is critical in identifying contributing factors that cause disruptions and determining new strategies and practices to avoid similar experiences in the future and hence improve supply chain performance.”

Cultivating local workforce development is one solution to these challenges.

Being the epicenter of the industry brings, of course, great dignity, but also a sense of robust responsibility.

By Madison Stoks
FCBE has partnered with intercollegiate faculty, other surrounding universities and public and private sectors allowing the center to rapidly launch an intensive and sustained SCM agenda. The Supply Chain Management Center for Excellence is grounded by three pillars: cutting-edge supply chain management academic and executive education programs, engagement in impact-driven supply chain management research and community outreach.

“There is a symbiotic and critical relationship between the unique nature of Memphis’ geographic supply chain advantages and the Supply Chain Management Center for Excellence.

The center serves as a pipeline for many audiences. Our students are granted greater visibility to employers, opportunities to gain “real-world” SCM experience, the ability to earn academic stipends and connections to secure full-time internships and employment post-graduation.

“As we continue to attract additional SCM faculty, the center will aid in the expansion of our academic program offerings at both the undergraduate and graduate levels. It will also bolster our customized executive education programs,” stated Dr. Ernest "Ernie" Nichols, co-director of the Supply Chain Management Center for Excellence & interim chair of the Department of Marketing & Supply Chain Management.

Current professionals now have career-launching executive education programs to earn certifications locally. Furthermore, our research portfolios are blossoming as we gain further insight regarding critical SCM issues such as supply chain resilience, sustainability, workforce and information systems and technology.

The University of Memphis has been on the rise in rankings, size and research excellence. One of the highest priorities of the center is to develop the FCBE Supply Chain Management (SCM) program into a Top 25 national program by 2032. With one of the nation’s most significant intersections of runways, rivers, roads and rails; there is no question that the city of Memphis is destined for such recognition.

**FACTS & FIGURES**

- **#1** Busiest cargo airport in North America is located in Memphis.
- **75%** of UofM full-time undergraduates have a demonstrated financial need.
- **1M+** available funds will be offered through the Center in scholarships and stipends.
- **500+** New supply chain jobs are posted nationally every week.
- **70M+** Tons of raw commodity materials move out of, into and within the Memphis region annually.
Cordell Jackson (1923 – 2004), a Memphis musician, best known as “The Rock-n-Roll Granny,” was the country’s first female recording engineer and the first woman to write, sing, record, produce and distribute music on her own label – Moon Records. As a Memphis Musician and Songwriter of the Year, she has been featured in the Smithsonian Institute and the Rock and Roll Hall of Fame.

Following the indomitable entrepreneurial spirit of Ms. Jackson, an anonymous donor decided to put her drive and passion into action by funding the new Cordell Jackson Music Ventures Fund. This unique partnership between the Crews Center for Entrepreneurship, umbrellaed under the Fogelman College of Business & Economics, and the Rudi E. Scheidt School of Music is the kind of collaboration that is making a real difference in the lives of our students.

The purpose of the fund is to provide limited financial support to student entrepreneurs that are developing or launching new music-oriented business ventures. Funding is intended to help student entrepreneurs overcome distinct financial hurdles in the pursuit and evolution of promising music business venture concepts. Awards range from $1,000 to $5,000 depending on need and potential to succeed.

Students apply for awards by submitting a proposal describing their business model, a summary of customer discovery/market validation analyses, a narrative describing how much funding is needed and what specific impact the funding would have on the development of the idea or company. Students are also required to provide a line-item budget describing the intended use of funds.

Music student entrepreneurs pitch their business ideas in the Music Ventures Idea track in the Crews Center’s annual FastPitch competition. And with a defined pathway of support for developing their venture through coaching, programming and mentoring at the Crews Center for Entrepreneurship; students are well-prepared to apply for seed-funding to help make their innovative ideas a reality.

“Nothing celebrates the spirit of Memphis more than the gift of music,” said Dr. Greg Boller, FCBE associate dean of Academic Programs & Research and associate professor of Marketing. “And, if we can help make those musical dreams a reality for adventurous student entrepreneurs, we’re really doing our job as a college of business!”

BY ANNA GRISHAM

UNIVERSITY OF MEMPHIS 19
Career Readiness is the New Career Currency

AVRON B. FOGELMAN CENTER FOR PROFESSIONAL CAREER DEVELOPMENT

By Marja Martin-Carruth

The Avron B. Fogelman Center for Professional Career Development (CPCD) provides professional development resources, training and career connections for undergraduate and graduate business students. Through our programming, students are able to polish their professional development skills while making key career connections in the Complete Professional Program (CPP). In addition to in-person programming, our students are able to take advantage of the Virtual Complete Professional Program which is offered in the fall, spring and summer semesters.

During the recent academic year, we introduced several new workshops to the CPP, some of which include personal branding and critical thinking.

“A student’s personal brand and ability to think critically are very important as they are essential to professional growth, internship opportunities and career development,” said Marja Martin-Carruth, director of CPCD.

According to the National Association of Colleges and Employers, career readiness is, quite simply, the new career currency.

Some of our signature workshops, which include utilizing LinkedIn, as well as interview and resume training, have evolved over the last two years. Our resume workshop teaches students the lifelong skill of resume writing, including how applicant tracking systems work and how to match their skills to job descriptions. We build student confidence through our mock interview workshops, teaching students the techniques for answering those tough questions. Thirdly, to expand their network and increase employment opportunities our LinkedIn workshop helps students expand their personal and professional brand.
“Our programs build confidence and increase student success,” said April Mitchell, assistant director of CPCD. “As the lead facilitator of the LinkedIn, interview and resume workshops, I am able to see firsthand how students benefit from these real-world applicable training sessions.”

By partnering with business industry leaders, we are able to ensure that our programs align with current local and global business needs.

**Launch of FCBE Career Fellows Program**

The CPCD, in partnership with Bank of America, launched the inaugural FCBE Career Fellows Program last fall. This initiative is designed to engage, educate and effectively prepare African American business students for professional success.

This partnership is a demonstration of Bank of America’s and FCBE’s commitment to driving opportunities for people and communities of color. The inaugural cohort of FCBE Careers Fellows include: Ashanti Crowder, Isaiah Capps, Chanise Thompson and Aaron Wallace.

Over a two-year period, the FCBE Career Fellows Program provides professional development opportunities, job shadowing, resume and interview workshops, internships and career opportunities and more.

In a recent study by the National Association of Colleges and Employers (NACE), the number of internships completed, and a student’s GPA are the major predictors of initial career outcomes.

Graduates with more internships and higher GPAs had better odds of being employed relative to seeking employment six months after graduation.

Through this partnership with Bank of America, we hope to develop an innovative and strong pipeline of African American graduates. College graduation is significant to economic mobility, and the purpose of this program is to eliminate the graduation gap.

“Career opportunities are a critical pillar in addressing the racial equality gap in our country,” said Trevia Chatman, president of Bank of America, Memphis. “In partnership with UofM, the FCBE Career Fellows Program is designed to further equip African American undergraduate business students with career development support and guidance to help ensure their success and position them for career advancement.”

“College and career readiness are more vital now than ever,” said Marja Martin-Carruth, director of the CPCD. “With a strategic approach, we will work closely with Bank of America and the FCBE Career Fellows to create customized professional development plans in hopes of bridging the gap between classroom knowledge and career readiness by providing resources necessary for student success in today’s ever changing job market.”

**CPCD Points of Pride**

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*Dec. 2014-May 2023*
Research has shown that leadership development is critically important for women in today’s workplace. Multiple studies indicate that women represent over 50% of the workforce, yet there are still discrepancies in promotion rates of women. Recent polls indicate that women are compensated at a rate of 82% of male counterparts.

To help prepare FCBE women for the workplace, the Fogelman Women in Leadership (FWL) program expanded its existing programming to include all female students on campus. Additionally, the FWL Professional Track, tailored toward working professionals, launched in January. This new approach grew the program network by engaging nearly 300 students and professionals in its first semester under the leadership of Dr. Kathy Tuberville, director of FWL.

The student track included monthly meetings as well as a successful Women in Leadership conference that attracted 100+ students and employer partners. The event was graciously sponsored by C.H. Robinson (CHR), and included top notch participants from the Memphis Grizzlies, Pfizer, Eversana, Bank of America and C.H. Robinson. The engaging agenda covered a range of innovative concepts related to the trends of leadership development for women. A highlight of the student track included a Women’s History Month event, funded by a grant from the Student Leadership and Involvement office. The theme was “Women Who Share Our Voice,” and it featured representatives from HR Professionals Magazine, Salvation Army and Designed 4 Success.

This spring, FWL introduced a specific professional track geared toward female FCBE faculty and staff. This track offered two innovative community workshops in the area of succession planning and negotiation skills. The first workshop featured speakers such as John Daniel, retired CHO of First Horizon; Markita Jack, head of Diversity, Equity and Inclusion at Iterable; and Dr. Caitlin Porter, associate professor of Management at FCBE. They offered tremendous insight regarding the role of women in the workplace and succession planning. Our “Negotiation Strategies for Women in the Workplace” program was presented by Angie Davis, shareholder at Baker Donelson; Maureen Holland, attorney and owner of Holland & Associates PC; and Alex Smith, head of Strategy & Execution, HCM, Public Sector at Oracle.
Participants walked away with tangible skills increasing their confidence for negotiation strategies.

These professional-track programs are simply samples of what FWL will offer in the ’23–’24 academic year. Future plans include full-day training and conference opportunities and networking events.

By expanding FWL programs, our goal is to equip more women students, as well as regional professionals, with top-notch learning opportunities for enhanced growth and development. If you or your organization would like to get involved, please contact Dr. Kathy Tuberville at K.Tuberville@memphis.edu.

**PROFESSIONAL ENDORSEMENTS**

**John Strange**  
*Director of Strategic Accounts | C.H. Robinson*

The Fogelman Women in Leadership Student Conference is a highlight for C.H. Robinson each year. We were delighted to be the presenting sponsor of this engaging and innovative student event. It is part of the CHR mission to develop an inclusive culture for future women leaders. In addition to the learning benefit for the students, our team walks away with new knowledge and perspectives from the fabulous speakers and programming provided by the conference. The mission of FWL aligns well with the CHR culture and strategic vision for women leaders. We look forward to 2024 conference line-up.

**Alex Smith**  
*Head of Strategy & Execution, HCM, Public Sector | Oracle*

I heartily endorse the new professional track Fogelman Women in Leadership program. Many top institutions are focusing on leadership development for women as part of innovative succession planning and talent development.

"Learning the varying perspectives from female leaders right here in our community was empowering, and sharing those practical skills with other women in business gave me new energy on multiple levels."

- Lindsey D. Rhea, CFP

My team members who participated in the inaugural program benefitted greatly from the top speakers and engaging workshops. I’m proud to be a part of this new initiative in FCBE.

**Lindsey D. Rhea, CFP**  
*Owner and Wealth Strategist | Alia Wealth Partners*

These workshops were extremely valuable. Learning the varying perspectives from female leaders right here in our community was empowering, and sharing those practical skills with other women in business gave me new energy on multiple levels.

**Shelley Kemp, SHRM-SCP**  
*Human Resource Manager | The Memphis Grizzlies*

I was proud to be asked to be a part of the Fogelman Women in Leadership Advisory Board and annual conference. Women have the power to influence and change our world for unlimited possibilities. This program addresses a gap in leadership development. We have already seen how the programming is helping students to become more confident and professionals to grow their leadership potential. I look forward to future programming where students and professionals will be inspired to excel.

"Learning the varying perspectives from female leaders right here in our community was empowering, and sharing those practical skills with other women in business gave me new energy on multiple levels."

- Lindsey D. Rhea, CFP
TESTIMONIALS

Stephanie Soniat  
MBA Student & SVP of Treasury Management Digital Tech | First Horizon Bank

The Fogelman Women in Leadership Conference was top-notch. The speakers were authentic and informative, the networking with other leaders was incredibly helpful and the tone of the program was tailored to help students grow. I walked away with fresh energy and insights on my role and how I can help others. I’m proud to be a part of this program and thankful for the support of FCBE for all women students.

Maira Rodriguez  
MBA Alumna ‘23

The FWL program gave me new insights about my career. Listening to multiple women leaders in our community increased my confidence for my future roles as a MBA graduate. I appreciate FCBE dedicating resources to female students to help us become the best future leaders possible.

Avianna Johnson  
BBA Management ‘23

As an HR major, I particularly value female leadership development because of the skill gap for women. I enjoyed the connections I made as well as the perspectives I gained from the Fogelman Women in Leadership Program. I hope to be able to continue participating as a FCBE alumna.

FACTS & FIGURES

31.3M  
Women aged 25 and older in the U.S. labor force with at least a bachelor’s degree

82%  
The difference in compensation of women as compared to men

51.8%  
Women workers employed in management, professional and related occupations

69.6%  
Participation in the labor force is comprised of college-educated women
SCHOOL SPOTLIGHT

The Fogelman College of Business & Economics is changing the way business is done. Our faculty, students and alumni are generating big ideas and cutting-edge research, applying theoretical knowledge to solve real-world problems, devoting time and energy to the betterment of our community and, ultimately, raising the bar for aspiring business leaders for generations to come.

Students Enrolled

4.9K+

65% Undergraduate

35% Graduate

International Students Enrolled (Fall 2022)

700+

Award-Winning MBA Programs (2023)

Online MBA

• #1 Best Online MBA Program for Veterans (Tennessee) U.S. News & World Report

• #2 Best Online MBA Program (Tennessee) U.S. News & World Report

• #58 Best Overall Online MBA (Nationally) U.S. News & World Report

Professional MBA

• #1 Part-time MBA (Tennessee) U.S. News & World Report

• #98 Part-time MBA (Nationally) U.S. News & World Report

• Best On-Campus Business School The Princeton Review

3.2K+ Internship Placements

11+ Student Organizations

30K+ Alumni

Scholarships

• 150+ Private Scholarships Offered

• $450K+ Offered in Scholarship Dollars
Professional development opportunities specifically designed for current business professionals.

**FLEXIBLE HOURS**
Online and face-to-face programs, developed by FCBE faculty for busy professionals

**AFFORDABLE RATES**
Competitive price points | $450 per 4-hour session

**KEY TOPICS**
Analytics, change management, DEI, high-performing teams, talent management, negotiation and leadership

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LEADER
Honors
HERITAGE
Belinda Herrera Pays It Forward

BY ELLEN AUSTIN

A strong sense of family weaves a thread into nearly every aspect of life for Belinda Herrera, a Helen Hardin Honors Scholar, BBA ’23. The same familial bond that drew her to University of Memphis and inspired her to set high aspirations, ultimately became the impetus for launching an organization to build community honoring shared heritage.
Herrera Heritage

Belinda Herrera’s father, Juan Herrera, immigrated to California from Villanueva, a tightknit agricultural community in Zacatecas, Mexico. Seeking a better cost of living and greater opportunities, he and his wife, Matilde Huerta, then moved to Memphis, where Belinda and her three siblings were born.

Throughout Belinda Herrera’s childhood, she witnessed her parents struggle to support their family. Yet, no matter how burdened they were, her parents were quick to open their hearts and their doors to help others. Herrera hardly recalls a time when her home wasn’t filled beyond capacity with extended family living with them. It was within these crowded rooms of hardworking people that Herrera developed not only a devotion to her heritage, but also an ambition to build a more comfortable life for herself, her family and those of similar backgrounds.

“I wanted more for myself and more for them. I also hope to pave the way for my little brother,” Herrera said.

With gratitude and respect for what her parents provided, she vowed that each time she placed a hand on the ladder of success, she would extend the other to lift her community along with her.

Talent Brings Opportunity

Even at an early age, Herrera knew the best way to achieve her goals was through a solid education. Because her mother did not graduate high school and her father never had the opportunity to attend, Herrera sought to chart her own course. She looked to the example of her older sister, tapped into her innate talents and leaned into her ambition.

Herrera loved visiting family in rural Mexico and began creating art as an expression of her fondness for agriculture and Mexican handicrafts. As she garnered accolades for her work, she realized her artistry may open doors to better educational opportunities. She parlayed her talent into a means to gain acceptance into the prestigious Creative and Performing Arts (CAPA) programs at Colonial Middle School and Overton High School, both of which were outside her residential school district in Memphis. These programs provided a solid foundation for her to become among the first generation in her family to graduate high school and attend college.

In high school, Herrera joined DECA (Distributive Education Clubs of America) and learned about different careers in business. This became a lightbulb moment for her, and she realized a business degree would lead to endless opportunities. Inspired by the success her older sister, Arely Herrera, gained as an undergrad at UofM, Belinda knew UofM would be the path she, too, would take.

Herrera’s stellar academic record led her to be awarded scholarships and federal financial aid, including the HOPE Scholarship, Tiger Success Grant and Memphis Promise. With funding in hand, Herrera eagerly began her journey at UofM.

First Gen Finds Home at FCBE

As a freshman, Herrera credited the Office of First Generation Student Success for helping her establish goals, develop a long-term plan and for pairing her with a student mentor to keep her accountable along the way. Her mentor led by example, reassuring the independent Herrera that it’s okay to lean on others and ask for help.

Characteristically, Herrera wanted to pay her mentorship experience forward. Because she describes herself as a “Business Tiger” first and foremost, she focused her attention on finding leadership roles in FCBE. Hence, during an online info session presented by members of the FCBE Student Delegate Board, she realized being an ambassador of the Business College was the opportunity she sought and became a member.
Herrera quickly moved up the delegate board’s executive ranks, from vice president of membership in spring 2021, to executive vice president in fall 2021, to president in 2022-23.

Mentee, Mentor and Networker

In addition to student mentors, Herrera garnered immense support from FCBE professors and faculty. Particularly encouraging were Felicia Roddy-Jackson, Marja Martin-Carruth, April Mitchell and Dr. Kathy Tuberville, all of whom helped Herrera step out of her comfort zone and continually challenge herself.

Recognizing her promise as a business leader, Herrera’s faculty support team encouraged her to access the Avron B. Fogelman Center for Professional Career Development (CPCD) and the Complete Professional Program (CPP) to further hone her skills.

“The CPP allowed me to become more polished as a professional, more involved on campus and ultimately a better ambassador to Fogelman,” explained Herrera. “I gained networking skills and learned how to create relationships with potential employers.”

During a Fogelman Women in Leadership forum, she was inspired by Liliana Ramirez, global head of workforce development at Ford Motor Co., who initiated BlueOval Learning to support workers of various backgrounds. Like Herrera, Ramirez’s first language is Spanish. Herrera also gained insight at Mid-South Latino Chamber of Commerce (MLCC) meetings and sought advice from MLCC president, Angela Trillo, BBA ’14.

The knowledge imparted by these successful business executives further informed Herrera’s initiatives to foster a more connected Hispanic business community on campus. Thus, she put into action her plan to found the Hispanic Business Student Association (HBSA). The HBSA would be her way to honor both her heritage and the mentorship she had received.

Collaboration at the Crews Center

Fellow Fogelman Student Delegate Board member Lupe Giron is also a Crews Center for Entrepreneurship Ambassador. She suggested Herrera consult the resources at the Crews Center to establish her registered student organization (RSO). So, in 2022, Herrera brought her HBSA plan to the Crews Center, where she found not only a faculty sponsor, but also other RSO business models and student collaborators. Additionally, the center served as a gathering space for HBSA meetings.

At the Crews Center, Herrera met Luz Vargas who had launched her organic jewelry business through the ImagineU summer accelerator program. Herrera wanted to host a Hispanic business showcase on campus and turned to Vargas for advice. Vargas had previously held a showcase for her jewelry venture and shared insight on what had been successful in her own planning. To help her recruit Memphis-area Latino businesses to the showcase, Herrera tapped her sister Arely who is also fluent in both Spanish and English.

The first HBSA Showcase was a success, bringing to campus local pastelerías, restaurants, nail and makeup artists, realtors and graphic designers. Herrera hopes to make this an annual event that provides an even broader reach to inspire Hispanic students with entrepreneurship and business opportunities.

Focused Future

In addition to founding the Hispanic Student Business Association, Herrera served as social media marketing intern for the CPCD from May 2022 to 2023. She also participated in a Fogelman study abroad program for international business in Italy in May 2023. To finance her international studies, she was awarded a scholarship from the Morgan Morton FCBE Study Abroad Fund.

After graduating fall 2023, Herrera aspires to earn her MBA at FCBE and eventually enter a doctoral degree program. In the meantime, she’s continuing to grow membership in the HSBA and build more resources to connect students with the broader Latino business community. When not working in the CPCD or leading an HSBA meeting, Herrera unwinds by joining her father at the stables, paying homage to her family’s agricultural roots and communing with their horses.

In the future, her professors, cohorts and family will not be surprised in the least to one day find Herrera at the helm of the Mid-South Latino Chamber of Commerce, while serving as executive director of marketing and events at a major corporation.

Belinda Herrera, BBA ’23

Major: Business Management

Minor: Marketing Management

Founder & President, Hispanic Business Student Association

President | Fogelman Student Delegate Board (2022-23)

Marketing Intern | Center for Professional Career Development (2022-23)
Our faculty members are movers and shakers. They actively contribute high-level research and put it into practice. Please see below for a snapshot of our department’s noteworthy accomplishments throughout the past year.

**ACCOUNTANCY**

Drs. Nirmalee Raddatz, associate professor, and Kate Sorensen, assistant professor, both in the Crews School of Accountancy, have been accepted for publication in an A+ journal, *Accounting Horizons*, for their paper “The Adverse Effects of the ‘Anticipation of Racial Discrimination’ on Auditors who are Black, Indigenous, or People of Color (BIPOC): An Exploratory Study with Research Propositions.” They co-authored this paper with Management PhD student, Paul Raddatz, and Accounting PhD student, Kehinde Ogunade.

Dr. Zabihollah Rezaee was published in *The Accounting Review* for his article “SEC Comment Letter Disclosures and Short Sellers’ Front-Running.”

Dr. Joseph Zhang had his article, “Information Transparency And Investment In Follow-On Innovation,” published in the June 2023 issue of *Contemporary Accounting Research*.

**ECONOMICS**

Dr. Han Yu was named the new director of the Methodist-Le Bonheur Center for Healthcare Economics and is already garnering external grants. He was recently awarded a grant from the Social Security Administration to study racial and gender differences in the early retirement decisions during the COVID epidemic.

Dr. Joaquin Lopez received a prestigious grant from the Russell Sage Foundation to study how the Civil Rights Act of 1991 affects jury trials.
Dr. Konstantin Sokolov has been invited as a guest speaker at the University of California Los Angeles, University of South Florida, University of Tennessee and University of Ottawa.

Drs. Jihae You, assistant professor, and Kristen Jones, associate professor, were integral in the FCBE Center of Workplace Diversity & Inclusion’s proposal leading to the $25M State of Tennessee grant given to the University to provide work readiness training to citizens living in poverty.

Robinhood Markets Inc. funded the grant application of Dr. Pankaj K. Jain to develop the financial education materials geared toward financial literacy and financial planning for University of Memphis student-athletes which began summer 2023. The competitively selected proposals included only four universities, namely, University of West Virginia, Duke University, University of Memphis and University of California at Berkeley.

Dr. Mark Sunderman has been appointed by the Tennessee State Government to serve as a Commissioner on the Tennessee Real Estate Appraiser Commission (TREAC) to help regulate real estate appraisers in accordance with federal and state laws, rules and policies. The Commission strives to protect the public welfare by ensuring that only qualified persons are licensed or certified and that all licensees uphold the highest appropriate professional standards of practice, independence and competency.

Dr. Kurt Kraiger received a $700,196 grant from the Economic Development Agency to facilitate equity investments in small Black technology-oriented businesses.

Dr. Kirsten Jones was named the Robert Wang Chair of Excellence in the Department of Management. Dr. Jones has had an exemplary research and teaching record since coming to the University of Memphis and is now the first female COE in the college. She also received the FCBE Research Mentoring Excellence Award for mentoring a graduate student on a research project resulting in an A+ rated journal publication.

Dr. Kathy Tuberville received the Student Chapter Advisor Impact Award from the Society for Human Resource Management for having made a positive impact in the life of one or more student members. There is only one such award given each year and over 270 chapters nation-wide.
Dr. Huigang Liang and two graduate students created seven algorithms to help FedEx predict the weight and volume of packages likely to flow into its network over the next year. This endeavor may be one of the best examples of the power FedEx harnesses through the UofM and the FedEx Institute of Technology, the $23M joint investment on the campus, which opened in 2003.

Dr. Srikar Velichety participated in a multi-organization and multidepartment team that successfully secured a $21.5M grant from the Economic Development Administration at the U.S. Department of Commerce. This was a highly competitive grant with less than 7% of the 510 applications received from all over the country being awarded funding. Using this grant, Dr. Velichety, in collaboration with the team, will also be conducting research on economic impact analysis of these systems and the best practices around building and sustaining such private-public partnerships for upskilling and reskilling ecosystems.

Dr. Scott Vann is collaborating with UofM Global and the College of Professional and Liberal Studies to revamp a number of undergraduate IT courses for a new dual enrollment program aimed at high school students in the Mid-South region. The courses will feature practical lab exercises and asynchronous content crafted by industry professionals in their respective IT domains.

Dr. Susy Jaramillo co-authored, “An Examination Of Frontline Employee–Customer Incidental Similarities In Service Failure And Recovery Contexts,” in Psychology & Marketing. She also served as co-principal investigator for a project to develop an educational program to Reduce Distracted Driving Among Shelby County Adolescents. The project is funded by Tennessee Highway Safety Office.

Dr. Rahul Pandey co-authored two articles in 2022 which were published in the International Journal of Operations and Production Management.

Dr. Mehdi Amini served as co-principal investigator for a National Science Foundation Center for Autonomous and Electrified Transportation in Agile Freight Supply Chains (CEATAFS), Industry-University Cooperative Research Centers (IUCRC) Program Planning Grant.
George Johnson, FCBE ’70 alumnus, has generously funded FCBE faculty and staff awards annually for 10+ years. Not only does Johnson provide the monetary value for each recipient, but he takes part in the selection process for each award. Congratulations to the 2022-2023 recipients of all awards in conjunction with George Johnson.

George Johnson Research Fellowships
This award recognizes outstanding individual faculty contributions in the areas of research and specifically recognizes rising stars in their disciplines.

Dr. Subhash Jha
Associate Professor and PhD Coordinator | Department of Marketing & Supply Chain Management

Dr. Caitlin Porter
Associate Professor | Department of Management

Dr. Kate Sorensen
Assistant Professor | Crews School of Accountancy

Dr. Rita Green
Associate Professor of Teaching | Crews School of Accountancy

George Johnson Teaching Fellowship Award
This award recognizes faculty members who take the classroom experience into dimensions that enhance students’ understanding of course content and their ability to apply that content to the analysis and solution of practical, real-world business and social problems.

Anna Grisham
Marketing & Communications Manager | Dean’s Office

George Johnson Staff Excellence and Professionalism Award
This award exemplifies excellence in service and professionalism. Selections are given to an individual who goes above and beyond for the betterment of FCBE.
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Thank you for your donation and for believing in FCBE. As stewards of your donation, our primary objective is maximizing positive impacts for our students. Scholarships, professional development opportunities, building enhancements and career readiness training are just a few of the ways your gifts are changing lives for the better.
The Fogelman College of Business & Economics gratefully acknowledges the following individuals, companies and organizations for their donations of $500+ in 2022.

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Imagine yourself walking down a spacious, well-lit hallway where students congregate deep in conversation; where professors use the latest technology to produce cutting-edge research and faculty members readily mentor the next generation of young minds. This is the vision for the new Robert and Avron Fogelman Business Complex – a business school designed to cultivate a strong sense of inclusion, innovation, inspiration and belief.

We are thrilled with the work that’s being done on plans for the new facility. There will be a multitude of naming opportunities across the complex to showcase the involvement of our Memphis-based partners, alumni and friends. We are proud to announce our forthcoming building blueprint will include:

- Collaborative/Immersion Classrooms
- Conference Rooms
- Courtyard
- Event Spaces
- International Food Court & Coffee Shop
- Technology Labs
- Work-Life Balance Recreation Area and much more!
Our buildings are showing the effects of their age and heavy usage. The building modernization plan is not a simple band-aid fix, but rather a complete overhaul to existing space and construction for a new third building. These upgrades will move our college into the future. We aspire to raise $75M+ in addition to the $25M invested by the State of Tennessee. Consider an investment today in our students, our college, our University and our community. Let’s work together to elevate the Fogelman College of Business & Economics and create spaces to encourage collaboration, confidence and, ultimately, produce the next generation of leaders for a vibrant business community.

The time to invest is now.

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To learn more, please contact Michele Sides, FCBE senior director of development, at michele.sides@memphis.edu or visit fcbebuilding.memphis.edu.
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To learn more and decide which area is right for you and your family, please contact:

Michele Sides
731.435.9665 | michele.sides@memphis.edu

Laura Hall
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