Dear Alumni, Friends, Faculty, Staff, and Students,

What a whirlwind the past few months have been for us in the Bryan School of Business and Economics. We have recruited another exceptional group of new faculty members and staff. We have enrolled another huge class of first-year students, transfer students, and new graduate students, taking the total Bryan School enrollment above 4,000 for the first time ever. Our faculty members had another outstanding year with their research, and they are represented on even more editorial boards, which is a proxy for the quality of their work. We are engaged in program innovation, and we have launched a significant new program to help our students improve their professional development skills. Nearly all of our undergraduate programs, and many of our graduate programs, enjoy at least one national ranking. Life is good, and I thank you for your support. Without it, we could not achieve these great outcomes that help make our students more competitive in the job market.

I believe that one thing that makes the Bryan School exceptional is our focus on practical experiences, such as the hundreds of hands-on consulting projects our students conduct for organizations in the Piedmont Triad and beyond and the thousands of internships and part-time jobs our students engage in annually. All of those represent opportunities for our students to learn and grow, to apply what they have learned in the classroom to real-world situations, and to help organizations that engage with us improve.

For those of you that engage with us and our students in these ways, thank you. If you wish to partner with us, please contact Ms. Bramley Crisco in our business development office at 336.334.4159 or bkcrisco@uncg.edu.

My Best,

McRae C. Banks, PhD, Dean
Margaret & Harrell Hill Distinguished Professor
Bryan School of Business and Economics
The University of North Carolina at Greensboro

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Fleur by Eflin Siriat
Photo by Martin Kane

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#3 Greatest Opportunity for Minority Students in the Southeast
2017 The Princeton Review

#3 Part Time MBA Program Among Public Universities in NC
2018 US News Rankings – PT MBA Program

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2017 Best Colleges – Online BS Business Degree Completion Program

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In 1917, the North Carolina College for Women—as UNCG was known at the time—established the School of Home Economics and, as part of the School, created the Department of Clothing and Textiles and Housing. This coincided with the textile and apparel industry’s expansion throughout the American Southeast. The Department would later be named Clothing and Textiles until the early 1990s, when it became the Department of Textile Products Design and Marketing. The department was given its current name, Consumer, Apparel, and Retail Studies (CARS), in 2005.

During the past 100 years, the Department and the industry have enjoyed a mutually beneficial relationship—one that is being showcased by the CARS Department as it recognizes this significant milestone with an impressive bevy of centennial celebrations throughout the 2017-18 academic year.

CONTINUED ON PAGE 4
AN EVENING OF FUN, FOOD, AND FASHION

One of the first centennial events was a gala dinner, silent auction, and fashion show held in September at the Revolution Mill Events Center in Greensboro—a former flannel mill owned by the Cone family. Guests were encouraged to wear “creatively formal” attire to the event, which included a buffet dinner and entertainment in the form of a salon-style fashion show depicting styles created by current and former students.

“The fashion show was a result of a call we put out to current and former students, as well as to faculty, to submit designs inspired by the department’s ten decades of history,” says Hodges. “We received roughly fifty submissions, and selected twenty-five for inclusion in the show.” Life-sized mannequins draped in clothing pieces from the department’s Historic Costume Collection were also on display, alongside a high-tech display of 3-D technology that morphed historic designs into contemporary fashion, created by CARS graduates currently working at VF Corporation. VF was one of the platinum event sponsors, along with HanesBrands and other local businesses.

Proceeds from the event’s silent auction went to the “Industry Ready Fund”, which supports CARS student development and department initiatives. “All of the centennial events will highlight our partnerships with local companies like VF Corporation, which recently helped CARS receive a major gift of the innovative 3-D prototyping software,” said Hodges. Donations to the fund allow the department to provide its students access to such technologies alongside the most up-to-date curriculum. According to Hodges, this gives CARS students a competitive edge in the industry’s job market.

“This is a communal effort, with industry representatives, faculty, advancement, alumni, and students all contributing. In fact, we wanted to engage students in the planning process as much as possible, so we put out a call last fall for CARS students to submit their ideas for a centennial logo. Of the forty-five submissions, we ended up combining the various elements of four into one final design that we have used on all of our event marketing.”

- Dr. Nancy Hodges, CARS Department Head

New Moon by Nhi Tran
Photo by Martin Kane
CUTTING-EDGE SCHOLARSHIP SYMPOSIUM

In recognition of the CARS PhD program, one of the oldest on the UNCG campus, the CARS Department hosted a centennial symposium. A panel of PhD alumni, now distinguished faculty at universities throughout the United States, discussed the future of higher education in apparel and textiles. “The focus was on what we need to consider from the past 100 years as we look toward the next 100 years,” said Hodges. The panel was followed by presentations of research, innovative teaching, and conceptual papers given by PhD alumni and current students.

SPEAKERS FROM ACROSS THE SPECTRUM

Throughout the year, the department will host a monthly Alumni Industry Speaker Series, bringing alumni who are working in the fashion and apparel-related industries back to campus. Keynoters include a celebrity stylist from Los Angeles and a costume conservator from the Smithsonian Museum. “By attending these events,” explains Hodges, “we expect that students will expand their horizons about the types of career paths they can pursue with a CARS degree.”

As part of the speaker series, the global market research company NPD hosted “Retail 2022,” bringing Marshal Cohen, their chief industry analyst, to the UNCG campus to speak about the issues affecting retail and the five-year outlook for the industry. The talk was followed by a vanguard panel discussion that included high-level industry representatives, including presidents and vice presidents from HanesBrands, Belk, and VF. A career fair that same day featured recruiters from Target, Belk, Hanes, Macy’s, NPD, Renfro, VF, and Global Brands Group, offering students the chance to share their resumes and make meaningful industry connections.

YEAR OF CELEBRATION CAPPED BY INDUSTRY SUMMIT

Centennial events will culminate with the Spring 2018 CARS Industry Summit, a day-long series of events hosted by the department’s seventeen-member industry advisory board. “Our advisory board was established in the early 1980s to keep us connected not only to the latest fashion industry and business trends but also to the people who are making things happen,” explains Hodges. “The board is one of the oldest in the field and on campus.” The summit will focus on the role of the CARS program in preparing graduates to make an impact on the industry’s future. Hodges notes that this day provides a unique opportunity for students to connect with industry executives, including a case competition and time for one-on-one engagement with board members during a networking lunch. These design featured here were included in Centennial Inspirations, the gala fashion show, and are also in the book CARS: Celebrating 100 Years in the Making, available for purchase from the CARS department as part of Centennial fundraising efforts.

For more information about the CARS centennial and public events, visit cars100.uncg.edu.
Taking their seats on day one of their auditing concepts class, Dr. Randy Elder’s undergrads walk past a jar of money on his desk. Elder encourages his students to look at the jar—seemingly containing mostly U.S. change, some foreign currency, and some other obsolete coin-like items—but they can’t open it. Elder tells them to prepare for two auctions.

For the first auction, students place their bids based on their best guess of how much money the jar holds. Then it’s time for round two. Elder informs his students the jar has been audited, and the value ranges from $10-$14.

“The audited jar always sells for a higher price, with less rounds of bidding,” Elder said. “I use this exercise to show my students that companies benefit from audits by obtaining higher prices when they sell—and they can get a lower interest rate on a loan.”

Taking it one step further, Elder draws on a bit of pop culture. “Tony Soprano will loan you money and he won’t require an audited financial statement—but his interest rate is 50 percent. If you instead provide audited financial statements to the bank, you’ll get a much lower rate.”

**BRINGING THE REAL WORLD TO CLASS**

Auditing comes naturally to Elder, who—along with two of his four brothers—followed in his father’s footsteps when he became an accountant 36 years ago. He joined the academic world a couple of years later as an adjunct professor after conducting training in accounting firm where he worked. “I liked the ability to help younger staff gain skills and confidence, to further their careers. That’s what I enjoyed most,” he says. “I’m a big believer in accounting as a great career.” Before long, Elder realized that accountant by day, professor by night wasn’t enough. He wanted to help students and advance accounting research full time.

This year is Elder’s first as the Dixon Hughes Goodman Term Professor and head of the Department of Accounting and Finance in the Bryan School.

Known for his research in audit sampling, audit confirmations, and government and not-for-profit auditing, Elder points to a 2003 journal article in the *Accounting Review* that had an impact on the way accountants across the country now approach their audits. “Our research at that time found that firms varied widely in their risk assessment practices,” he says. In other words, just because they were auditing a riskier account didn’t mean they would test that account more extensively.

Elder teaches his students the importance of risk assessment in planning for an audit. “You start the audit with a brainstorming session about any fraud or significant risks that exist. Then you design your audit around that risk,” he says. “I’d like to think our research affected how firms designed their risk assessment practices and the links between risk and sample sizes. Now these links are formalized, instead of leaving it to the auditor’s judgment.”

Meet the New Department Heads

**BETTING ON A SURE THING**

What he discovered would surprise many of today’s accounting students, who’ve been taught that an audit sample’s size should increase as risk increases. “Our research at that time found that firms varied widely in their risk assessment practices,” he says. In other words, just because they were auditing a riskier account didn’t mean they would test that account more extensively.
GIVING POWER TO THE PEOPLE

No one ever arrested a computer for a computer crime. “That says it all,” UNCG’s Gurpreet Dhillon tells his students. “The real threat of cyber security comes from people.”

Dhillon, professor and new head of the Department of Information Systems and Supply Chain Management, studies the integrity of people in positions of power who are responsible for handling sensitive data—and how their actions impact the safety of those data. “I call myself an information scientist,” he said. “Information is the bloodline of all organizations for any decision that has to be made. I’m interested in how that information is handled in organizations and in our society.”

Dhillon’s interest in studying how the sharing of information impacts cybersecurity began “back in the day when it was not fashionable,” Dhillon says. When he was a doctoral student at the London School of Economics in 1991, few people or organizations gave much thought to the internet.

“In the ‘80s and the ‘90s, cybersecurity meant protecting the data that resided in your computer,” Dhillon explains. “But as time went by and organizations started sharing information within or beyond their walls, we stopped thinking about protection in terms of locks and keys and more in terms of integrity.”

Gone are the days when corporations were operated with military-like hierarchy. “Then, you couldn’t move information or data from one place to another without proper authorization,” Dhillon says.

Today, companies have a flat organizational structures. “Consider a company like Walmart, which procures goods from all over the world,” he explains. “With a globally dispersed enterprise, it’s more important to lay the emphasis on the integrity of business processes.”

Dhillon’s expertise has drawn international attention. He’s been called upon as a consultant to design and implement cybersecurity practices in governmental organizations. His work has helped law enforcement agencies in the field in tracking, catching and dealing with a range of perpetrators. And his research is valuable to policymakers who struggle to make resource allocation decisions.

GETTING STARTED

Standing before a classroom filled with post-graduates, Dhillon considers himself more as a facilitator than a teacher. “I always tell my students about discourses between Aristotle and Plato,” he says. “You can’t communicate concepts; you cannot generate more knowledge if there is no discourse. I think knowledge discovery is a joint effort between my student scholars and myself.”

As a student in London, Dhillon’s own thinking was influenced by the German philosopher Friedrich Nietzsche. “I believe individuals need to have an ability to think for themselves and take responsibility for themselves.” That thinking roots Dhillon’s work in sociotechnicality—the study of how people and technology interact. The author of more than 100 papers on the topic, Dhillon was credited as an early scholar introducing sociotechnicality into cybersecurity research.

Dhillon has synthesized the findings from his research and consulting work into 12 published books. He hopes his readers and students will glean a key takeaway. “It is easy to implement technology and easy to implement technical controls because they are measurable. But that doesn’t mean they are going to be successful,” says Dhillon.

“No matter how many locks and keys we institute into our technical systems, they will not work if you do not give responsibility back to the people.”

Dr. Gurpreet Dhillon
Information Systems and Supply Chain Management
Department Head
Information systems, Dr. Prashant Palvia says, are the lifelines of global commerce. They provide the backbone for modern businesses. But even in an increasingly interconnected world, companies and organizations often lack a good understanding of what professionals in other countries, especially those in developing countries and emerging economies, need in the way of information technology.

Palvia, the Joe Rosenthal Excellence Professor in the Bryan School, is looking to create a greater appreciation for those needs with a massive study that has been long in the making. The World IT Project has employed teams to gather data in more than 40 countries on six continents in an effort to understand the issues information technology professionals deal with around the globe, particularly outside the west. Palvia expects the findings of this study to be released next year. The research will be documented in a pair of books, as well as in a number of journal and conference papers.

“We wanted to collect data which represents all regions of the world - advanced countries, developing countries, underdeveloped countries,” Palvia said. “We’re also looking at political status - countries that are based on capitalistic societies, on socialist, communist societies. We’re looking at the differences based on political, economic and religious issues. So it’s really a mega-mega-project.”

Palvia, who is originally from India, came to the United States in 1971 to pursue a master’s degree in industrial engineering from the University of Minnesota. He also went on to earn an MBA from the school.

“That was around the time that computers were being used more in a large business sense,” he said. “I was at the beginning of that curve, and naturally I gravitated toward that. The information systems field is really about the application of computers in business, society, and government. It’s really about the management side of computers.”

He earned a doctorate in management information systems and quantitative analysis in 1984, and took a job
with Temple University in 1983 and then the University of Memphis in 1986, following nine years in the private sector. He arrived at UNCG in 2000, and for four years served as department head.

For the past 20 years, he has also been editor in chief of the *Journal of Global Information Technology Management*.

Palvia said he first began toying with the idea of doing something like the World IT Project in the early 1990s.

“The research being done around that time was largely focused on the U.S.,” he said. “Most people were doing research based on U.S. companies, and how U.S. companies were using information systems – almost to the complete exclusion of how it was being used in other countries, how it was affecting other nations. So I made a decision at that point to focus my energies on looking at international issues.”

Around 2003, he and several other colleagues from around the world began talking about organizing a project. Over the next several years at conferences they hosted workshops and held discussions about how to proceed. They decided to try something on a global scale, though they realized such an endeavor could take years.

“I was willing to lead it, but I needed some strong support,” he said.

He discussed the idea with a doctoral student of his, Tim Jacks, and together they began laying out a plan. They also recruited a core team that included academics from Turkey, India, and Canada to direct the project. They then set about recruiting people in each country to collect the data.

“We thought it was important to get local people around the world, just because they’re going to understand the local culture better than we possibly could,” said Jacks, who teaches networking, security, and business information systems at Southern Illinois University Edwardsville. “We talked to our network of contacts around the world, asked them to find people for us.

Some we recruited from an email list, and some were people we met at conferences.”

The core team developed a 160-question survey and translated into about a dozen languages for researchers to distribute.

“It takes about 20 to 30 minutes for someone to complete it,” Jacks said. “There are standard questions about national culture, questions about how they perceive their organization’s culture, and questions about how they perceive occupational culture. We also ask about things that are important to the organization, things that are important to the individual.”

The project officially commenced in early 2013. Data collection is finished, and researchers are now analyzing it and beginning to write papers.

Palvia said one of the more interesting findings thus far involves job stress among women in the information technology profession.

“Even in France, which is one of the more advanced countries where women are more well-represented in the workforce, women are still stressed out,” he said. “And when I presented a keynote speech about this, a couple of women got up and said, ‘We are not surprised. Even though we are regarded as equals in this society, we still go to work and we are still expected to take care of the family. We are still expected to take care of many of the chores. So we are doing double duty.’”

Researchers also found that while technology professionals in the western world tend to focus on strategic issues, those in developing countries are concerned with what Palvia called “bread and butter operational issues.”

“They’re worried about how just to keep the data center running, how to staff it,” he said. Palvia said one of the books he’s planning will feature analysis for each of the countries researchers studied. Another book will look at regions of the world and the technology issues they are contending with. He said he hopes the core team will have those books, as well as articles about the project’s major findings, finished by the end of 2018.

The research, Palvia believes, will help companies formulate better strategies for doing business internationally.

“Organizations that are based in the U.S. don’t always have a full picture of what’s happening in other countries,” he said. “If you do something that works in the U.S., it may not work elsewhere. But once they know, once they look at some research, they can adjust their policies, their initiatives to meet the needs of other nations.”
“Only by challenging our beliefs can we be really creative and effectual problem-solvers,” says Cheryl Nakata, marketing professor in the Bryan School’s Marketing, Entrepreneurship, Hospitality, and Tourism Department. As the school’s newly appointed Joseph M. Bryan Distinguished Chair of Innovation, Nakata gives students the skills required to bring impactful new products and services into the marketplace.

She speaks from experience. Prior to her academic career, Nakata worked in the U.S. and China, and started her own international business consultancy. “Innovation gets a lot of buzz in the industry for good reason,” she says. “Companies see growth when they have employees who are willing to break the frame, when they can think outside the box and they have analytical skills.”

Business schools are really good at teaching analytical skills, Nakata adds. Students know to read a spreadsheet and crunch the numbers. “It’s easy to decide that Product X is more profitable than Product Y,” she says. “But what about Product Z, the product that has been sitting on the shelf and hasn’t been attended to at all?”

**PULL UP A CHAIR**

Nakata teaches her students that listening is the first step toward innovation—an action that starts outside of the classroom. “You want to go into the world of the customer or the end user that you’re trying to serve, not assuming that you know it all but with an open mindset and set of questions.”

This type of “appreciative inquiry,” as she calls it, “opens up a world of possibilities and puts down inaccurate assumptions.”

**INNOVATION IN HEALTH CARE**

As a professor at the University of Illinois, Nakata drew from her background as a marketing researcher and her proximity to the university’s medical school to bring an innovative approach to solving an ongoing health care challenge.

“According to the World Health Organization, patients with chronic illnesses like hypertension and diabetes could avoid 80 percent of their hospitalizations—and even premature death—if they adhered to their prescribed medication regimen,” Nakata says.

Practicing the appreciative inquiry she teaches to her students, Nakata and her team are discovering the real obstacles patients face every day in safeguarding their own health. “Through the study, we’re using some of these anthropological methods, like going into the patients’ homes and neighborhoods to make observations in the context of where they live and what it takes to go see a doctor on a limited income or with lack of affordable transportation,” she says.

Innovative leaders are never satisfied with the status quo, Nakata believes. “It’s not enough to do what everybody else has done—only a tad better. Innovation is all about challenging the fundamental assumptions.”
Does having a female supervisor make female workers more likely to succeed in the workplace? In her most recent works, *Are Female Supervisors More Female Friendly, and Career Implications of Having a Female-Friendly Supervisor*, Dr. Dora Gicheva, assistant professor of economics at the Bryan School, and Steven Bednar, professor of economics at Elon University, discovered something they weren’t looking for: supervisor gender may not be related to supervisor female-friendliness – defined as supervisors who are supportive of women’s presence in, and contribution to, the workforce.

**MENTORING FOR EQUITY**

Gicheva was surprised with this research discovery. She expected to focus on the mentoring relationships between female workers and their female supervisors, but wasn’t finding much evidence that workplace outcomes differed for lower-level workers depending on their supervisor’s gender. “So I started digging deeper to find out what’s really going on,” she said. “Once I started thinking beyond demographic characteristics and considered mentors’ attitudes, a more interesting trend emerged.”

“We found that supervisors’ attributes, such as gender, don’t matter as much as their attitude about being open to mentoring females. Some upper-level managers, men as often as women, are better at mentoring females. Female workers’ performance improves faster under such supervisors and turnover rates are lower. This is novel because it’s not something people have thought much about. The literature focuses on gender, race, and other demographics. But thinking about inherent attitudes changes the conversation.”

**MENTORING FOR EQUITY**

There is a concern that females are not doing as well in the workplace as same-level males; their promotions and earnings aren’t on par. People identified that these differences start emerging early in a worker’s career, but amplify further along.

“Our studies show that a supervisor may be better able to infer the true ability of a worker as long as there is a common attribute with the worker. Or, it could be that mentoring is an important determinant of employees’ career trajectories and is more effective if the workers and supervisors have similar characteristics. Embedded in this idea are important policy implications for alleviating gender wage gap and other adverse career outcomes for females. One way to help to foster women’s success is to pair them with supportive supervisors. The difficulty is in understanding how to identify supervisors who would be successful, or demonstrate success in mentoring females,” Gicheva said.

Why is this work important? According to Gicheva, “Research should prompt other researchers to think more about attitudes and to move beyond demographics. The point is to encourage people to start thinking about attitudes, to look broader, and to think about these harder to observe characteristics. This carries beyond gender to think about minority workers. Some supervisors are better at mentoring minorities – it’s important to identify these mentors and give them opportunities to support lower-level workers from underrepresented groups.”

**IMPROVING THE WORKPLACE**

This study can spark conversations about mentoring in the workplace and identifying groups that are underrepresented in the workplace or in higher levels so they receive support and mentoring to help them succeed, according to Gicheva.

She said that deriving other new measures of inherent supervisor attitudes can potentially reveal more about the mechanisms through which employment matches matter in the workplace. With this new information, employers are encouraged to think about workplace support programs that can help different groups succeed. This is good for retention, and good for business.

Mentoring in the workplace is very important to the success of all workers — and to the success and health of an organization. Gicheva added, “Let’s continue looking at ways to create mentoring opportunities, and remove obstacles that prevent the success, especially for underrepresented workers.”
Rarely has a Bryan School faculty member received both the School’s Junior Research Excellence Award and the Junior Teaching Excellence Award at the same time. But last May marketing professor Dr. Jiyoung Hwang graciously accepted both recognitions.

“All the faculty at the Bryan School are great at research and teaching – I think it was luck that I was awarded these together,” Hwang said. But luck has little to do with it. Her passion for and dedication to excellence in research and teaching are clear from her prolific accomplishments.

**VALUING RESEARCH TO MAKE POSITIVE CONTRIBUTIONS**

In the past three years, her extensive research and experience in the areas of corporate social responsibility, pro-social consumption, and cross-cultural business and consumer relationship management has produced 10 publications and seven conference presentations.

“I am interested in understanding the impact of conscious capitalism on traditional business and consumers,” she said. “Today’s companies are under pressure to be socially responsible, yet they are driven by their profitability. So, I seek to understand the driving forces behind consumer responses to socially responsible or irresponsible companies. At the same time, I look at how perceptions shape consumer behaviors.”

**TEACHER AND MENTOR**

Hwang is a beloved teacher within the Bryan School. Being an inspirational teacher and mentor to her students is the center point of her teaching philosophy.

“One of my professors in Korea suggested I go abroad to expand my perspective and to grow. So after several years of working, I decided to pursue my graduate degrees in the U.S. If it hadn’t been for this mentor, I wouldn’t have come here. I want to be that mentor for my students.”

Motivated by the kind of education she had as a student, where she was always encouraged to do her best, pursue excellence, be humble, and respectful, Hwang brings these same expectations to her classroom. “I engage with my students and cultivate mutual respect.”

Her high expectations motivate students to rise to the occasion. She brings her own work experience, research, and awareness of business trends into the classroom, which includes time as a marketing professional, a business consultant, and columnist for a business publication for more than 10 years.

“I believe that we can help our students’ need for knowledge, learning, and mentorship. Our role as a mentor can be even more meaningful. And I love the people at the Bryan School. People are so collegial.”

**ABOUT DR. HWANG**


- **Most Recent Publication:** “Freedom from Ownership: An Exploration Of Access-based Consumption”, *Journal of Business Research*

- **Recent Presentation:** “The Role of Enjoyment in Consumers’ Adoption of Sharing Economy”, 2017 Summer American Marketing Association, San Francisco, CA

- **Presentation for Corporate:** “Toward Sustainable Business Growth: Strategic Approach”, At Hmart headquarters in NJ

- **Recent Media Mentions:** Dr. Hwang was quoted in a CNBC story on retail pay in September 2017.
Congratulations to the recipients of the Bryan School’s 2016–17 faculty and staff awards.

Senior Teaching Excellence Award: Dr. Larry Taube
Staff Excellence Award: Pattie Hollinger
Non-Tenure Track Teaching Excellence Award: Dr. Trish Kemerly
Junior Research Excellence Award: Dr. Jiyoun Hwang
Junior Teaching Excellence Award: Dr. Jiyoun Hwang
Senior Research Excellence Award: Dr. Dayong Huang

DR. BILL HARDEN received the North Carolina Association of CPAs 2016 Don Farmer Award. The Don Farmer Award recognizes a seminar discussion leader with the highest combined average scores on knowledge, skills, and materials from participant evaluations, for all courses taught in a technical area.

DR. BYOUNGHO JIN’S co-authored paper “Apparel Firms’ Corporate Social Responsibility Communications: Cases of Six Firms from an Institutional Theory Perspective” was recognized with a Highly Commended Award as part of the Emerald Publishing Literati Awards for Excellence in 2017.

DR. NIR KSHETRI spoke on “Cybersecurity and Cybercrime: New tools for better cyber protection” at a session in the United Nations’ eCommerce Week in Geneva, Switzerland.

DR. SEOHA MIN received a two-year appointment as a Margaret Van Hoy Hill Dean’s Notable Scholar. Two Bryan School employees entered into their second year of Notable Scholar appointments: Dr. Heng An (Kathleen Price Bryan Dean’s Notable Scholar) and Dr. Jiyoun Hwang (Margaret Van Hoy Hill Dean’s Notable Scholar).

DR. ESRA MEMILI received the International Family Enterprise Research Academy (IFERA) 2017 Research Proposal Award and Funding with co-author Melih Madanoglu (Florida Atlantic University).

DR. DIANNE WELSH’S co-authored study “Determinants of women entrepreneurs’ firm performance in a challenging environment: Evidence from Egypt” won Best Conference Paper at the Global Innovation Knowledge Academy (GIKA) held in Lisbon, Portugal.

DR. NICK WILLIAMSON received the Order of the Long Leaf Pine from the Governor of North Carolina for his proven record of extraordinary service to the state.
Bryan alumnus and award-winning coach Eddie Radwanski walks into First Carolina Deli, and he’s home. Everyone knows Eddie here from the owner to every server that passes the table. He has an easy smile and an infectious laugh.

“I’ve spent over half my life in Greensboro. This place is special to me. This is home. My learning was accelerated because of the people here at UNCG. Now I have players show up after five years and say, ‘Thank you’. Those players will be in my heart forever. I’m humbled and honored that in some small way I can make an impact. How lucky am I to be doing this?”

Growing up in New Jersey, Radwanski was one of the top players in the state, and he played on a state championship high school soccer team. UNCG men’s coach, Mike Berticelli, recruited Eddie to play soccer at a time when the men’s soccer team was developing into a Division III powerhouse.

The success of the team that Coach Berticelli put together is now burned into the soccer legacy at UNCG. Berticelli did the best he could with the resources available at the time. He didn’t even have a soccer field. In 1981, the men’s soccer team practiced wherever they could find space—Greensboro Day School, Grimsley High School, or Guilford College.

Radwanski remembers, “The coach piled players onto a bus and drove us to any empty field he could find.”

In 1982, Radwanski played his first NCAA Division III National Championship game, and UNCG won while playing on the field at Guilford College. With the next season came fields of their own.

“I remember when they cleared the land to build the first soccer fields. We drove through the quad and coming around the corner I could see the green field in the distance. It was beautiful.” The year was 1983, and UNCG men’s soccer earned another National Championship. This time, 5,000 fans surrounded the new soccer field.

Radwanski was named first-team Division III All-American and the professional soccer world took notice of his talents. In 1984, he was a first round draft pick of the Dallas Sidekicks and the next year he made five starts with the US National Team. The only drawback to Radwanski’s soccer success was the timing; he was two classes short of earning his bachelor’s degree in business.

“I couldn’t pass up the opportunity to play soccer professionally and on the US National Team—I was living my dream.”

Even though Radwanski had to leave college classes behind, he did study for the Series 7 license to sell securities while healing from an injury. Going through the process, he realized he wanted to get back into classes at a business school. Radwanski’s professional career as a player eventually brought him back to Greensboro to play for the Dynamo from 1993 to 1997, which gave him the opportunity to take the business classes he needed and that he missed.
“Playing for the Dynamo gave me the opportunity to finish my degree, and I loved going back to school at UNCG. The first time around, I was just an average student. My focus was on soccer. When I went back to finish my degree, I was more mature and disciplined. When I made the Dean’s List, my mom didn’t believe me!”

After he returned to UNCG, Radwanski also noticed the methods his professors used that he started to incorporate into his coaching.

“Professor (Tony) Wingler taught finance, and he made it easy because he could communicate in several different modes. He moved around, used visuals, changed the volume of his voice, used his hands, and he had us move around too. The professors here at UNCG genuinely care about the students, and I am honoring them every day by paying it forward and doing right by the kids I coach. I use all of those methods to communicate with my players.”

In addition to the differentiated teaching methods he observed at the Bryan School, his business classes helped him consolidate many concepts he had learned on the soccer field and in life. After completing his final course work, he could apply these concepts in his coaching career. Management, finance, and communications all played a big role in his transition to coaching.

After he finished his playing career with the Dynamo, Radwanski joined the coaching staff for the UNCG women’s soccer team. He took over as head coach in 2001, and the UNCG women’s soccer team won the Southern Conference regular season or tournament championship eight of his 10 seasons as head coach. The team also earned the NSCAA Team Academic Award every year from 2001-2010.

Vibrating under the surface of Radwanski’s conversation is still the competitive nature that propelled him in his soccer career. While coaching the women’s soccer team at UNCG, Eddie took the Spartans to three National Championships. During this period, he would ride his bike from his home in Adam’s Farm to UNCG. The corners of his eyes crinkle as he laughs. “If I made it to campus in 32 minutes, I would think—could I make it back home in 29 minutes?”

With Radwanski’s drive and keen understanding of communicating with student athletes, it is no surprise that the Spartan women’s soccer team record during his tenure was impressive: 140-65-13. But Eddie is focused on more than competition. He says he is in the people business, and he is always focused on a bigger picture.

Radwanski says leaving UNCG to take the job as the Clemson women’s soccer coach was the hardest decision he has ever had to make, but he has continued to be successful in his new home. In 2016, Radwanski was named ACC Coach of the Year. The Tigers made it to the Sweet 16 this past season, but Eddie highlights the student athletes’ accomplishments in the classroom more than on the field. At Clemson, he has coached six ACC All-Academic players. In 2017, four Clemson student athletes were honored with ACC Postgraduate Scholarship Awards; three of four were his players.

“Of course, you’re trying to win, but you have to make the connection to the players. Winning is the by-product. I want to enhance the quality of play, have the right people in the family, and the by-product of those factors will produce results.” - Eddie Radwanski
Internships take students out of the classroom into communities where they incorporate academic and real-world learning, enrich their resumes, establish valuable personal and professional connections, and gain a head-start in launching a meaningful career. While students can complete internships at any time, many use the summer break for this professional experience.

LINDSAY SHARPE and LONDON KASMIR, both undergraduate students majoring in consumer, apparel, and retail studies (CARS), completed internships at the world headquarters of VF Corporation. While they each worked in different divisions, both found the experience to be extraordinary.

Concurrent with the early introduction of VStitcher, a new 3-D fashion software program, to the CARS department, Lindsay began an independent study with VF Jeanswear early in 2017. There she spent much of her time testing fabrics for pattern makers, and even made a dress using this new software. On successful completion of her independent study, Lindsay easily transitioned into a summer internship with the same VF Jeanswear team. During the summer she attended VStitcher trainings and got hands-on experience in garment creation. She trained with VF’s 3-D Master Patternmaker, Margarita Pasakarnis, and became the first person in the UNCG CARS program to be certified in VStitcher 7.5.

“My experience at VF gave me expertise in VStitcher that I can share with my fellow students. This was an amazing opportunity in terms of applying classroom knowledge in the workplace and learning things outside of the classroom, and also getting to meet and work with amazing people. As much as I was confused (you’d be shocked at how much detail goes into making a pair of jeans!), everyone was very patient and helpful,” said Sharpe.
LONDON KASMIR spent her summer working with brand coordinators and managers at Wrangler Jeanswear. She focused on the branding aspects of marketing new products – everything from photo shoots to creating and sending product to popular bloggers and influencers. “Our CARS curriculum focuses a lot on distribution channels for clothing, so my internship complimented my knowledge in this area with post-production marketing,” Kasmir said she felt confident in meetings because she was fluent in the language of distribution channels.

What she learned from the internship that can only be developed in the workplace is project management. “In school, we get a few weeks or a semester to work on a project. In a corporate setting, I got a few hours’ notice to get a project done. This showed me that I can meet very tight deadlines, and how to prioritize.”

Kasmir feels that with the professional connections she has made and the skills she gained, together with her academic knowledge, she is very marketable.

MBA student JOHAN PENNERAT interned in data analytics with Schneider Electric, a global specialist in energy management and automation. In this highly technical position, Johan was charged with creating a dashboard of supply chain data for company executives and decision makers. “In school, professors give us assignments and students complete them. It’s straightforward. In my internship, I had much less guidance. I was given a project, and knowing my audience, I simplified the work so it was easy to understand and meaningful.”

He said the terminology he learned in Innovation and Technology, and Operation and Supply Chain classes was very helpful. “There’s only so much you can learn in class – and then you have to apply it.” He enjoyed the networking and establishing relationships with his team members who have told him they are keeping him in mind for future opportunities.

EUGENE “GENE” MANCE, JR. landed an extraordinary summer trade marketing internship with Reynolds American Incorporated (RAI). A senior at the Bryan School, Mance was one of 19 national interns who met in Winston-Salem for orientation. He enjoyed the bonding experience. Throughout the summer, the intern team had daily group chats to share experiences and provide support.

He moved into a furnished apartment in Charlotte and was given a car, a gas allowance, and highly-demanding responsibilities. “I was immediately given a project to manage and was able to apply so many things I learned in the classroom, especially the terminology; this made the internship easier. What I learned in my business classes helped me think more strategically.”

Mance said internships allow students to test the waters of their career paths. “How many people think they want to do something, study it, get a job, and realize it’s not for them. Internships allow us to get a good sense of a field. This internship confirmed my passion for business, and I’m glad I was able to do this before I graduated!”

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CHUCHU CHEN is getting her MA in Applied Economics. She interned at RTI International, an independent, nonprofit research institute dedicated to improving the human condition, where she assisted with data cleaning, literature reviews, organizing, and management for a project funded by the National Institute of Standards and Technology (NIST).

There she applied the classroom skills in econometrics and software data as well as applied policy methods, and deepened her understanding of how to analyze and evaluate policy. “There was some learning curve at the beginning of the internship, but the classroom skills and knowledge gave me a great start.”

Chen knew about RTI International before the internship because representatives give talks frequently on campus. “I liked what they were doing and applied for an opening, and was fortunate to have an internship that is highly related to my major.”

The most important skill she gained from her internship was communication. “Communicating in a professional setting is something I improved on because this was my first time in such an environment. I learned that communicating clearly and frequently with my colleagues and supervisor was critical.” Additional skills she honed during the internship included multitasking, documenting, and staying extremely organized.

This March, 18 Bryan School students spent their spring break in Belgium, cumulating a semester-long joint project with graduate and undergraduate students from the Université Catholique de Louvain. As part of their coursework for Management 303: Experience Business Abroad, the students spent the better part of a week collaborating with their European counterparts on business plans that outline opportunities for companies to expand their products and services internationally.

Dr. Nir Kshetri and trip organizer Bryan Toney traveled with the students to Louvain-la-Neuve – a city that was built more than half a century ago to house the French-speaking university. Students spent their days on campus, breaking into small groups to collaborate on project summaries and prepare presentations, and taking note of the contrasts and commonalities of American and European universities. They were immersed in the country’s culture, spending their evenings in the homes of the Belgian students or out on the town with locals and fellow classmates.

MBA student Olga Gumenyuk found the Belgians to be quite open to new experiences and highly knowledgeable of American culture, but says that she prefers the American education system over the European model. “There is much more communication between students and professors in American universities. In the U.S., people follow up with one another more and project deadlines are clearer.”
Kshetri explains that many of those communication differences are due to the transactional nature of American higher education. “One of the main differences here is that students are paying for their education,” he said. “Professors here are expected to provide regular feedback to our students, whereas in Europe, they are not; normally, there is just one test given at the end of the semester.”

International business major Charlescia “Cece” Walton was struck by the antiquity and historical significance of the country. “I was surprised to learn that the Battle of the Waterloo was fought just 25 miles from Louvain-la-Neuve,” she shares. Walton fondly recounts the quaint beauty of the easily-navigable town, which is dotted throughout with pedestrian-friendly pathways and vibrant murals painted by locals – many of them university students.

Upon their return to the States, the American students hosted the Belgians, reciprocating with lodging and hospitality. Gumenyuk had one student assigned to her and ended up hosting two additional students throughout the week. “Their impression is shared by the host, and I consider it an important responsibility,” she says. “They really enjoyed having the opportunity to participate in discussions. They liked asking questions and learning about our day-to-day lives. And they especially enjoyed the variety and options for food.”

“They were amazed by Greensboro and taken by the beauty of UNCG’s campus,” Walton says of her Belgian visitors. “They really did their research before coming. They knew about the Miles Davis trumpet and asked to go the music building to see it.”

As the week came to an end, the student groups presented their papers to Kshetri and his Belgian colleagues. Their expanded knowledge of international business was evident, Kshetri says. He is grateful for the Bryan School’s commitment to the affordable international travel opportunities it provides for students.

“This class was perfect for me,” says Walton, who is planning a future in international consulting after completing her masters in international business – a dual graduate degree she plans to complete both in the U.S. and abroad.
The second annual Back to Business event was even bigger and better than the first! This year, 714 students participated in the panels or party, up from 534 last year.

During the day, 426 Bryan School students attended panel discussions with faculty members, graduate students, alumni, and employers.

Many panelists spoke on the need to develop soft skills, such as the ability to work well with others and communicate effectively. They also emphasized the importance of getting involved in student organizations, particularly in leadership roles, to build skills while in college.

This annual event reminds students about the importance of early career planning. It’s also a great way to celebrate the start of the new academic year!

SPECIAL THANKS TO OUR 2017 EVENT SPONSORS:
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SALES INSTITUTE PREPARING STUDENTS FOR SUCCESS

It is estimated that 50 percent of all business school graduates find their first job in sales; however, not all students who enter the field find success. Students who have participated in a sales program experience less turnover. According to John Chapman, the Director of Business Development and co-founder of the North Carolina Sales Institute (NCSI), it’s because the latter group are being placed for careers in sales, rather than just jobs.

The NCSI at UNCG aspires to be the first choice in sales talent, sales research, and sales education. It was founded in 2015 by Chapman and Dr. James Boles, Head of the Department of Marketing, Entrepreneurship, Hospitality, and Tourism.

“Job growth is in two main places: skilled labor and sales talent,” said Chapman. NCSI attempts to help students jumpstart a career in sales. It does so through partnerships with local businesses, classroom-based education, and research designed to expand industry knowledge.

Through the NCSI, students have unique opportunities to learn from sales professionals as they share relevant, real-world experiences during both sales classes and informal networking events. Business partners gain access to students interested in pursuing sales careers.

In Spring 2018, the Bryan School will begin offering a minor in sales. The course track consists of five classes that teach skills communication, influencing, and negotiation. However, students are taught more than theory. They also gain real-world experience building sales skills through cold calling, case studies, and team projects.

The sales courses, Chapman underscored, are not exclusively for Bryan School students. As a music major, Julia Goodson ’17 took the class in professional selling. She had no Bryan School affiliation but felt the course could help her confidence in sales. “Musicians working for themselves have to be able to sell themselves as performers,” she said.

The experience ended up doing just that. As a musician performing and recording original work, Goodson needed sales skills to better market herself. She also learned the importance of building a long-term, trust-based relationship with customers.

International business major Rouven Wahlfeldt ’17 worked with Chapman to start a sales club as his Lloyd Honors College senior project. Rouven chose to focus the club’s goals on helping students expand upon skills that would be useful after graduation. For example, the club held a mock interview session to help students prepare for job interviews. Ten representatives from area companies took part in the session.

Knowing that sales skills are important in multiple fields, Rouven emphasized that the sales club is an inclusive group for students of all majors. “All kinds of majors are more than welcome to participate,” he said.

To learn how your organization can meet our top sales talent, contact John Chapman at jlchapm2@uncg.edu.

SPECIAL THANKS TO OUR NCSI BUSINESS PARTNERS:

• 3M
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• Greensboro Swarm
• Mac Tools
• Marriott International
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• Pepsi Bottling Ventures
• State Farm Insurance
• SFW

Members of the NCSI Student Business Group participated in mock interviews with local sales professionals.
SCHOLARS AND DONORS LUNCHEON
Bryan Scholars and Fellows gathered for an annual luncheon to thank the Joseph M. Bryan Foundation for its support of top students.

SOCCER SPARTAN SPOT
Thanks to all the Bryan alumni who attended our first Soccer Spartan Spot event! It was a beautiful evening as we watched the UNCG men’s soccer team beat App State. Stay tuned for more upcoming alumni events!

COMPANY SPOTLIGHTS
Company Spotlights are off to a great start this semester! Students have met with representatives from Target, Syngenta, Fastenal, Liberty Hardware, and Enterprise. At Spotlight events, students have the opportunity to learn each company as well as current positions being offered.

ANNUAL SOCIAL
Alumni from our accounting and finance department, current MS in Accounting students, and faculty gathered for an annual social in August. The department said “thank you” to outgoing interim chair Daniel Winkler, and welcomed new department chair Randy Elder.
LOCAL HEALTHCARE LEADER RECOGNIZED AS DISTINGUISHED ALUMNI

Joan H. Evans, executive vice president of innovation and transformation for Cone Health, received the 2017 Distinguished Alumni Award from the Bryan School during a special event this past spring.

“Joan has been a force for transformation and innovation at Cone Health, and nationally within the healthcare industry,” said Bryan School Dean McRae Banks. “She has had a profound and positive impact on the organization in every role she has held, obviously of increasing importance as she progressed through the organization. As a member of our Board of Advisors she has been a strong supporter of, and advocate for, the Bryan School. Most importantly, she embodies three of the four pillars of our educational approach: innovation, organizational sustainability, and ethics. Joan is a great example of the type of person we want all our students to become.”

In addition to her work with Cone Health, Evans is principal of South Rim Consulting, where she mentors aspiring leaders through executive coaching, strategic planning, conflict resolution, and organizational change. She is a graduate of Leadership Greensboro, serves on the Bryan School’s Dean’s Advisory Board, the Elon University Board of Advisors, and the board of the Greensboro Science Center.

CALL FOR NOMINATIONS

To submit a nomination for the 2018 Distinguished Alumni Award, visit bryan.uncg.edu/alumni-award.

ALUMNA RECEIVES INTERNATIONAL RECOGNITION

Congratulations to Bryan alumna Becky Levin BS ’79 on receiving Beta Gamma Sigma’s Medallion for Entrepreneurship. Beta Gamma Sigma is the premier honor society recognizing business excellence, and its Medallion for Entrepreneurship is awarded to noteworthy business people who combine innovative business achievement with service to humanity. As one of only three recipients worldwide, Levin was recognized for her work co-founding The Possible Project, a Boston-area nonprofit that uses entrepreneurship as a framework to teach life skills and position at-risk young people for both business and academic success.
NEW WEBSITE LAUNCHED

This fall the Bryan School launched a new website! The completely re-designed site was created within a mobile-responsive framework, meaning that the site should be easy to view and navigate from most phones, tablets, laptops, and desktops. The site also features more user-focused design. It was developed by Verified Studios, based in Durham, NC.

Come visit our new home online at Bryan.UNCG.edu!