

Enterprise **MT**

Spring 2016

Jennings A. Jones College of Business

Middle Tennessee State University

GETTING DOWN TO **BUSINESS**

Murfreesboro Mayor Shane McFarland

- ▶ **Flex M.B.A.**
- ▶ **Dale Carnegie**
- ▶ **Financial Center**

**MIDDLE
TENNESSEE**
STATE UNIVERSITY



Enterprise **MT**

Spring 2016

JENNINGS A. JONES COLLEGE OF BUSINESS

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Cover photo by J. Intintoli.

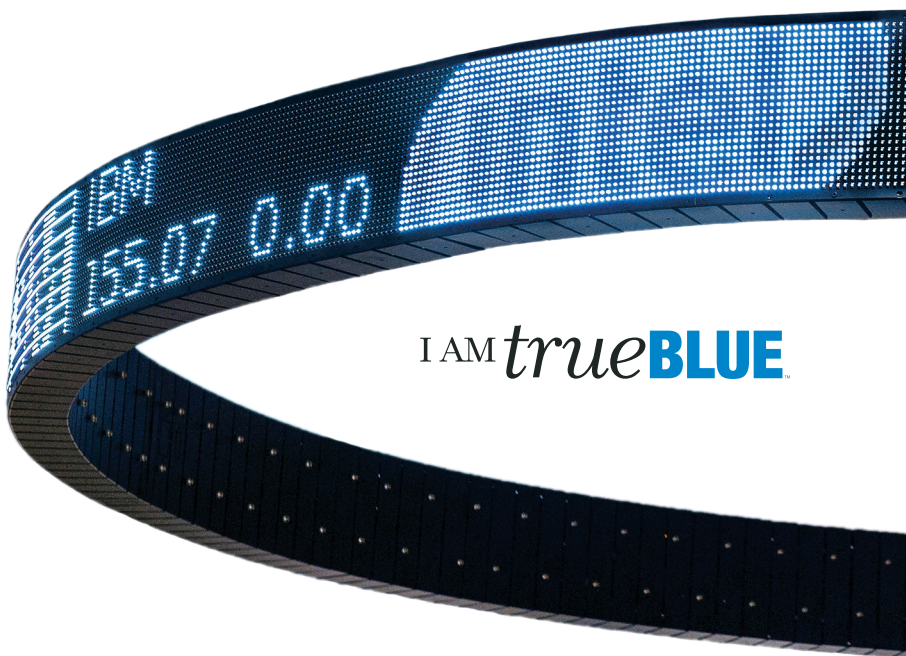
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**MIDDLE
TENNESSEE**

STATE UNIVERSITY

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Urban Sets Goals:

National Prominence, Regional Dominance

**A process of transformation:
Jennings A. Jones College
of Business since David
Urban became dean in 2013**

Dean David Urban has already made his mark by rearranging departments, hiring a new development director, and implementing many new programs, including the Flex M.B.A., a new master's in nonprofit management, and a Dale Carnegie course focusing on soft skills. Urban took time out from the annual fall business conference, which he remade to focus on generational changes in the workplace, to answer a few questions about Jones College and his hopes for the future.

Jones College has seen changes since you took the helm. Which will most influence the college's future?

We've made more changes in two years than most collegiate business schools could make in five or six, so it is really difficult to isolate just one change. Right now I would focus on the following:

- **Completely revised "Flex" M.B.A.**

The program was designed based on feedback from the market to be fast, fresh, and flexible. Students can choose an accelerated option and finish in 12 months. Course content is all new and integrated across the functional areas of business. Students can take the program online, in person on our Murfreesboro campus, or both. The Flex M.B.A. is the cornerstone of our increased emphasis on graduate education.

- **Exclusive Dale Carnegie agreement**

Jones College is the only business school in the country in which the Dale Carnegie course is a required part of the curriculum for all undergraduate majors. Eventually we plan to make it part of our graduate programs. The course helps our students to develop their soft skills in human relations, teamwork, leadership, and communications. It is already proving to be a game-changer for our students, personally and professionally.

- **Advising Center**

Our superb team of professional academic advisors was the main reason Jones College achieved a 9.2 percent increase in freshman retention this past fall over the previous year, along with increases in retention for sophomores, new transfer students, and our undergraduate population overall.



Dean David Urban at MTSU's Business and Aerospace Building

W

e've made more changes in two years than most collegiate business schools could make in five or six.

What are your other changes, plans, and goals for the college?

Jones College had a 5.6 percent increase in first-time freshman enrollment for Fall 2015 compared to Fall 2014 and a 32.3 percent increase in new transfer students, but we have work to do when it comes to our graduate population.

To that end, we have embarked on an ambitious marketing and branding program. The objective is to build

awareness of the college and its programs, particularly at the graduate level, so that we can then generate interest, desire, and action among our target constituencies.

When it comes to business education, we already have a strong position in this region because 80 percent of our 23,000 graduates live and work here. We are aiming for national prominence in addition to regional dominance.

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Our double accreditation from AACSB International puts us among the top 1.4 percent of business schools worldwide.

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What do you want the college to be known for?

Speaking with prospective students and their families, we emphasize the following:

- Our double accreditation from AACSB (Association to Advance Collegiate Schools of Business) International, for both the college as a whole and the accounting program separately, places us among the top 1.4 percent of business schools worldwide.
- We not only provide excellent technical preparation but also help students develop their soft skills. The Dale Carnegie initiative is an example.
- We are a large business school that acts like a much smaller one, mainly due to the strong commitment of our faculty and staff to help students succeed.
- We use our extensive alumni network to get our students internships and jobs.
- If you want to get a job in this region, Jones College is the place to be.

What is your basic philosophy? How does it apply to being dean?

My basic philosophy has many facets. A key one is continuous quality improvement. AACSB International used to call its periodic business school review the Maintenance of Accreditation Review. Since 2013, it's been called the Continuous Improvement Review. That's because those of us who work in business schools need to always ask ourselves, "How can we do better?" Asking that question spurs innovation, entrepreneurial thinking, and growth, both in business practice and in business education.

What is your proudest professional achievement?

I've been blessed with a great family, a wonderful education, and a rewarding career. I've received a lot of awards. But my proudest professional achievement is that I have been able to have a positive impact on thousands of students as a professor and an administrator over my 30-year career in academia.

Many of them still keep in touch. A few months ago in Nashville, I ran into a former student of mine from over 20 years ago. I had taught both him and his wife in separate classes. He's a major banking executive now, and he said to me, "I never told you this, but before I took your class, I had decided to quit college. You motivated me to stick with it. I wouldn't be where I am today without what you taught me."

Hearing that is about as good as it gets for an educator.

What's your greatest inspiration?

I've been a pretty good sponge, soaking up a lot of great ideas about work and about life from many people.

Early in my career, one of my mentors was Dr. David Schwartz, my colleague at Georgia State University, who wrote *The Magic of Thinking Big*, one of the best-selling self-help books of all time.

But the biggest inspiration I have is my wife, Gina. She is my best friend, she motivates me to keep trying to be a better person, and she is patient with me when I come up short. ■

Article reprinted courtesy of Daily News Journal.



D

David J. Urban

Education

- B.S., Commerce, University of Virginia
- M.A., Psychology, University of Michigan (U of M)
- Ph.D., Business Administration, U of M
- American Marketing Association Professional Certified Marketer designation (charter recipient)
- Leadership Middle Tennessee, class of 2015
- Dale Carnegie instructor in training

Previous experience

- Virginia Commonwealth University (VCU), professor of marketing emeritus
- VCU School of Business, 24 years as executive associate dean, interim dean, chair of marketing department, and director of survey research laboratory and Commonwealth Poll in Wilder School of Government and Public Affairs
- Faculty member, Robinson College of Business Administration, Georgia State University, four years
- Eight national teaching excellence awards and Outstanding Faculty Award from the State Council of Higher Education for Virginia

- Research in customer-satisfaction assessment, retailing, and distribution channel management as principal or coinvestigator on 29 externally funded research projects
- Officer, U.S. Navy Supply Corps

Community service

- Rutherford County Chamber of Commerce
- Nashville Area Chamber of Commerce
- Tennessee Chamber of Commerce and Industry
- Williamson County Chamber of Commerce
- United Way of Rutherford and Cannon Counties
- Leadership Middle Tennessee
- St. Paul's Episcopal Church

Family

- Wife, Gina, owner of Urban Expert Services
- Daughter, Eliza, doctoral student in English literature, Louisiana State University
- Son, Alec, computer science undergraduate student, MTSU
- New puppy, Emma

COVER STORY | by Allison Gorman



GETTING DOWN TO BUSINESS

Murfreesboro Mayor Shane McFarland

Shane McFarland ('97) is "something of a dichotomy," according to Woody Ratterman, his former fraternity brother at MTSU. "He may kill you with kindness, but before you know it, he's beating you in whatever competitive game you're at," Ratterman said. (The exception might be the Mr. MTSU contest, in which Ratterman relates "neither one of us fared too well.")

continued on page 10



Shane McFarland at Murfreesboro's City Hall

When he succeeded longtime mayor Tommy Bragg, McFarland was 39, the youngest mayor in the city's history.

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To Toby Gilley, who also befriended him at MTSU and now teaches there as an adjunct professor, McFarland might be better described as an oxymoron: a funny accounting major. "Accounting majors are not known for their playful sense of humor, but Shane is," Gilley explained.

With McFarland's 2014 election as mayor of Murfreesboro, Tennessee's fastest-growing city, another sharp contrast emerged: the self-described "details" guy is now a big-picture guy, too. Though he's still "boots on the ground" for his small business, as mayor, he says, he's "looking at things from thirty thousand feet."

When he succeeded longtime mayor Tommy Bragg, McFarland was 39, the youngest mayor in the city's history. That fact probably didn't surprise anyone who had followed his long winning streak.

President of his class at Grundy County High School, he went on to become Student Government Association (SGA) president at MTSU his junior year. Within just a few years of graduation, he had established a side career in city government, serving on Murfreesboro's Parks and Recreation, Cultural Arts, and Planning Commissions before being elected to the Murfreesboro City Council in 2006, where he served until he was elected mayor.

Ratterman noted McFarland is a natural competitor. McFarland is quick to attribute success to others, particularly his wife, Ashley, and employees in city hall and his own business. He credits the early influence of friends Ratterman and Gilley; each had served as SGA president at MTSU and inspired him to run. "I've always been blessed to be around people who've been involved and really tried to make a difference in the community," McFarland said.

McFarland now holds the reins of a city that's been galloping at full speed for years. Fueled by the unprecedented growth of MTSU

and Nashville, Murfreesboro is the 10th fastest-growing city in the United States, according to Governing.com. “When I came here in 1992, there were 40,000 residents,” McFarland said. “Today it’s estimated we’re closer to 150,000. We’re in the middle of our 2035 comprehensive plan, and the estimate is that in 20 years, we’re going to be a lot closer to 300,000.”

Gilley, a General Sessions Court judge in Rutherford County, served for years with McFarland on the planning commission and city council. Managing rapid growth came with challenges, Gilley said. “We were continually looking at long-range planning goals—building, infrastructure, and design guidelines; pay studies for city employees.”

With his accounting background, McFarland was well equipped to handle the job. But poring over minutiae while balancing the interests of government, business, and citizens proved stressful for McFarland. Gilley said the mayor handles the challenges well—sometimes in unexpected ways.

Gilley provided an example. During a difficult meeting, McFarland defused the pressure with humor, secretly ordering pizza online in the city manager’s name. “We’re sitting there with engineers, development community members, and staff, and right in the middle of the city manager’s presentation, here comes the Domino’s man, claiming he ordered pizza,” Gilley said. “It lightened up an otherwise tense situation.”

McFarland began his career as an accountant for a small development company in Murfreesboro, but the job wound up involving far more than crunching numbers. “I learned how to build a house, develop a subdivision, build commercial structures—all through the process of doing a little bit of everything,” he said.

Ten years later, when he found himself working 70 to 80 hours a week under a new owner, he knew it was time to grow. “The competitive part in me said, ‘I want to do this on my own if I’m going to work this hard.’”

He launched a construction and development company in 2008, just before the recession hit. The next few years proved fatal to many small businesses, yet McFarland’s two-person construction business survived.

If you’re good at what you do, he explains, customers will seek you out. “Don’t get me wrong—it was a tough time,” he said. “But we stayed really busy.” Shane McFarland Construction, now with five employees, has made its mark in middle Tennessee with the development of many luxury homes and professional buildings.

McFarland said in establishing his own business, he drew heavily on his Jones College accounting classes and the sales and marketing strategies he learned from now-retired Professor Ron Moser. Customer service remains his greatest focus. “I’m on every job every single day,” he said.

That’s a mindset McFarland carried over to his work in municipal government. As a city councilman, he helped initiate a customer service program in city hall. As mayor, he thinks of himself as chairman of the board of a billion-dollar business whose thousand employees just happen to provide essential services like fire and police protection, water, and electricity. His first goal is to treat every citizen like a customer. “We don’t have the option of not giving good customer service,” he said. “We can’t say, ‘Get your water somewhere else.’ That just won’t work.”

Unlike some elected state or federal officials, McFarland lives with his decisions. If a road develops a pothole, he’ll either hit it or hear about it. If a ball field goes unmown, he’ll end up slogging through the weeds with one of his three young sons.

McFarland is still a detail guy. When he sees a problem, he wants to fix it. “I don’t deal well with having to wait,” he said. Moving from the legislative to the executive branch of city government means taking that longer view—and, as he puts it, being “aggressive, progressive, and thoughtful” to bring even more smart growth to Murfreesboro. Chances are, he won’t have to wait long. ■

ALUMNI | by Darby Campbell

M.B.A.

Alumni careers transformed by this Jones College program

Degree of Success



Charlene Christmon

Marketing Automation Manager,
Lennox Industries • M.B.A. '12

My experience at MTSU was fantastic. I was able to take classes around my workday, which was extremely convenient. Dr. Troy Festervand, with his real-world experience combined with overall knowledge of the theories behind it, had a profound impact on my education. A marketing contest allowed me to put everything I was learning into immediate action. At a summer study-abroad session in Greece, we saw the theories we studied in a real-world scenario.

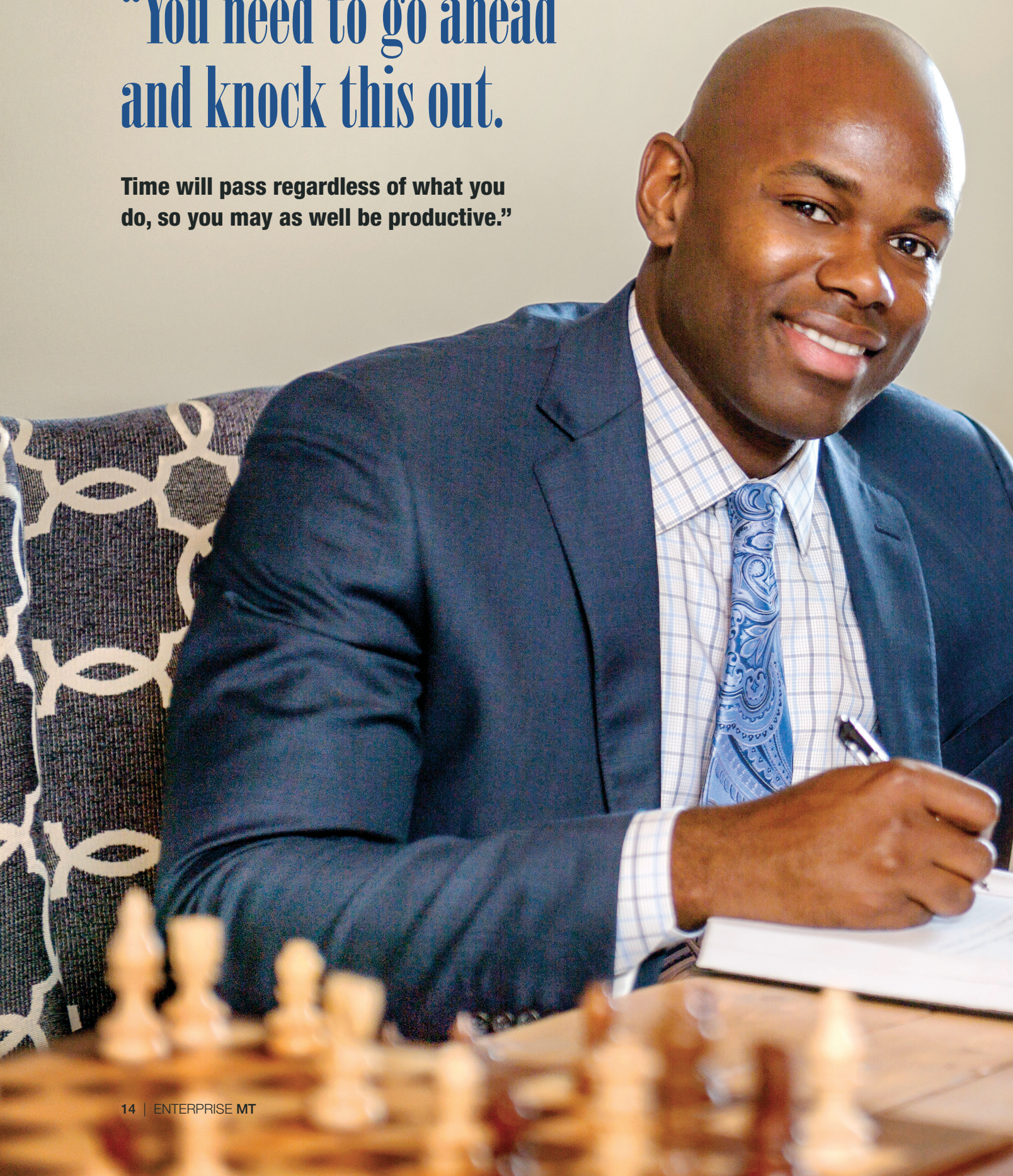
MY M.B.A. gave me the knowledge to be able to explain and prove things I have tested during my career in digital marketing. It shaped the way I research and solve problems we encounter when planning and executing campaigns. The skill set I developed in the advanced modeling and statistics classes and the organizational theory class made me a better marketer and a better manager.

“MTSU is an outstanding school for the investment. The professors are knowledgeable and professional and help you get the most out of your education.

Don't hesitate.”

**“You need to go ahead
and knock this out.”**

**Time will pass regardless of what you
do, so you may as well be productive.”**



Deo Sanders

Senior Biologic Specialty Representative,
Pfizer Pharmaceuticals • M.B.A. '13

I started my M.B.A. after working for 11 years as a Pfizer professional healthcare advisor. The program pairs real-world experience with a technical focus you don't get as an undergraduate. When finished, I felt ready to tackle any managerial position in my company. This M.B.A. gave me the experience to compete in the market. I now manage accounts for all rheumatologists in Tennessee and southern Kentucky.

THE PROGRAM allowed me to take more challenging classes on campus and others online as my schedule demanded. I took a class while working in New York on a special operations management project. That flexibility allowed me to work toward promotion while continuing my education. The experienced faculty, helpful staff, and knowledgeable GAs provided seamless support to help me understand concepts and apply them in the workplace.



Jan Key Marks

**Syndications Account Manager,
Caterpillar Financial • M.B.A. '93**

I came straight into this M.B.A. program after graduating with a bachelor's in finance from MTSU. My dad said, "Jan, there's no better time to do this."

WE WORKED in project-based teams. Coming from the academic side, I was paired with people from the professional side. They brought real-life experience into the program, beyond what any classroom alone can offer. It really prepared me to get a job, graduating into a tough market for finance. For me, it was the defining factor between getting the job interview or not.


I WENT INTO a management training program straight after graduating. I can emphatically say I would not have gotten that position without an M.B.A. They were not hiring anyone without a master's. This program was the stepping-stone that allowed me to progress from one major corporation to another. In corporate finance, an M.B.A. is really the minimum standard. I'm fairly certain if I were trying to get a job now, I wouldn't be able to get my foot in the door without it.

"Do it. Don't think twice."



SPECIAL CENTER

CATERPILLAR



**“It may take hard
work and sacrifice.
With commitment
and dedication, there’s
an amazing reward at
the end. Graduating was
one of my proudest moments.**

You can do this.”



Tim Fallon

**Plant Manager/Director,
Nissan, Smyrna • M.B.A. '11**

Earning my M.B.A. was rewarding. The program's flexibility allowed me to work full time as an engineer and go to school when I could. I was able to choose specialties that interested me and would benefit my career. The operations and leadership courses helped me to leverage my strengths to get the most out of my M.B.A.

IT FILLED a void, allowing me to heighten my business acumen and better understand the industry. It complemented my technical background; I'm a more well-rounded leader. There's no doubt my M.B.A. opened doors, not just the degree but the discipline and challenge involved. It allowed me to show my dedication to my career, learning more about Nissan and business as a whole. Now I'm responsible for the entire three-shift operation of the largest body assembly plant in the Americas, managing 1,100 people, day-to-day operations, and long-term strategic planning. ■

FlexM.B.A.

THE REVISED M.B.A. PROGRAM takes students to the next level of professionalism by creating lasting relationships with peers in an effective and timely approach.

—Austin Bower, M.B.A. student

IN THE COHORT PROGRAM, I can complete my M.B.A. with a group of people who are ambitious, determined, and dedicated like me and build a career network. I can learn in an environment tailored to my learning style. The program is equipping me with knowledge and resources that will help me transition into a new chapter of my professional life and achieve my career goals.

—Maria Khan, M.B.A. student

THE PROGRAM HAS increased flexibility with Saturday, evening, and online courses, allowing full-time professionals to balance work and home responsibilities with educational aspirations. There is a sense of community and engagement. Students are excited and energized to be a part of it, and I feel that same energy and support from the faculty.

—Mary Pogue, M.B.A. student

**Implemented
in Fall 2015:
A completely
revised program**

THE FLEX M.B.A. is the result of extensive consultation with our M.B.A. alumni and regional employers of our graduates plus the adoption of best practices in graduate management education from across the world. The revised program is already yielding the desired results, with an increase in enrollment and enthusiasm among our students.

THE INTEGRATED CURRICULUM addresses traditional functional areas of business—Accounting, Finance, Leadership, Business Analytics, and Strategy. These subjects are taught with emphasis on both knowing and doing. The program is geared toward developing students' ability to assess a business environment, think critically, and communicate effectively with an organization's various stakeholders.

THE NEW CURRICULUM is designed and delivered in a manner that will prepare our graduates for an increasingly dynamic, interconnected world. One highlight is the emphasis on and integration of soft skills development in our courses and in the required professional development seminar series.

We are also enhancing our academic offerings with partnerships with area businesses and subject-area experts from regional industries.

THE PROGRAM lives up to its billing as Flex M.B.A. with opportunities to take classes on campus, online, or in a hybrid format. Students can attend part time, full time, or as part of an accelerated cohort group taking classes in lockstep through the program.

THE PROGRAM now offers optional concentrations in Healthcare Management and Music Business with specialized courses in those fields. The inaugural M.B.A. cohort group of 10 students started in Fall 2015 and will graduate in August 2016, capping their program with an education-abroad experience: a planned program in the Republic of China. ■

Kim Sokoya is associate dean of graduate and executive education.

M.S. ⁱⁿ Finance

THE DEPARTMENT OF ECONOMICS AND FINANCE launched the M.S. in Finance in Fall 2015 to provide a graduate-level knowledge base and expertise to those working in the growing field of finance assisting individuals, companies, and governments, among others, in navigating the increasingly complex world of financial analysis. Designed to be completed in one year, the program offers concentrations in corporate finance, investments, and general finance.

THE CURRICULUM includes 33 credit hours, offered as hybrid courses, online, on weekends, and evenings. While students are thoroughly grounded in the essentials of finance, the curriculum emphasizes the need for creativity, communication skills, critical thinking, analytical skills, and ethical behavior, exploring concepts such as responsible investing, ethical leadership, and the role of finance in improving people's lives. The program provides instruction in financial theory and practice to prepare students for careers as financial analysts, consultants, managers, and planners.

TO DEVELOP communication skills, courses include research presentations and critiques of cases involving financial statements, wealth maximization, firm/project valuation, and portfolio management. Students submit papers and analyze cases involving capital budgeting, risk, and financial management.

FOR A SOLID finance knowledge base, students complete Bloomberg Market Concepts and Wall Street Prep modules. They are exposed to databases such as WRDS, Capital IQ, Thomson Reuters Data Stream, ExecuComp, IRRIC, Compustat, and CRSP through class projects and faculty research. The program is supported by state-of-the-art technology in the Financial Analysis Center and the online course management system. ■

**Designed
to meet needs of
employers throughout
the Southeast**

AFTER PRACTICING IN THE field of business valuation for eight years, I was unsure what more I could gain from a master's program. However, the level of detail as it relates to corporate finance, valuation, real options, and statistics has been refreshing. The passion the faculty bring to the classroom is fantastic. The resources used—Capital IQ, Bloomberg, and @Risk, for example—really move away from theory into practical, real-world applications.

—Kyle Motley,
M.S. in Finance student

I DECIDED TO PURSUE THE M.S. in Finance as a way to work toward earning the Chartered Financial Analyst credential and move into financial management at Deloitte. The program has been so insightful. Not only are the professors extremely supportive and helpful, but they take a personal interest in our well-being. An added benefit is being surrounded by students with similar interests who work hard to help and support each other.

—Ashley Elliott,
M.S. in Finance student

Frank Michello is the M.S. in Finance program director. Sean Salter is interim chair of the Department of Economics and Finance.

TOOLS OF



FACILITIES | by Jimmy Hart

Financial Analysis Center expected to improve grades and job placements further

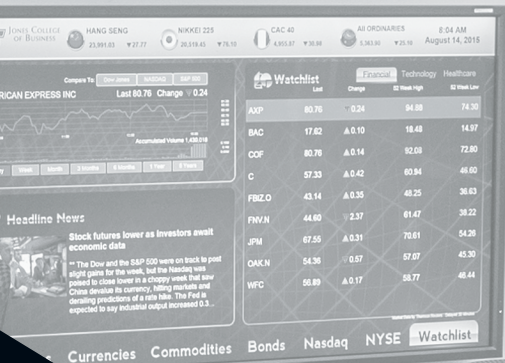
WALK INTO THE NORTH LOBBY of the Business and Aerospace Building at MTSU, and your eye is immediately drawn to the circular digital stock ticker on the ceiling scrolling the latest ups and downs from various financial indices (see table of contents).

A glance to the side reveals a wired classroom with round tables and large flat-screen monitors displaying financial data. Here both undergraduate and graduate business majors can work in teams, and instructors can move from table to table to share information and instruction.

Jones College recently opened this relocated and upgraded Financial Analysis Center to provide business and finance students with the latest technology as they pursue their degrees and careers as traders and business leaders.

Department of Economics and Finance associate professor Charles Beauchamp spearheaded the push for the upgrade with assistance from interim department chair Sean Salter. Students and instructors now have fingertip access to loads of financial data at 12 Bloomberg terminals and 10 S&P Capital IQ terminals, allowing students to make trades within the \$500,000 stock portfolio they manage as part of their hands-on education.

THE TRADE



★★★★★

“One of the most technologically advanced trading rooms in the state.”

—Charles Beauchamp, associate professor, Economics and Finance

★★★★★


“A hands-on lab where students can work with financial data and get the skills they will use in the work world.”

—Sean Salter, interim chair, Economics and Finance


THE ROOM WILL BE USED for Master of Science in Finance, M.B.A., and upper-level finance courses. After launching the original room on the third floor eight years ago, the department saw students' grades and job placements improve, Beauchamp said. “We’re anticipating even more improvement with the new technology,” he added, noting the classroom is equipped with a camera instructors can use to videotape classes to post online.

At the front of the room, instructors can use two interactive display monitors to teach via a digital chalkboard, track stocks or any traded asset, or pull up information from Bloomberg and Capital IQ for discussion. “We have more technology, data, and access than any (trading) room at any other school,” Salter said. “This is a significant step forward. Our goal was to have a room where the professor could coach students as they work at the different stations.”

Dean David Urban said the analysis center provides students with “the tools they need to compete in the 21st century marketplace.” The decision was made to swap places with the SunTrust meeting room to give the trading room more visibility, both for current students and for prospective students and their families. “This is something any student who visits our campus who’s interested in business will want to see,” Urban said. ■



**Frank Michello,
M.S. in Finance
program director,
demonstrates
concepts in class
by calling up
current financial
data on one of
the interactive
monitors in the
Financial Analysis
Center, new in
Fall 2015.**



8:58 AM
August 14, 20

ALL ORDINARIES
5,363.90 ▼ 25.10

CAC 40
4,966.87 ▼ 19.98

NIKKEI 225
20,519.45 ▼ 76.10

SENSEX
19,103.03 ▼ 27.77

Last 42.810 Change ▲ 0.580



Industrial output jumps as auto
production surges
Industrial production shot up 0.6 percent last
after a downwardly revised increase
percent in June, the Federal Reserve
Friday. Economists polled by...

Commodities

Commodities

	Last	Change	% Change
CRUDE OIL	42.810	▲ 0.580	▲ 1.37
HEATING OIL	1.571	▲ 0.002	▲ 0.150
NATURAL GAS	2.815	▲ 0.028	▲ 1.000
LEAN HOGS	78.900	▲ 0.275	▲ 0.350
FEEDER CATTLE	213.825	▼ 0.200	▼ 0.090
SUGAR	10.600	▲ 0.110	▲ 1.050
WHEAT	505.750	▲ 2.500	▲ 0.500
CORN	365.000	▲ 1.250	▲ 0.340
COCOA	3,036.000	▼ 6.000	▼ 0.200
GOLD	1,118.300	▲ 2.600	

Bonds

Nasdaq

NYSE



HOW I LEARNED

— TO WIN FRIENDS AND INFLUENCE PEOPLE* —

Former Student Government Association president Andrew George graduated from MTSU in 2015 with a B.B.A. in Marketing. Four days later, he was the marketing coordinator for Dale Carnegie Training of Tennessee—responsible for email marketing and graphic design in Nashville, east Tennessee, and Evansville, Ind.

George found his calling in the Dale Carnegie course offered in Jones College of Business. After several weeks in the course, George asked the trainer, “How can I do what you do? I just want to have this kind of impact on people.”

George related a favorite concept from author Simon Sinek—that a leader always eats last, after everyone else—noting he aspires to be a leader.

At a Jones College Management and Marketing career fair, George talked with Allyn Walker, president of Dale Carnegie Training of Tennessee. George made a favorable impression, and the two established instant rapport. After an interview process, George was hired. In addition to his marketing responsibilities, he is in training as a coach in Dale Carnegie courses.

“When I took the course, I was just blown away,” George said. “I hadn’t believed it would be so interactive. During the name recognition exercise in the first class, I was shocked—in a good way—and told myself, ‘This course is going to blow my mind.’”

“Getting to know instructors Laura Buckner and Sally Govan, a dynamic duo, and working with trainer Steve Overton was a phenomenal experience. As a senior about to go out into the career world, learning the Dale Carnegie principles gave me a lot of insight. I gained understanding, from a career perspective, of

how these principles are immediately usable.” Just three of the principles are “Smile,” “Talk in terms of the other person’s interest,” and “Make the fault seem easy to correct.”

“After 12 weeks in the course, I saw tremendous growth in my classmates. I personally gained much more confidence,” he noted. Other participants evolved so that even introverts could talk to the group with relative ease, and initially reticent participants began relating stories about improved relationships at work and home. Week after week, there were exciting reports of job or promotion offers, renewed communication with alienated relatives, and new friendships and career contacts.

“I always recommend the course to others,” George said. “When you sit down with employers, and they see that you have taken this

course, their jaws just drop because they know the principles and skills taught can be applied in the business world.”

George explained the principles can be especially helpful with conflict resolution. Students in the course gain practical knowledge of how to handle business situations. Interacting with fellow participants provides practice that facilitates learning.

Jones College has formed an exclusive partnership with Dale Carnegie in the state of Tennessee and is the only business school in the country requiring this course as part of its business degree curriculum.

“Skills the course teaches are universally applicable, personally and professionally,” George said. “Jones College is having such an impact on students.” ■

* *How to Win Friends and Influence People* by Dale Carnegie was first published in 1936.



WHAT STUDENTS ARE SAYING

The class helped me to engage in conversation and help others see my potential.

I loved every minute and would take it again if there were a part two.

The class taught me skills I use every day.

If you want a course that will really impact your life and career, this is the one.

Before, I was not a team player.

This class has pushed me to be the best team member I can.

Living more intentionally, using the principles, has bettered my life.

This class is **SO WORTH IT!**

I gained leadership, communication, and organizational skills.

Since taking the course, my self-confidence is sky high.

The class has helped me to want to bring out the best in myself and others.

I would recommend this course to ANYONE who wants to be a better person.

This class became my favorite class to attend and always breathed fresh air into my day.

■ ■ ■ ABOUT DALE CARNEGIE

I feel the information I learned in the course will be the most referenced knowledge of any course I have taken.

Worry no longer **controls** me.

This course **should be offered to everyone on campus.**

This course has taught me more **practical, everyday skills** than any course I have taken.

*Before, I may have known three or four people per class. Now **I know all my classmates** by first and last name.*

This is one class I loved going to every day.

I learned the importance of **listening to what others have to say.**

This class helped me to grow as an individual.

In a job interview, I was able to converse easily with people I had just met.

I have been able to **motivate** and **inspire** new employees so they keep working and don't leave.

I am happier and more organized since taking this course.

Now my voice doesn't shake and **I don't look nervous while speaking.**

I'm not only vocalizing my goals; I'm holding myself accountable.



Pictured above from left:

- Scott Seipel, Faculty Excellence Award;
- Don Midgett presenting Distinguished Teaching Award to Rebecca Foote;
- Laura Buckner, Distinguished Service Award;
- Jason DeBacker, Distinguished Research Award; and
- Nita Brooks, Faculty Excellence Award

Faculty Excellence

The E.W. “Wink” Midgett Faculty Excellence Award was presented to Scott Seipel, associate professor in the Department of Computer Information Systems (CIS). Seipel, who holds a doctorate in applied statistics from the University of Texas–Arlington, played a principal role in developing the business intelligence and analytics program and redesigned an innovative new undergraduate course that teaches hands-on development of business intelligence and analysis skills.

Distinguished Teaching

Rebecca Foote, accounting instructional coordinator in the Department of Accounting, received the E.W. “Wink” Midgett Distinguished Teaching Award. Foote coordinates the Intermediate Readiness Initiative and the curriculum for the principles of accounting courses for the department. She teaches Principles of Accounting II for accounting majors and is engaged in research relative to the effect of intervention mechanisms on student success in upper-division accounting courses.



PHOTOS BY ANDY HEDT

FACULTY • AWARDS •

Distinguished Service

Laura Buckner received the E.W. “Wink” Midgett Distinguished Service Award.

An instructor and coordinator of the internship program in the Department of Marketing who holds an M.B.A. from the Owen Graduate School of Management at Vanderbilt University, Buckner works with students to secure real-world work experience with businesses throughout the midstate. She also develops programs and events designed to aid students in professional development, supports student organizations, and has coached the student sales team.

Distinguished Research

The E.W. “Wink” Midgett Distinguished Research Award was presented to Jason DeBacker, assistant professor in the Department of Economics and Finance. DeBacker, who holds a doctorate in economics from the University of Texas–Austin, pursues research focused on tax policy, with an emphasis on business taxation and the macroeconomic effects of taxation. His research has received coverage in the *New York Times*, the *Financial Times*, the *Wall Street Journal*, and other outlets.

Outstanding Faculty

The Kathy and Bill Jones Outstanding Faculty Award was presented to Nita Brooks, assistant professor in the Department of Computer Information Systems. Brooks received her doctorate in business with a focus on information systems from the University of Arkansas. She currently teaches in both the undergraduate and graduate programs in the areas of information systems security and data communications and networking. Her current research interests include information systems workforce, security and privacy, project commitment, and information systems education.

NEWS BRIEFS

PHOTO BY ANDY HEIDT



JONES COLLEGE . . . IT'S NOT JUST ABOUT LECTURES ANYMORE.

PHOTO BY ANDY HEIDT





SEMINARS • PROJECTS • PRESENTATIONS • EXECUTIVE EDUCATION

Jacqueline Villamizar gives a civility presentation to classmates, above, and 20 employers in Jackie Gilbert's management class.

Top left, Kimball Bullington teaches a Lean Project Management executive education class.

Left, Jean Wilson facilitates a Dale Carnegie Session.



NEWS BRIEFS

JONES • COLLEGE • BUSINESS • AWARDS



Knight



Tincher

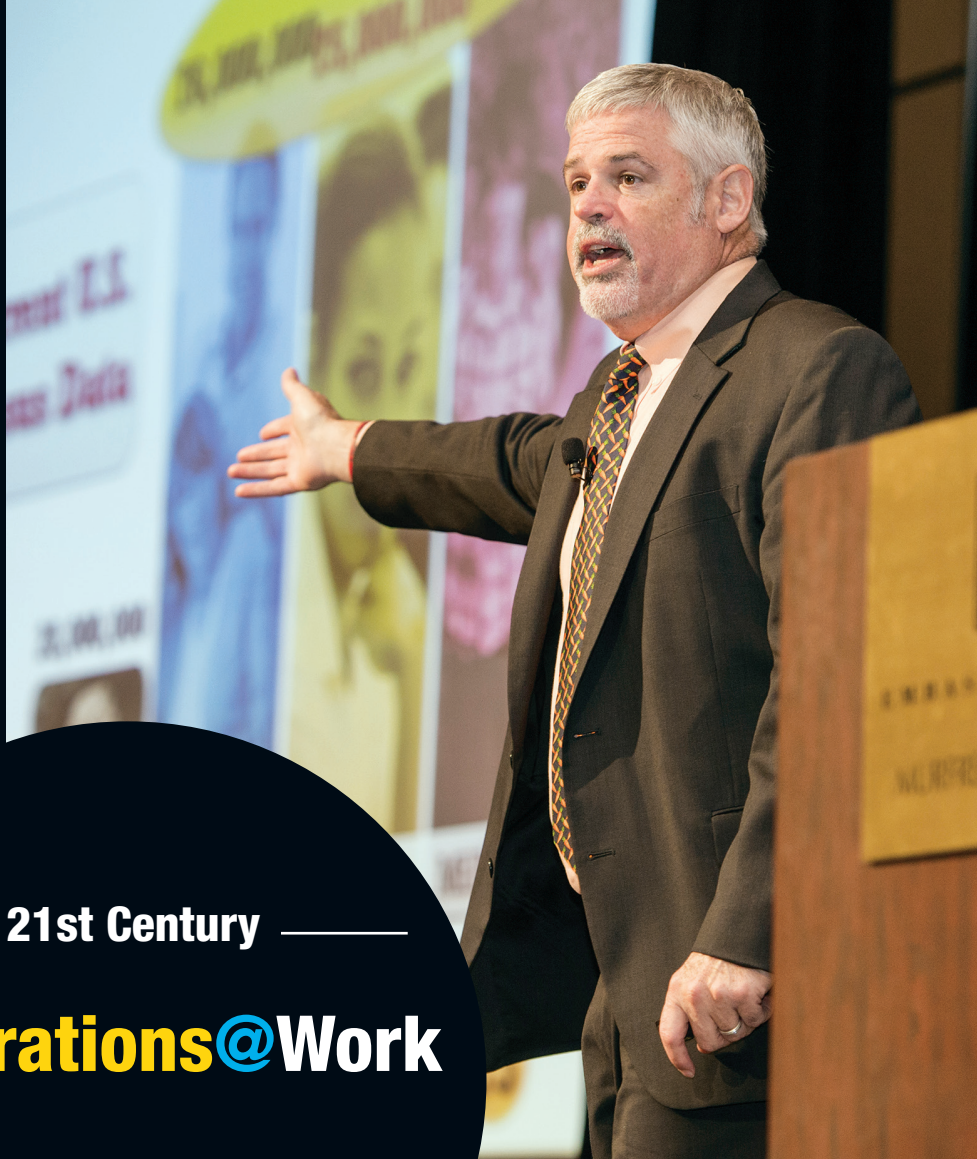


Brisson

Jones College alumnus Randy Knight, vice president of manufacturing at Nissan's Smyrna vehicle-assembly plant, received the Jennings A. Jones **Champion of Free Enterprise Award**, presented to one whose achievements reflect the traditions of free enterprise and who are role models. Knight is responsible for the plant's operations including safety, quality, operations, productivity, and environmental compliance. He joined Nissan in 1983 as a production technician in the Smyrna paint plant and has risen through the ranks. He holds a bachelor's degree in business administration from MTSU, is an alumnus of Leadership Rutherford, and serves on the Leadership Rutherford Council.

David Tincher (M.B.A. '01), General Mills Murfreesboro plant manager, received the **Exemplar Award**, presented to an alumnus whose personal and professional accomplishments demonstrate future MTSU graduates can also achieve at a high level. With degrees in electronic engineering and industrial management from West Virginia University Institute of Technology, Tincher served over 14 years as a C-130 flight engineer and maintenance officer in the West Virginia Air National Guard. He joined General Mills in 1998 as Murfreesboro maintenance manager and has held positions of increasing responsibility. He led an expansion to make the plant one of the world's largest for refrigerated dough and yogurt production.

Scott Brisson, an executive with financial services firm UBS, received the inaugural **Young Professional of the Year Award**, recognizing those who have become role models through high achievement at a relatively young age and who show potential for even greater accomplishments. The Hendersonville resident holds both a bachelor's degree in management and an M.B.A. from Jones College. He started his career at J.C. Bradford and Co. before landing at UBS through various industry acquisitions. Brisson is now serving as head of service delivery for group operations, where more than 400 employees support UBS's Wealth Management and Investment Bank business.



— 21st Century —

Generations@Work

Conference speakers clockwise from top left:
Knight Stivender, 12th & Broad;
Matt Thornhill, GenerationsMatter;
Erran Persley, Census Bureau;
Rebecca Climer, St. Thomas Health.



NEWS BRIEFS



DISTINGUISHED ALUMNI AWARD

Jeffery Bonner

Jones College alumnus Col. Jeffery Bonner (B.B.A. '82) received the **Distinguished Alumni Award**. While at MTSU on a full Army ROTC scholarship, he was cadet commander and Distinguished Military Graduate, receiving the Lt. George W. Burkheart Scholarship and the prestigious George C. Marshall Award. He earned numerous awards including the Legion of Merit and Bronze Star in a distinguished military career in active duty and reserve capacities.

In 1998 he returned to MTSU as assistant professor of military science, joining an alumni group in rebuilding the ROTC program, elevating it to first in the nation. A corporation owner, he works with major hydrocarbon organizations on global corporate social responsibility programs in Iraq, Libya, Egypt, Syria, and Kurdistan.

JONES COLLEGE ALUMNI RECEIVE UNIVERSITY-WIDE AWARDS.

Richard Key

Jones College alumnus Richard Key ('62) received the **True Blue Citation** for Service to the University. Retired from Aladdin Industries, he is a member of the MTSU Alumni Association Past Presidents Council, Blue Raider Athletic Association, and Golden Raiders Society. He is also a member of both the 1911 and Walnut Grove giving societies. Key has served on the Jones College Dean's Advisory Council. In 2014, he established the Charlene Key and Jan Key Endowed Fund for Excellence, named for his late wife and their daughter, in Jones College.

TRUE BLUE CITATION



Accounting CPE Day presentation by grad students Michaela Singley, left, Stephanie McCain, and Eric Larson

PHOTO BY KIMI CONRO

OFFERING CONTINUING PROFESSIONAL EDUCATION CREDIT COURSES

Accounting CPE Day

Presentations at the Fall 2016 event for continuing professional education credit included:

- Financial Accounting Standards Board Update, Stan Clark, MTSU;
- Integrated Reporting, Jeannie Harrington, MTSU;
- Cost Segregation, John Scoble;
- Corporate Governance, Sandy Benson, MTSU;
- Workplace Violence Prevention, Susan Bradley, MTSU;
- Tennessee-Specific Ethics, Don Mills, Tennessee State Board of Accountancy;
- Tax Update, Lattimore, Black, Morgan & Cain;
- Audit Update, Bill Mooningham, MTSU;
- Taxes and the Affordable Care Act, Tim Koski, MTSU;
- Workplace Communications, Janet McCormick, MTSU.

Sandy Benson illustrates legal rule synthesis at Accounting CPE Day.



PHOTO BY J. INTINTOLI

NEWS BRIEFS

Real·World RealEstate

Blue Raider Real Estate Club members in summer 2015 worked to renovate and market a group of commercial properties in downtown Murfreesboro funded by Professor Philip Seagraves and his business partners. Some proceeds will benefit the Real Estate Club.

Clockwise from left, Professor Philip Seagraves and students Tyler Bond, Will Creason, Adam Saba, Grant Vis, and Marcela Arredondo at Homecoming.



PHOTO BY ADAM SABA



PHOTO COURTESY OF PHILIP SEAGRAVES

Real estate students explore alternative housing by building a geodesic dome.

NEW PROJECTS FOR 2015-2016

Kimball Bullington teaches Lean Project Management.

Below, Tim Graeff's Online Marketing Research Methods.

- STATEWIDE CONSUMER CONFIDENCE SURVEY
- TENNESSEE CHAMBER OF COMMERCE AND INDUSTRY BUSINESS BAROMETER INDEX

OFFICE OF CONSUMER RESEARCH

Tim Graeff facilitates an executive education class.

IMPACTING ORGANIZATIONS, BUSINESS, AND THE COMMUNITY

Entrepreneurship Week Happenings

MTSU's Global Entrepreneurship Week celebration included these events:

- Keynote address by eye surgeon Ming Wang;
- Discussion on genetic research by Warren Gill, MTSU, and James West, Vanderbilt University;
- Panel discussion featuring prominent area immigrant entrepreneurs;
- Demonstration of 3D printing by Melissa Hawkins of Nova Copy;
- Panel discussion on commercializing intellectual property with TSBDC; and
- Presentation on captivating an audience quickly, by Nathan Gold, Kauffman Foundation.

High-Profile BERC Economic Research

The Business and Economic Research Center completed major projects in 2015:

- An economic impact study for Nashville Health Care Council showed the healthcare industry in Nashville contributed nearly \$39 billion to the regional economy in 2014.
- An economic assessment for Goodwill Industries of Middle Tennessee found that Goodwill accounts for \$476 million in business revenue across middle and west Tennessee.

Murat Arik is director of the center.

NEWS BRIEFS

J O N E S C O L L E G E N E T W O R K I N G :



PHOTOS BY ANDY HEIDT



PHOTO BY J. INTINTOLI

Career Fair

Above, 18 employers and more than 200 students participated in the IT Connect Fair on campus in November.



Raiders' Closet

Above, students can find interview apparel at Raiders' Closet in Keathley University Center, Room 327. The Department of Marketing, (615) 898-2902, accepts donations of gently used professional attire (suits, jackets, shirts, ties, pants, skirts, scarves, dry cleaned and on hangers; men's dress shirts, folded; shoes).

EXTERNALLY AND INTERNALLY



PHOTOS BY J. INTINTOLI

Donuts with the Deans

From left above, Associate Dean of Executive and Graduate Education Kim Sokoya, Assistant Dean for Assessment Lara Daniel, Dean David Urban, and Associate Dean David Foote serve refreshments as they answer students' questions about Jones College.

Back to Business Bash

Development director Carolyn Tumbleson, left, Dean Urban, and event coordinator Kelly Prince welcome students back in August with a barbecue in the courtyard (photo on page 42).



BACK TO BUSINESS



Jones College hosted a barbecue to welcome students back in August. Here, Professors Timothy Dunne and Leigh Anne Clark talk to Avery Alsup.

COURTYARD BASH





New

***Flex*M.B.A.**

- 12-month program
- Online or on-campus
- Revised curriculum
- Accelerated cohorts
- Integrated curriculum
- Professional development
- Business networking
- Study-abroad options

M.S. in Finance

- 12-month program
- Hands-on experience
- Career mentoring
- Practical knowledge
- Discipline-specific skills
- Quantitative knowledge
- CFS/CFM/CFP/CTP prep
- Professional development