

Graves School Leads Maryland Entrepreneurship Initiative with Goldman Sachs

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WHARTON AND GRAVES ANNOUNCE COLLABORATION

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DEAN'S MESSAGE

It is with pleasure that we present the spring 2018 issue of Enterprise. As the business school in Maryland's Preeminent Public Urban Research University, the Graves Business School plays an important role in the economic development of communities in the city of Baltimore, Maryland, and the nation. According to Econsult Solutions, Inc. *"Morgan is a major economic engine for the city and*

state annually producing \$1 billion in statewide economic impact, supporting 6,500 jobs and generating \$47 million in state tax revenues."

This issue of Enterprise highlights the transformational changes that are taking place in our programs and in the halls of our wonderful new building. You will read about a unique collaborative entrepreneurship program supported by Goldman Sachs and Bloomberg Philanthropies. The Goldman Sachs 10,000 Small Businesses (Goldman Sachs 10k SB) Program officially launched in Baltimore in August 2017. Morgan, along with Johns Hopkins University and the Community College of Baltimore County offer intensive training and development for entrepreneurs who have launched businesses and need to grow them.

You will read about how the Graves School and the Wharton School of the University of Pennsylvania have laid the foundation for a collaboration. In the words of Wharton Dean Geoff Garrett, "Wharton and Graves share a vision for true collaboration and sharing of expertise on both our campuses as well as globally."

We celebrate the outstanding accomplishments of our students and faculty in many areas. The Graves School boast three faculty Fulbright Scholarships in the past several years and annually has had student Innovation Fellows as part of the national Innovation Fellows Program. We have developed and presented programs in Cryptoeconomics and Blockchain; the Summer Residence Program in Accounting and Finance for high school students; Cyber Warrior Training and Certificate; Train-the-Trainer in Big Data and Data Analytics. We received endowments from generous alumni that allow us to provide student scholarships and to develop and offer innovative programs.

Throughout the year, we have worked with our corporate partners to enhance Graves School's programs, update the curricula, and prepare the students for the changing and challenging job markets. Some of our partners have given their time and talent by making presentations at the Graves Honors seminars and at our classes and events, some have gone beyond and contributed to our endowments. We are grateful for their support and invite others to make contributions that change lives.

The Graves School sponsored the Inaugural International Symposium on African Consumer Marketing and Firm Strategies on May 24 and 25, 2018 where researchers from the African continent gathered to discuss their research findings.

The world of business and technology is changing rapidly. The Graves School leads the way with diverse and high-demand programs, strong faculty research, and experiential and project-based learning opportunities for our undergraduate and graduate students.

The Graves School: Purpose, Progress, Promise.

Fikru H. Boghossian, Ph.D.
Professor and Dean



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On The Cover:

Warren Buffett, Michael Bloomberg,
and Lloyd Blankfein at the
announcement of Baltimore's
inclusion in Goldman Sachs
10,000 Small Businesses program

SPRING
2018



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Morgan State University in Partnership with Goldman Sachs and Bloomberg to Deliver Business Education to Entrepreneurs by Joseph Wells*



Entrepreneurship and small businesses are the engines driving economic growth in and around Baltimore. Morgan State University (MSU) aims to play a leadership role in assisting entrepreneurs striving to grow their businesses through delivering comprehensive and practical business education. In August of 2017, Morgan State University President David Wilson joined Baltimore Mayor Catherine E. Pugh; Maryland Gov. Larry Hogan; Founder of Bloomberg L.P. and Bloomberg Philanthropies Michael R. Bloomberg; Chairman and CEO of Berkshire Hathaway, Warren Buffett; Goldman Sachs Chairman and CEO Lloyd C. Blankfein; and Professor Michael Porter, from Harvard Business School to formally announce the launch of Baltimore as the 14th site for the Goldman Sachs 10,000 Small Businesses program. Mayor Bloomberg, Mr. Buffett, Prof. Porter, and Mr. Blankfein make up the Advisory Committee for the Goldman Sachs 10,000 Small Businesses program. In addition to formally announcing the site launch, the Goldman Sachs Foundation and Bloomberg Philanthropies jointly announced a \$10 million investment (the first ever co-investment in the Goldman Sachs 10,000 Small Businesses program) which will be used to provide access to capital for small business owners.

The announcement was also a celebration of the first two “Special Sessions” of the program, 58 “Scholars” or business owners who comprised the first two graduating classes here in Baltimore. These Scholars joined an alumni community of over 6,500 program alumni from across the country.

At the graduation ceremony, President Wilson remarked, *“Bringing this program to Baltimore is great for our city and will support its continued success in producing entrepreneurs.”* He further stated that “As an anchor institution, Morgan is committed to the city’s economic growth and development. We are honored for the opportunity to participate in this important

public-private partnership and work collaboratively to move Baltimore forward in meeting that goal.”

“Baltimore is an enterprising city, and we are grateful to Goldman Sachs 10,000 Small Businesses and Bloomberg Philanthropies for choosing to invest in our local entrepreneurs,” said Mayor Pugh, who is a graduate of Morgan’s bachelor’s and master’s degree programs in business administration. “Through this commitment, we look forward to accelerating their potential not only as business owners but also as job creators and community leaders.”

The program will be delivered via four national partners:

- Goldman Sachs
- Bloomberg Philanthropies
- Babson College (Educational Partner)
- Initiative for Competitive Inner Cities (ICIC) (national Outreach Partner)

The Goldman Sachs 10,000 Small Businesses program delivers three key components:

1. Business & Management Education

- Best in class curriculum designed by Babson College, the nation’s top-ranked entrepreneurship school
- 100 in-class hours of practical tools for immediate application

2. Access to Capital

Opportunity to access capital is delivered through Community Development Financial Institutions (CDFIs) and local community-based lenders, who also provide loan recipients with technical assistance

3. Business Support Services

Provided with expert advice and technical assistance through partnerships with local government, law firms, economic development organizations and the people of Goldman Sachs

MSU is part of a three-school consortium along with Johns Hopkins University (JHU) and the Community College of Baltimore County (CCBC) delivering the education program in Baltimore. MSU is responsible for outreach, recruiting, application processing, education delivery (contributing and managing all faculty), and business support services. JHU is responsible for on-site classroom logistics, interview set up, and Alumni activities, and CCBC is responsible for supporting outreach in Baltimore County as well as contributing faculty to the program. This three-school consortium is unique among all the sites for the program.

Baltimore is the site for the entire state of Maryland and the Scholars will be recruited from across the state, but the focus (in the early cohorts) will be on businesses from Baltimore and the surrounding counties. In addition to the 14 sites across the country, Babson College runs a national cohort of over 150 Scholars trained via

* Joseph Wells is the Director of the Graves School’s Masters programs.

“BRINGING THIS PROGRAM TO BALTIMORE IS GREAT FOR OUR CITY AND WILL SUPPORT ITS CONTINUED SUCCESS IN PRODUCING ENTREPRENEURS.”

DAVID WILSON

online and face-to-face curriculum delivery two times per year.

President Wilson tapped a small group to work on this project following the initial Goldman Sachs/MSU meeting in March 2017 and the team moved quickly after the announcement to complete the administrative activities related to the project. Upon completion of the grant application, 6 new staff (Educational Services Director & Lead Faculty, Outreach Director, Program Manager, and 3 Business Advisors) who would deliver the MSU services in support of the Goldman Sachs 10,000 Small Businesses program were hired. In addition to the new hires, MSU nominated four faculty members and one adjunct faculty to serve as the first Baltimore-based faculty for the program.

Recruitment activities picked up in earnest as more than 250 prospective business owners attended Open Houses at MSU and CCBC. Through the interview and selection process, 38 Scholars were selected to form Cohort #3 which launched in late November 2017. This cohort graduated in mid-March 2018. Recruiting, interviewing and selecting for cohort #4 was completed in March with an early April start. Cohort #5 recruiting is currently ongoing with a September 2018 start. The Baltimore site is tasked with delivering 3 cohorts per year. The pace of recruiting and applications, building partnerships with institutions and corporations in Baltimore are key to delivering the qualified applicants needed for the program. As the Outreach leader, MSU is seeking to position the Goldman Sachs 10,000 Small Businesses program as a leader in the Baltimore entrepreneurial ecosystem and a natural connection point between entrepreneurs and resources in and around Baltimore.

Delivery of The Goldman Sachs 10,000 Small Businesses program education is done via eleven Modules (“Mods”) which are all day sessions one day per week and half day workshops, Scholars commit to this 100 hours in class schedule along with approximately an additional 100 hours of “bridge” work between Mods. The curriculum spans Financial Statement analysis, Marketing, Operations, HR and Organizational Development. Scholars spend 2 full days delving deeply into their businesses to understand precisely what they do, who their customers are, and where/what are the opportunities for growth. Growth both in terms of revenue and jobs is the key to the entire program and are the main metrics for determining success in the program. Within the cohort, Scholars are organized into 5-6 person “growth groups” which support the critical peer-to-peer learning environment fostered in the cohort. A business advisor is assigned to each Scholar to coach the Scholars on the completion of their growth plan, which is the graduating deliverable to be completed. The growth plans are practical and executable road maps that the Scholars will follow to revenue and job growth.



Measuring results lie at the heart of the success of the program. Monitoring and Evaluation are critical for both the program to understand how we are doing and for the alumni to measure and monitor progress against their growth plan. At the end of the cohort, all Scholars complete a survey (they do so at the beginning as well) which forms the baseline for 6, 18, and 30 months surveys which gauge revenue and job growth. These tools are what verify the tremendous results the program produces:

- Program Completion: 99% of Scholars complete the program
- Revenue Growth
 - 6 months post-program – 67% of alumni grow revenue
 - 18 months post-program – 74% of alumni grow revenue
 - 30 months post-program – 77% of alumni grow revenue
- Job creation
 - 6 months post-program – 47% of alumni grow jobs
 - 18 months post-program – 55% of alumni grow jobs
 - 30 months post-program – 58% of alumni grow jobs
- 88% of Scholars/alumni do business with each other

All of these figures are well in excess of national averages for similar business educational programs. Babson College publishes an annual report on program outcomes which is publicly available on their website.

MSU is very proud to participate in this highly effective, high profile, national effort to help entrepreneurs grow their businesses and drive economic growth in communities across this country from Los Angeles to Rhode Island, to New York, Philadelphia, Houston, and Miami. The over 6,500 program alumni represent \$9B in revenue and over 130,000 jobs. The team at MSU believes very strongly in the success of the program, in the core elements of the program, and is committed to continuing to deliver for the business owners in Baltimore and throughout the state.

Eligible small businesses should have annual revenues above \$100,000; have been in operation for at least two years; employ at least two full-time workers and have a desire to grow and create jobs. This is a free program, and applications are accepted on a rolling basis.

Please visit <https://10ksbapply.com/baltimore> for more information and to apply.

Wharton School and Morgan State University Earl G. Graves School of Business and Management Announce Strategic Collaboration



Dean Geoffrey Garrett, President David Wilson, Provost Wendell Pritchett

Philadelphia, PA — The Wharton School of the University of Pennsylvania announces that it has entered into a collaboration with Morgan State University's Earl G. Graves School of Business and Management focused on faculty and student academic programs. This is the first collaboration of its kind between the Wharton School and a Historically Black College and University (HBCU). The collaboration represents a key element in the missions of both schools in building academic excellence through diversity while addressing challenges in communities at home and around the world. Areas that will be explored include shared opportunities for faculty and students in conferences, curricular development, and research.

"We are proud to collaborate with the Graves School at Morgan State University, one of the country's leading HBCUs," said Wharton Dean Geoff Garrett. "Wharton and Graves share a vision for true collaboration and sharing of expertise on both our home campuses as well as globally. I'm excited at the potential for this relationship to create numerous curricular and research learning opportunities for Wharton faculty, students and our entire community."

"Morgan's continued growth is strengthened by successful collaborations and having opportunities to enter into mutually beneficial agreements like what we have been able to establish between the Wharton School and our Earl G. Graves School of Business and Management," said David Wilson, President of Morgan State University. "This unique collaboration between an Ivy League institution and a Historically Black College and/or University will serve as a blueprint, creating innovative educational opportunities for students and faculty, spurring academic research. We look forward to growing this relationship and seeing it remain fruitful in the years to come."

Housed within the \$79-million state-of-the-art Morgan Business Center, The Graves School, named in honor of Morgan State alumnus Earl Gilbert Graves Sr., an entrepreneur and publisher who founded *Black Enterprise* magazine, offers high-quality accredited undergraduate, masters and doctoral programs that prepare a diverse student population to succeed as business professionals and to become engaged citizens. Founded in 1937 and later formed into a School in 1975, The Graves School graduates the most African American business students in the state of Maryland.



ABOUT THE WHARTON SCHOOL

Founded in 1881 as the first collegiate business school, the Wharton School of the University of Pennsylvania is recognized globally for intellectual leadership and ongoing innovation across every major discipline of business education. With a broad global community and one of the most published business school faculties, Wharton creates economic and social value around the world. The School has 5,000 undergraduate, MBA, executive MBA, and doctoral students; more than 9,000 participants in executive education programs annually and a powerful alumni network of 96,000 graduates.

ABOUT MORGAN STATE UNIVERSITY

Morgan State University, founded in 1867, is a Carnegie-classified doctoral research institution offering more than 100 academic programs leading to degrees from the baccalaureate to the doctorate. As Maryland's Preeminent Public Urban Research University, Morgan serves a multiethnic and multiracial student body and seeks to ensure that the doors of higher education are opened as wide as possible to as many as possible. For more information about Morgan State University, visit www.morgan.edu.

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THE FUTURE IS BRIGHT FOR SUPPLY CHAIN MANAGEMENT AT THE GRAVES SCHOOL

by Pamelyn G. Lindsey, CSCP*

In 2014, the Department of Information Science and Systems (INSS) launched the Bachelor of Science in Services and Supply Chain Management (SSCM) at a very critical time for this field. "One of the hallmarks of this degree is its interdisciplinary nature, which integrates topics from services design, service operations, procurement, transportation, change management, physical distribution, information systems and supply chain risk management", said Sanjay Bapna, Professor and Chair of the Department of INSS. This program will prepare students for the tremendous demand in supply chain related fields. This is good news for students currently enrolled in the Graves Business School Services and Supply Chain Program. "Our first three graduates have obtained multiple offers at high paying salaries," remarks Sanjay Bapna.

Supply Chain Management is one of the fastest growing careers. According to the Employment Projections Program, U.S. Bureau of Labor Statistics, January 2018 update, employment of Operations Research Analysts will grow by 27% by 2026 with a median annual income of \$79,200. Supply Chain salaries are #36 on CNN Money's 2017 Best Jobs List with a median pay of \$134,000 and a 7% 10-year growth rate for Supply Chain Management Director positions. According to the 2015 Manufacturing Institute and Deloitte Skills Gap Study, 2 million jobs will go unfilled due to the skills gap in supply chain management. Lora Cecere writes in *Supply Chain Insights*, "By 2025, 60 million baby boomers will exit the workforce, leaving a gigantic gap when 40 million millennials take their place. Future supply chain professionals need to master not only the hard-analytical skills but also the soft leadership skills fueled by the transition from an industrial economy to an economy grounded in service and information." According to Nick Little of Michigan State, "Today, there is a 6:1 demand to supply ratio for new college graduates in the supply chain field."

What is a supply chain and supply chain management you might ask? Good questions. A supply chain is *the global network used to deliver products and services from raw material to end customers through an engineered flow of information, physical distribution, and cash*. Supply Chain Management is *the design, planning, execution, control, and monitoring of supply chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally*. These definitions are according to APICS, the premier professional association for supply chain management and the leading provider of research, education and certification programs that elevate supply chain excellence, innovation and resili-

ence. As you can see from these definitions, supply chain management touches every aspect of our lives and almost every function imaginable from sales, marketing, research & development, operations, engineering, manufacturing, distribution & logistics, to finance, business management and strategic planning. Preparing the next generation of leaders in supply chain management is imperative.



To do this, strategic alliances and collaborations are essential. The SSCM program is developing strategic partnerships. Ms. Pamelyn G. Lindsey, has been collaborating as a strategic partner with the SSCM program since the fall of 2016 to increase enrollment and outreach of the program. Ms. Lindsey is on the Corporate Board of Directors for APICS. Formerly Director of Global Supply Chain Operations, Executive Sales & Operations Planning for Ciena Corporation, Ms. Lindsey spent most of her 25+ year career with the DuPont Company as an internal consultant and continuous improvement leader.

The SSCM program has also begun to collaborate with other disciplines within the University. Students from the SSCM department have spoken to students in the Industrial & Systems Engineering Department and conducted networking sessions as well. The first graduates have been extremely successful. Monique Ndagha, Fall 2017 has joined Stanley Black and Decker in their Rotational Leadership program. Michael McCormick, Spring 2017 has also joined Stanley Black and Decker. Amavi Goli, Spring 2017 has joined Accenture Federal. All these students received multiple job offers because of the high demand situation discussed earlier. Students have won 1st place in the Boeing Competition and 2nd place in the Weinman Cup Case Competition.

"The future is bright for Supply Chain Management at the Graves Business School. We are excited to see what these young professionals will do to lead the world through sustainable supply chain networks," said Associate Dean Ali Emdad.

* Pamelyn G. Lindsey, CSCP is President and Co-Founder of L4 Services LLC, a consulting, advisory and educational services firm.

The Summer Program in Accounting and Finance

by Dr. Sharon Finney



Summer 2017 marked the second year of the Summer Program in Accounting and Finance (SPAF) hosted by Morgan State University's Department of Accounting and Finance. The SPAF program is a residence program where high school students live on Morgan's campus for one week and receive introductory classroom instruction and exercises related to the accounting and finance fields. The program was free to all participants. The 2017 program was held during the week of July 9-14, 2017. Thirty-nine high school students participated in the program in 2017, compared to 22 students in 2016. In 2016, the program was held July 10-14 and **participants came from the states of Maryland (91%) and Virginia (9%) only. In 2017, participants came from North Carolina, Washington, D.C., Delaware, New Jersey, New York, Massachusetts and Connecticut.** The word about this excellent summer program for high school students spread via the high school principals,' teachers' and counselors' networks.

Of the 39 participants in 2017, only 74 percent (or 29) came from high schools in Maryland compared to 91 percent last year. Twenty-three percent (23%) of the participants were 9th graders, 41 percent were 10th graders and 36 percent were 11th graders. They ranged in age from 15 to 18 years old. There were 15 males (38%) and 24 females (62%) in the group. The average GPA on a 4.0 scale was 3.34, ranging from 2.5 to 4.0. Twenty-three percent (23%) of the students were members of the Academy of Finance program at the high school and 38 percent had taken courses in accounting and/or finance in high school. High school students enrolled in the Academy of Finance have already expressed an interest in accounting, finance or other business fields.

The SPAF program was very successful in 2016 and 2017, with an improved array of accounting and finance classes, workshops, and activities for the students in 2017, ranging from general information about careers in accounting and finance, to a finance

case competition at the end of the week. We offered sessions on Family Financial Planning, Personal and Professional Ethics and Understanding Financial Statements. In preparing for the case competition, the students had an opportunity to use the Trading Lab for an Excel workshop and to conduct some company research. In addition, a college student panel spoke to them about life on a college campus, and a panel of career professionals spoke about their jobs. This gave the students a chance to meet some of the alumni from the accounting and finance program at Morgan.

Another unique feature of the 2017 program was the Own Your Money Finance Fair sponsored by State Employees Credit Union (SECU). This was an interactive experiential learning exercise where students got a chance to simulate a month in the life of a working adult. It was one of two field trips included in the program. The other field trip was a visit to the Baltimore office of the big four accounting firm, Ernst & Young LLP.

In 2017, the classes and panels were presented by Morgan faculty and staff, and volunteers from the National Association of Black Accountants (NABA), Aros Consulting, Maryland Supplemental Retirement Plans, SB & Company, Bank of America, T. Rowe Price, CohnReznick, Morgan Stanley, M&T Bank, State Employees Credit Union (SECU) and Project Hope. Andrea Davis, the Assistant Comptroller at Morgan, also presented one of the workshops in 2017. In 2016, the classes and panels were presented by KPMG LLP, SB & Company, the Maryland Department of Human Resources Office of Inspector General, Travelers Insurance, and Wells Fargo Bank, in addition to Morgan faculty and staff.

The Friday night closing program gave us a chance to recognize the student participants for their performance in the program. The closing dinner was attended by students and their parents, as well as faculty, friends and benefactors. We gave awards for the best case presentation as well as for good bowling. The keynote speaker for the closing program in 2017 was Ken Bouyer, Ernst & Young's Americas Director of Inclusiveness Recruiting, who presented an uplifting message. The speaker for the 2016 closing program was Kimberly Ellison-Taylor, CPA, CGMA, the Global Accounting Strategy Director for the Financial and Professional Services Industries for Oracle America.

It would not have been possible to hold this free summer program for high school students without the financial support of our sponsors. The program sponsors are among the companies that employ our accounting and finance graduates. They also provide representatives that serve on the advisory board for the department or advise the academic programs in other ways. The major sponsors of the summer program include the following:

The next SPAF program is scheduled for July 7–12, 2019.



KPMG is one of the Big Four accounting firms in the U.S. along with Ernst & Young, Deloitte and PricewaterhouseCoopers. The Big Four are the four largest international accounting firms that handle the vast majority of audits for publicly traded companies. KPMG is headquartered in Amsterdam, the Netherlands, and provides audit, tax and advisory services and industry insight to business organizations around the world. It employs over 174,000 people.



Travelers' is one of the nation's largest property casualty insurance companies. It has more than 3,000 employees, 13,000 independent insurance agents and multiple market segments across personal, business, financial and international insurance groups. Headquartered in New York City, Travelers has field offices in every U.S. state plus operations in the U.K., Ireland, Singapore, China, Canada and Brazil.



Ernst & Young is one of the Big Four international accounting firms headquartered in London. It provides audit, tax, advisory and transactions services to public and private companies. It operates as a network of member firms which are separate legal entities in individual countries. EY has over 212,000 employees in over 700 offices around 150 countries in the world. In 2016, *Fortune* magazine ranked EY as one of the 100 Best Companies to work for.



Legg Mason is a global investment management firm headquartered in Baltimore. Legg Mason services are focused on asset management as it offers products in equities and fixed income, as well as domestic and international liquidity management and alternative investments. It had \$670 billion in assets under management as of March 2016. It employs approximately 3,395 people in 40 locations worldwide.



M&T Bank Corporation is one of the 20 largest U.S. commercial bank holding companies. Headquartered in Buffalo, NY, M&T Bank employs more than 15,000 people and operates more than 650 branches along the eastern seaboard from New York to DC. It also operates private wealth offices across the U.S. and Europe. Warren Buffet's Berkshire Hathaway financial investment syndicate owns 5.66% of M&T Bank's common stock. It also sponsors M&T Bank Stadium, home of the Baltimore Ravens.



T. Rowe Price is an asset management firm focused on delivering global investment management excellence and retirement services that investors can rely on—now, and over the long term. Headquartered in Baltimore, Maryland, it provides an array of mutual funds, sub-advisory services, separate account management, recordkeeping, and related services for individuals, advisors, institutions, and retirement plan sponsors. The core principle on which T. Rowe Price, Jr., founded the firm in 1937—that his company's success should follow from the success it achieves for its clients—continues to guide the company today.

Thank You to Our Sponsors!



We also received financial assistance for the SPAF program from Allen Myers, a major construction company in the mid-Atlantic area. Allen Myers and T. Rowe Price were both new sponsors for 2017.

Morgan students served as counselors to the high school students and lived in the dormitory with them. The following Morgan students served as counselors for the program:

- Afua Agyekum**, accounting PhD student
- Ayo Adisa**, May 2017 graduate, accounting major
- Annastacia Barham**, junior, accounting major
- Amber Carter**, December 2016 graduate, accounting major
- Shindell Henry**, senior, finance major
- Jordan Lima**, senior, accounting major
- Antone Ross**, junior, double major in accounting and supply chain management

We thank all of our supporters and volunteers, including the summer program planning committee and advisory board, as well as Morgan faculty, staff and students for helping us have a successful SPAF program over the past two years.

The planning committee and advisory board for the SPAF program consisted of the following individuals over the past two years:

- Sharon Gary Finney**, Morgan State University (Committee Chair)
- Ken Bouyer**, Ernst & Young LLP
- Andrea Davis**, Morgan State University
- Samuel Deal**, Morgan State University
- Watikqua Lange**, T. Rowe Price
- Andreas McCants**, Aros Consulting
- Pamela Queen**, Morgan State University
- Karen Robinson**, Morgan State University
- Ayana Wilcher**, KPMG LLP

Graves School Hosts Cryptoeconomic and Blockchain Panel Discussion

In recent years, dozens of universities including UC Berkeley, Carnegie Mellon, Cornell, Duke, MIT have rushed to meet the surge in students' demand to learn about Cryptocurrencies. Many offer large sections of courses that bring together experts from several disciplines to demystify the topic and increase awareness.

Dr. Ali Emdad, Associate Dean at the Graves School of Business and Management along with Mr. Yaya J. Fanusie, a Fellow at the Foundation for Defense of Democracies organized a panel of national experts that presented various perspectives on Cryptocurrencies and their underlying technology, the Blockchain.

The panelists included Mr. Aram Barnett, CEO of Alluminate.io; Ms. Portia Burton, blockchain developer, and speaker; Dr. Matthew Green, co-developer of Zerocash and Zerocoin and Johns Hopkins Professor of Computer Science. Yaya Fanusie moderated the panel discussion.

Proof of concept cases indicate Blockchain's huge promise in various areas such as insurance, retail, education, healthcare, etc. The event took place on March 1, 2018, at the Morgan Business Center. The Panel Discussion was followed by a Q&A session. Dr. Emdad stated that the panel discussion was the first in a series of events the Graves School of Business has planned with the goal of increasing awareness



and to provide a forum for the exchange of ideas in various disciplines on campus.

According to Dr. Fikru Boghossian, Dean of the Graves School of Business and Management, "One of our objectives is to help Morgan's faculty integrate various aspects of this new technology into their curricula and student learning." **INSS 450 Application Development is the first Cryptoeconomic-Blockchain course to be offered in the fall 2018.**

The Graves School plans to organize additional lectures and panel discussions at Morgan and is working to create a CryptoEconomics Innovation Lab that would expose students across disciplines to the economic business models enabled by Blockchain technology.

The Capital Markets Lab at the Graves School, under the leadership of Mr. George Micheni, plans to offer hands-on workshops on Cryptocurrencies and Blockchain. "It is our hope that through this initiative, students from diverse academic disciplines who acquire deeper knowledge in this technology can shape their innovative ideas into solid business plans that would attract investors," Emdad said. The March 1 event was open to the Morgan community and attracted guests from the Baltimore metropolitan area.

For more information, please visit www.morgan.edu/sbm or contact ali.emdad@morgan.edu



Influential Real Estate Developer and Housing Executive Speaks at *Bryson-Sawyer Lecture Series*

Mr. Daniel Henson was the guest speaker at the Graves School of Business on Tuesday, April 3, 2018. By virtue of his position, Mr. Henson has been one of the most influential figures in real estate. He spoke to an audience of faculty, students, and staff and shared his insights and perspectives on the importance of communication and discussed a variety of topics including starting your own business and growing it to a multi-million-dollar company.

Dan Henson is President of The Henson Development Company, Inc., (THC) a Baltimore-based real estate developer of affordable housing and communities of choice. He held the dual positions of Commissioner of Housing and Community Development and Executive Director of the Housing Authority of Baltimore City. He developed and implemented Baltimore's most distressed public housing and leveraged more than \$500 million in grants and investments for economic development. A 1966 graduate of Morgan State University with a B.A. degree in history.

Morgan provided the platform for a diverse career that started Mr. Henson off as a social studies teacher in the Baltimore City Public Schools. He is a member of the 1964 First Line of Iota Phi Theta Fraternity, Inc. and is an active member of the Gamma Omicron Omega Alumni Chapter.

The Bryson-Sawyer Lecture Series is named after two former deans of the business school. The lecture series features prominent executives who share their inspiring experience with the students, faculty and staff of the Graves School and University community.

Whiting-Turner Company Executives Lecture in Graduate Project Management Class



Ms. Irene Knott, Vice President of Whiting-Turner, and a team of Project Management Professionals made presentations on “Best Practices” adopted by Whiting Turner Contracting Company in successfully managing their construction projects. They talked about how they schedule various project management tasks using project wise software. They also effectively use CMiC integrated information system to manage projects and clients. CMiC integrated information system helps them manage their project costs. CMiC information system stores information about similar past projects they have undertaken.

The presenters explained how Whiting-Turner uses both analogous and bottom-up cost estimation approaches and the ways CMiC system helps in performance management including tracking project scope, schedule and costs. The company also uses CMiC system for forecasting, client management and supervisory functions.

They also discussed the use of contingency reserves in establishing their cost baselines. In the highly interactive session, the team explained how the company manages project risks, as well as how they manage environmental, health, and safety issues. Students raised many interesting and relevant questions related to cost management, scheduling, conflict management, and scope creep. Overall, the 90 minute session was extremely informative and productive.



CYBERSECURITY AT GRAVES

The Baltimore-Washington Region, home of several federal agencies and defense contractors, is the global epicenter of cybersecurity.

There is a tremendous shortfall in the number of qualified individuals with skill sets in Computer Networking and Security. Minority students are under-represented in this space. However, The Graves School of Business has been a leading school in cybersecurity.

Three faculty in the Department of Information Science and Systems (INSS) have been leading the efforts in cybersecurity. Sandip Patel, Associate Professor has a background in SCADA and Risk Management. He has published in the leading journal Communications of the ACM, among other journals. Sanjay Bapna, Professor and Chair, utilizes behavioral economics to address cybercrimes and cyberterrorism and has published in the leading Journal of Strategic Information System journal, amongst others. Two of his papers won the Best Paper Award in the prestigious National Decision Sciences Conference meetings. Jigish Zaveri, Professor has done extensive work on catastrophic event response, privacy and governance and has worked on a multiple year grant in partnership with Johns Hopkins University. Over 35 peer-reviewed articles related to the cybersecurity have been published by the faculty in the INSS Department. Two doctoral students have graduated from

the program who are working solely on cybersecurity areas of research.

The Department also has a dedicated Network/Security Simulation Lab that is isolated from the rest of the University network. There are twenty-four workstations in the lab along with CISCO networking gear in two racks. Security topics that students are exposed to include: Malware Threats, Host Security, Protocol Analyzers, Network Vulnerabilities, Vulnerability Scanning, Certificate concepts, Application security, Access control, Authentication, Compliance and audits, Network Security routers and Protocol, Firewall, IPSec, Spam, DNS Poisoning, SNMP, iSCSI, Service management, patching, encryption – data and transport, backup, load balancing, Cloud computing, RAID, Clustering.

Several hands-on exercises fortify the concepts behind security. Part of the lab is used for students to perform hardware hands-on exercises, such as making physical connections, installing hub/routers, hardware-based encryption, and so forth. The students are also be able to use the part of the lab to set and test security. The workstations in the lab have Virtual Box, Wireshark, Kali Linux, Angry IP Scanner, Veracrypt, Slavasot Hashcalc, Recuva, Heidi Erase, Access Data FTK Imager, Symantec

Encryption Desktop, amongst other installed software. The INSS Department has license to all VMWare products and is also a member of AWS Educate Program.

The department is also the recipient of a unique grant that leads to cybersecurity related certification for students. In order to address the gap of not enough minority students in cybersecurity careers, Northrop Grumman Corporation, in the framework of the Mentor-Protégé program, working in conjunction with Digit All City, provided a grant to Morgan State University and Coppin State University to provide training in Computer Networking and Security to their students, leading to eventual certification in A+, Network+, and Security+.

The training provides instructor resources, textbooks, and vouchers to students to take these certificates and is of no cost to the student. Northrop Grumman has promised to provide career opportunities to all seniors from this program, provided they meet the background checks requirements. The program enables 20 MSU students from various departments to participate in the workshops, at no cost to the students.

Thirteen students undertook A+ training from February 2017 through May 2017 and all thirteen students have successfully passed the certification examination. Majors range from Information Science and Systems, Electrical Engineering, Computer Science, Marketing, Business Administration. One student, Jayrell Cephas, secured an internship with Northrop Grumman during the summer of 2017 and worked there.

Two students from the program will be interning at Northrop during the upcoming summer. Seven students have started a student incubator club for young entrepreneurs and are strategizing technologies for “future entrepreneurs” advocacy efforts. Three other internships that have come about due to the program.

Sanjay Bapna, the PI for the grant remarks “This program is unique in the nation because four-year universities do not have processes to provide these high-in-demand certificates to four-year students. The curriculum in these institutions that

Continued on following page >

SCHOOL OF BUSINESS

BY SANJAY BAPNA



Continued from previous page

provide baccalaureate degrees focus on the problem solving, analytical, communication and design skill sets. However, employers prefer ready-made industry standard technically-certified employees.”

The Cyber Warrior Diversity program provides opportunities to baccalaureate students to obtain these technical certificates that they would not have had the resources to obtain while in school. Lance Lucas, founder of Digit All City, highlights the cost aspects “It costs roughly \$1,000 for a student to obtain the three certificates that is being provided in the Cyber Warrior Diversity Program free of cost to the students”. The CEO of Digit All City, Mr. Joseph Sutton remarks “We are able to provide a structure to the students to take these certificate examinations with a one-hundred percent passing rate.”

Workshops for these are being held in the dedicated Network/Security simulation lab and other VDI labs in the Earl Graves School of Business and Management. It is expected that

“ This program is unique in the nation because four-year universities do not have processes to provide these high-in-demand certificates to four-year students. ”

Honorable Francis Suarez, Hall of Famer Ray Lewis, and leadership from MDEAT (Miami Dade-County Economic Advocacy Trust).”

Jayrell also has had opportunities to meet with the leadership at Northrop Grumman Corporation and says “Those same leaders has shown that they believe in us and to be just a ‘student’ at an HBCU where just not long ago, did not have the capability to equip us students with what was necessary to get into Northrop Grumman was the moment

CYBERSECURITY AT GRAVES

thirteen students will obtain the three certifications by June 2018. Additionally, 31 students have finished the A+ training and will be taking the certification examination in March, 2018. Sanjay Bapna remarks “We have more students than the current funding for the program.”

Jayrell Cephas, a visionary student at Morgan State University, who conceptualized the grant at the early stages has been deeply involved in the Cyber Warrior Diversity Program. He remarks on his recent visit to Miami for MIAMI 1000 “My impactful journey started Wednesday night, February 7th into Thursday Evening; a few Cyber Warriors, including myself, had the opportunity to travel down to Miami, FL to represent the Cyber Warrior Diversity Program.

Being that Morgan State’s Cyber Warriors were the first of many to come, lately there’s been a sense of pride and urgent expansion that all Morgan Cyber Warriors encompass and it was displayed down in Miami. Fortunately, we all did more than just call ourselves Cyber Warriors, we had the opportunity to share ideas, pitch new ones, and learn from our experiences at Black Tech Week and MIAMI 1000. There, we were fortunate enough to meet the newly elected Mayor of Miami,

I appreciated most over the weekend. It gave us hope, a lot of us are from urban communities in Baltimore, Philadelphia, etc. and to now have an opportunity to just speak to that type of leadership was turning a dream into a reality, or at least getting closer to changing that dream into reality. After the students met with Northrop Leaders, the Cyber Warriors Participated in the BEYA Job Fair, where many had more than one interview with top companies. In between job fair interviews and my student award dinner (about 5 hours), the team met in Northrop Grumman’s team room where we utilized to quiet environment to polish up our code to present later in the evening. After that, the student award dinner occurred and I was awarded the Student Leadership Award for the conference in front of my family and many warriors.”

The Program’s impact is noticeable. Maryland Senate Bill SB0651F that was introduced by Senator Barbara Robinson of the 40th district funds the Cyber Warrior Diversity Program for years to come. The first hearing was on February 21, 2018 in Annapolis. This bill includes funding from the State to Morgan State University and Coppin State University for the Cyber Warrior Diversity Program and also provides for a non-compete for this innovative program.

**Sanjay Bapna is the Professor and Chair of the Department of Information Science and Systems in the Earl Graves School of Business and Management.*

Transformational Business Process Redesign at Stanley Black & Decker

Stanley Black & Decker (SBD) is a 175-year-old growth-oriented, diversified industrial company with a tremendous track record of growth powered by a committed focus on areas such as innovation and operational excellence. With awards for both financial performance and an open culture, SBD is one of the World's Most Admired Companies (*Fortune*), Top Innovators for Diversity & Inclusion (*Mogul*), Best Companies for Leadership (*Chief Executive*) and Most Valuable Military Employer (*CivilianJobs.com*), among others.

Among other historic points of inflection, the merger of Stanley Works and Black & Decker in 2010 ushered in an era of exceptional groundbreaking growth with complementary strengths of each legacy business providing the collaborative lift to accelerate growth and profitability at an unprecedented rate. The Global Tools & Storage business (GTS), headquartered in Towson, Maryland, has grown dramatically and today has revenues of more than \$8 billion.

Today, the organization is powered by a growth oriented operating model known as the Stanley Fulfillment System, SFS2.0, underpinned by five enabling platforms including world-class innovation, commercial excellence, functional transformation all of which are enabled through the digitization of products and processes while using lean concepts, or operational excellence, in all facets of the business.

Following the 2nd and 4th largest acquisitions in SBD history in 2017 in addition to organic growth, the GTS business is at another point of inflection requiring a recalibration of the organization structure, related business operating model and underlying business processes. Undertaking this key strategic imperative of designing an organizational model that enables the business to deliver on the vision while maintaining the entrepreneurial spirit, focus and execution mindset is critical to continued success.



Pamelyn Lindsey and Chinedu Okeke have joined SBD in a Project Based Learning role to assist the GTS leadership team in a comprehensive business process mapping project which will drive recommendations for future needs and requirements for the GTS business. The byproduct of this analysis will be a range of operating model requirements and recommendations for a scalable set of business processes that drive real time accountability, empower leaders, and enables greater connectivity.

Pamelyn Lindsey, currently enrolled in the Masters of Project Management program, December 2018, has created her own consulting firm which focuses

on Supply Chain Excellence. Before that Pamelyn held multiple positions within DuPont including Business Process Manager, Project Process Design & Training Lead, Global Integrated Business Planning Coach, and Corporate Audit Program Manager to name a few. Pamelyn also has a Bachelors degree in Mechanical Engineering from the University of Pittsburgh.

Chinedu Okeke, comes with five years of working experience in Analytics, Business Strategy and Project Management, and has played a key role within various strategic operations organizations including Chevron, AECOM, and most recently the Maryland Department of Transportation, State Highway Administration. Chinedu also has a Bachelors degree in Computer Engineering from UMBC and is currently enrolled in the Master of Business Management program, expected to graduate in December 2018.

Creating a strong and lasting partnership with Stanley Black & Decker will be a win-win for both SBD and Morgan State Graves School of Business and Management. We look forward to continued collaboration and delivering business value.

FACULTY DEVELOPMENT

Cloud Computing, Big Data, Cybersecurity, DevOps/Agile training *by Sanjay Bapna*

The broad discipline of Information Systems/Technology is moving at an extremely rapid pace, leading to situations where faculty member's knowledge on areas, not in their core specialization, becoming outdated. However, faculty members are still expected to teach many of these emerging concepts in many of the courses.

Having hands-on training on toolsets that employers find

useful in these emerging topics provides a way for faculty to effectively disseminate such knowledge/information to students. Sanjay Bapna, Professor and Chair of the Department of Information Science and Systems (INSS), submitted a grant to address that gap: faculty from across the university receive training by practitioners in the field who are well-versed with the latest technical toolsets and the faculty in turn pass on the knowledge to students.

The dissemination of this emerging knowledge toolset to the students is the goal of the project "Train-the-Trainers in Emerging Information Technology Topics".

Based on the discussions the INSS department had with their advisory board members, four areas were identified where employers have difficulty finding suitable students for internships and employment: Cloud Computing, Big Data, Cyber security, and DevOp toolsets with Agile methodologies.

For all of these workshops, professionals with practical experience and prior university teaching were identified to teach these workshops.

The Cloud Computing workshop was held in September 2017 with participants primarily from the INSS Department. Faculty loaded both Unix and Windows Operating systems in a Virtual environment, using concepts employed in the Amazon Web Services (AWS) hands-on training. Faculty were also provided free credits to take additional training in Qwiklabs.

The Big Data workshop was offered over two weekends in January and February 2018, with the first weekend covering the conceptual



aspects of Big Data; participants were provided two books on this topic. The second day of the workshop focused on hands-on activities using the AWS platform. Attendees from INSS, Electrical Engineering, and Mathematics Departments along with the President of the Student chapter of the Association of Information Technology Professionals (AITP) learned through hands-on activities about how to access and manipulate Big Data.

The Cybersecurity

workshop was held in the specialized Network/Security Simulation Lab in the Earl Graves School of Business and Management on a Friday in the month of March 2018. Eighteen participants from across the University were taught and exposed to concepts on Threats, Defenses, Attacks, Forensics, Cloud Computing, and Security in a hands-on training environment. The final workshop on DevOps in this series has been scheduled for April 2018.

“ I can, and will definitely use some of the concepts I have learned in my classes. ”

The feedback from these series of workshops has been extremely positive. Jigish Zaveri, Professor, remarked, “I can, and will definitely use some of the concepts I have learned in my classes...and share the knowledge with my students.” Abirami Radhakrishnan, Associate Professor, found the concepts covered in the Big Data workshop very useful, though she wishes that there was more time devoted to the topic. Dr. Tannouri from the Department of Mathematics, remarked, “Due to the interdisciplinary nature of the training, faculty from across the university benefitted from this project.” Sanjay Bapna remarked, “The new model of implementing these series of workshops are applicable to higher education and the corporate sector. Besides, it is cost-effective and efficient since training can be done in the university environment it is convenient for many Professors to participate the workshops.”

**Sanjay Bapna is the Professor and Chair of the Department of Information Science and Systems in the Earl Graves School of Business and Management.*

EMPLOYER SPOTLIGHT: REPUBLIC SERVICES



We'll handle it from here.™

The Graves School considers corporate partnerships essential in preparing the students for the job market. An example is the strong partnership with Republic Services. Republic Services, Inc. is the second largest provider of non-hazardous solid waste and recycling services for commercial, industrial, municipal and residential customers. Morgan is one of the three HBCU on their corporate list. Mr. Gordon Patterson is the campus recruiter who leads the partnership with MSU. Below are responses from an interview conducted with him.



Q. Why did you join Republic Services?

A. I joined Republic Services because I thought the recycling and waste industry was not only recession-resistant, but also a thriving industry. I wanted to further my career in an industry that is steady, and for a company that can offer career growth and opportunity.

Q. What are the traits and skills of an ideal Republic Services Employee?

A. Republic believes that engaged employees are the greatest indicator of the Company's success. Republic employees make everything possible—our Growth through Differentiation strategy as well as our ability to fulfill our promise to customers and to the environment.

In addition, Republic is truly committed to the safety of our employees, customers and the communities we serve. At Republic, safety is our highest priority and our customers are at the center of all that we do. Traits and skills ideal for a Republic employee would include a strong work ethic, dedication, curiosity to learn, and a commitment to serving customers and to protecting the planet. We are working to make Republic Services a preferred place to work, and our employees are helping to make the communities we serve strong and vibrant.

Q. Why did Republic Services choose the Graves School of Business (Morgan State University) as a target recruiting school?

A. Morgan State University offers a terrific MBA program with specific interests in Supply Chain Management and Project Management. The Graves School of Business has a state of the art facility and some of the top facility on the east coast for students to gain experience and knowledge through practical experience. Geographically, Morgan State is in the Baltimore area, which gives both Republic Services and the students the ability to work in a region that has several locations in the Northeast region after graduation.

Q. How do you see the partnership growing with Republic Services and the Graves School of Business?

A. Every time recruiters from Republic Services visit the Morgan State campus, we learn a little more about the school and their programs as well as the students. Morgan State is an excellent university and a target for recruitment, not only from the business school but for many of Republic's operations, engineering and accounting positions as well as our General Manager Accelerated Program.

Q. What majors are you recruiting for? Do you have internship and full-time opportunities?

A. Republic is primarily looking at MBA students, but as the relationship grows, we will continue to explore other recruitment areas, such as

Computer Science and Engineering. Every summer, Republic employs 10-12 internships at the corporate office in Phoenix, Arizona. We offer several full-time opportunities across the country and in Puerto Rico.

Q. What does Diversity mean to Republic Services and how is your strategy implemented?

A. We currently have a partnership with the Thurgood Marshall College Fund (TMCF). In 2016, Republic hired three TMCF interns and this coming year, we doubled that commitment with six TMCF interns.

At Republic, diversity is about bringing together the best people of diverse backgrounds, experiences, perspectives, and beliefs who can create unique value and drive our growth strategy. We go beyond diversity, we also focus on inclusion. Through our inclusion efforts, we actively and intentionally create an environment where everyone feels respected, appreciated and accepted for who they are.



We implement our diversity and inclusion strategy with a focus on people, workplace, and community. We see our employees as our biggest competitive advantage, so our diversity and inclusion strategy is designed to support and advance an inclusive culture for everyone and we continue to build on that success.

Q. What is your selection/interview process and how would you suggest a student prepare for your interview process?

A. We begin with a presence on campus. Typically, we have an executive presentation on-campus and attend the career fair. Next, we conduct a series of informal and formal phone screens and face-to-face interviews. The best piece of advice for students interviewing is to "be yourself." From a more technical approach, preparation is key. Be prepared with a couple of questions to ask during the interview, research the company thoroughly and be ready for situational questions.

Q. Does Republic Services offer scholarships to students?

A. We do not at this time.

Q. How would you suggest a student get additional information on Republic Services?

A. Be curious! Do your homework, and research Republic Services and other companies in our industry. Familiarize yourself with the Republic website and follow up on social media, attend our executive presentations on campus, contact a recruiter via LinkedIn with follow up questions and check into visiting a Republic facility near you for a tour.

Morgan Establishes Chapter of National Entrepreneurship Honor Society: Sigma Nu Tau



On Tuesday, November 28th Morgan State University established a charter chapter of Sigma Nu Tau, the national entrepreneurship honor society whose mission is to recognize students, faculty members, and entrepreneurs who have either excelled in the study of entrepreneurship or who are exemplary models of principled entrepreneurship.



Dr. Nancy Church, President and Executive Director of Sigma Nu Tau, inducted the following Morgan students and then presented the chapter induction certificate to them: **Diara Radway**, senior; **Alex Howard**, junior; **Michael Cassell**, graduate student; **Bisola Gbeieye-Kasim**, graduate student. Dr. Church explained: “Sigma stands for the sum of education, experiences, and entrepreneurship skills that make entrepreneurs successful. Nu stands for the ability to navigate uncharted waters...to create and innovate, the mindset and skills that increase the odds of success for entrepreneurs. And Tau



stands for the tenacity to persevere and succeed, another hallmark of entrepreneurial success.” Dean Fikru Boghossian and Provost Gloria Gibson were inducted as honorary members and two entrepreneurs who have been active mentoring and supporting student entrepreneurs at Morgan were inducted also: **Chiko Abengowe**, Founder and CEO, Perfect Office Solutions and Perfect Staffing Solutions and **Marcus Finley**, CEO and Digital Director, FIN Digital. Students interested in becoming members should contact Dr. Mary Foster at mary.foster@morgan.edu or Dr. Golshan Javadian at golshan.javadian@morgan.edu.

To be eligible, students must be pursuing a major or minor in entrepreneurship; undergraduates must be juniors or higher with a cumulative GPA of 3.2 or more, graduates students must have completed 50% or more of their coursework and have cumulative GPA of 3.5 or higher.

The Faculty and Students Provide Tax Counseling for the Baltimore Community

by Dr. Dina El Mahdy



The Volunteer Income Tax Assistance (VITA) program offers free tax help to people who generally make \$54,000 or less, persons with disabilities and limited English speaking taxpayers who need assistance in preparing their own tax returns. IRS-certified volunteers provide free basic income tax return preparation with electronic filing to qualified individuals.

Dr. Dina El Mahdy, an Associate Professor of Accounting in the Graves School received advanced training as a site manager for the Volunteer Income Tax Assistance (VITA) program from the CASH Campaign of Maryland organization, and joined Dr. Buagu Musazi in managing the Graves School of Business and Management site during the 2017 tax season.



In 2017, our VITA site was expecting to more than double the number of tax returns prepared for low and medium-level income tax payers in the Baltimore area. 125 returns were prepared last year. As of March 15, 2018, we have processed a total of 138 tax returns and we are expecting to process an additional 150-200 tax returns until April 17, 2018, the deadline to submit tax returns to the IRS. The VITA team is open to the public in room 425 every Tuesday and Thursday.

Kudos to our student volunteers from the Graves School of Business and Management: Angel Lyles, Chinedu Nnaji, Kharan Watkins, Shawheen McIntosh, Toni Samagbeyi, and Zarisia Alcendor. This year the CASH Campaign of Maryland organization utilized volunteers from outside our school to help sustain the increasing demand from taxpayers and we would like to recognize the following volunteers for coming on Saturdays to help in making a difference in our community: Shawn Jensen, Shannon Jensen, Jamal Mohamed, Brian DeVincentis, Daniel Andrews, Gabriela Slomicz, and Jason Onuoha.

COLLABORATION STRICTLY BUSINESS STYLE

by Dr. Monica Poindexter

The conversation in the business world constantly changes which requires college students and graduates to possess the professional development skills to be successful. To ensure that Morgan State University continues to develop high quality students, three departments collaborated to offer a Strictly Business Workshop on a Saturday, September 16, 2017.

The workshop was developed by the School of Business (Mr. Nicholas Fletcher), Clara Adams Honors College (Mr. Freddie Smith), and by the School of Engineering (Dr. Monique Head and Dr. Monica Poindexter) to offer an opportunity for students to further understand their career trajectory and career readiness skills.

Students attending these workshops gained knowledge and valuable skills that will help the students market themselves to potential employers and be prepared to enter the world of work career ready.

Sessions on key topics such as resume critiques, cover letter writing, mock interviews, and work dress attire were conducted by Tariq Shane, Founder/CEO of HBCU Career Market Place, Joey Price, CEO of JumpStart: HR.

The workshop had more than 150 attendees. Acia Sands, a Junior Industrial Engineering major shared "The workshop was informational and beyond fun to participate in with my peers. It was inspiring to hear professional story's from other African Americans in their careers."

The need for collaboration amongst departments has become more prevalent in academia and we at Morgan State University are proud to bring such innovation and collaborate to serve students.

As University funding continues to decrease and the lack of professional development resources become scarce, departmental leaders must find innovative ways to provide their students with the tools and skills needed to compete for sought after prestigious internships and full time opportunities.

This collaboration was the first of many events these three departments will sponsor, to offer additional professional development opportunities for students in Business, Engineering, and the Clara Adams Honors College to rise to leadership roles in their companies and communities.



Graves Honors Program hosts the 2018 Boeing Interdisciplinary Case Competition at Morgan State University

by Deaunta Mayo



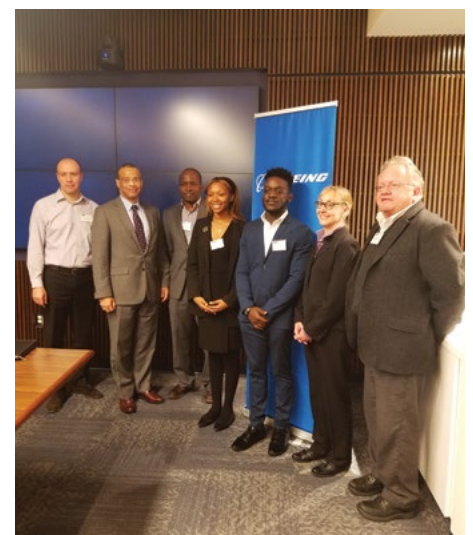
On March 29, 2018, The Graves School Honors Program hosted the 2018 Boeing Interdisciplinary Case Competition at the Graves School of Business and Management.

Six teams made up from the Graves Honors Program, the Engineering School and the Finance Club participated in the competition where students used their collective knowledge of Supply Chain, Finance, Engineering and Lean concepts to help their team develop a solution to the presented case. This competition is an opportunity for students to apply their business and engineering knowledge in a cross functional team setting to solve real world industrial problems and foster the continual relationship established between The Boeing Company and Morgan State University.

The panel of judges for the 2018 Boeing Interdisciplinary Case Competition were: MSU Faculty members Dr. Paterno Sissinto, Engineering and Dr. Thomas Ngniatedema, Information Systems and Boeing Executives Darryl Scott, Corporate VP of Contracts, Laurie Schmidgall, Senior Director of Government

Accounting, Mike Edwards, Manager, V-22 Financial Analysts and Elaine Guth, Corporate Contracts Senior Manager.

The First Place team consisting of Hafeesah Moore, Freshman Business Administration major, Demi Jones, Junior Information Systems major and Ayodeji Wemida, Senior Electrical Engineering major took home the \$1500 award. The Second Place team was awarded \$900 and the Third Place Team shared the \$600 award.



Graves School Faculty attend Wharton Customer Analytic Conference

by Nicholas Fletcher*



The Wharton Customer Analytics Initiative (WCAI) is the world's preeminent academic research center focusing on the development and application of customer analytics methods. Through WCAI's innovative research opportunity program, world-class scholars collaborate with leading-edge businesses to ask and analyze critical questions. WCAI's R&D "crowdsourcing" approach enables academic researchers from around the world to help companies understand how to better monetize the individual-level data they collect about customers through the development and application of new predictive models.

Graves School faculty was invited by the Wharton School to attend the 2017 WCAI Conference to further the research and marketing research insight between the two institutions.

Dr. Omar Khan, Interim Business Department Chair, Dr. Miguel Angel Zúñiga, Associate Professor of Marketing, and Mr. Nicholas Fletcher, Assistant Director, Masters Programs of the Graves School attended workshops such as "Is My Advertising Working?" taught by Dr. Elea Feit, Senior Fellow,

WCAI. This workshop in particular introduced the most popular strategies for assessing advertising performance such as holdout experiments, attribution rules such as last-click and first-click, algorithmic attribution and other model-based approach, and marketing mix modeling and other time series methods.

The exposure to the workshop further demonstrated how better tracking technology and marketing analytics are rapidly making it possible to determine whether advertising produces the consumer behaviors organizations are targeting.

By working through specific examples, participants will develop a better understanding of how each method works, as well as the potential pitfalls of each method. The workshop goal was to train marketers to be smart consumers of attribution analysis. While the focus of the workshop will be on understanding the methods and interpreting results, examples will be worked in the R Statistical language and participants who know R will be provided with data and encouraged to follow along to learn the mechanics.

The conference was rounded out by remarks and panel discussions from industry leaders such as Vice President of Global Analytics and Insights at Electronic Arts, Zachery Anderson; Vice President of Marketing Strategy & Planning at Comcast, Ravi Kandikonda; Director of Data Science & Engineering at Netflix, Betty Li; and Senior Researcher at Microsoft Research NYC, Shawndra Hill.

The Graves School and Morgan State University look forward to continuing and growing our relationship with the Wharton School of Business.

UNIVERSITY INNOVATION FELLOWS DEVELOP CHANGE STORY



With the sponsorship of the Earl G. Graves School of Business & Management and under the mentorship and supervision of Dr. Monica Sharif, four Morgan students were accepted and successfully recognized with the high honor of being named University Innovation Fellows. The University Innovation Fellows program, part of Stanford University's Hasso Plattner Institute of Design (d.school), is a global program that empow-

ers student leaders to increase campus engagement with innovation, entrepreneurship, creativity and design thinking. The fellows—Oyare Victor Oko (Electrical & Computer Engineering), Averi M. Turner (Business Administration and Health Education), Evan Lamar Robertson (Finance), and Sumayyah Raji (Architecture)—successfully completed a competitive international interview process and an intensive 6-week training where they developed a change story aimed to make a positive impact on Morgan's campus. After the successful completion of the training, they had the opportunity to attend a 4-day workshop in Silicon Valley, California where they spent time at Google and Stanford and interacted with industry leaders in innovation.

The team created a proposal aimed at developing stronger interdisciplinary relationships among the different academic departments on campus, by hosting a business pitch competition in tandem with professional development and self-improvement workshops. The goal is to create an atmosphere where the diverse student body can congregate, collaborate and promote one another. The students plan to implement their ideas on campus in the coming months.

The Morgan team, which was selected with the assistance of Dr. Chien-Chi Tseng, was comprised of four students from different fields of studies and backgrounds. The students were able to benefit from their differences to generate innovative ideas.

Increasing citizens' awareness of governmental actions and outcomes

by Dr. Phyllis Keys

Students from the Graves School of Business took the victory with the winning team entry in the Citizen-Centric Report Contest sponsored by the Montgomery/Prince George's County Chapter of the Association of Government Accountants (AGA). The two person team (*pictured at right*) consisted of Zarisia Alcendor, a double major in accounting and finance, and Robert Carroll, an accounting major pursuing a minor in finance. In February, Dr. Phyllis Keys sought out students to enter the competition and these top performers stepped up.

The team used the 288-page FY2017 comprehensive annual financial report of Montgomery County and created a 4-page attractive report where residents can find important and interesting information about what is going on in their county. The prize is \$2,000 to the winning team and will be awarded at a banquet in Bethesda, Maryland on May 9, 2018.



Morgan's Annual 5k Run, Walk, Stroll



To raise funds for students participating in Morgan's Study Abroad Program, MSU held its hilly but dry 5k Run, Walk, Stroll on May 6. Kudos to all who came out and braved the event. In all, 60 registrants signed up for the Morgan team and were well represented on the course. Congratulations to the Graves School for once again taking first place in the number of registered participants. As expected, team CLA was 2nd, and team Social Work came in 3rd. The Morgan team placed three runners in the top 10 overall standings (2nd, 6th, 10th) with impressive times and placed first in multiple age group categories. Denise McNeil is officially a repeat champ in the women's category over 60 age group.

The Capital Markets Lab (CML)

The Capital Markets Lab (CML) is a state-of-the-art trading floor in the School of Business that offers live Financial Markets information that will take you from Wall Street to Silicon Valley. The Lab is equipped with Bloomberg Terminals, 30 workstations, a stock ticker and the 80" touch screen that displays dynamic data on stocks, currencies, world markets and financial news.

With George Micheni as the Lab Director, the trading floor provides a research platform in the financial sector using the Bloomberg terminals and offers the Bloomberg Market Concepts (BMC) certificate to students, faculty and staff. Stocktrak offers students a trading simulation platform with essential trading techniques using virtual cash. In addition to core financial literacy workshops and faculty support, the lab Director conducts 'Excel Made Easy' workshops aimed at preparing students with Microsoft Excel skills sought by employers. The lab facilitates Morgan State University's investment club, a student organization designed to equip students with the skills necessary to evaluate and manage portfolios of stocks, bonds, commodities, currencies and other financial assets. The Lab is located in the School of Business Room 315 and is open Monday to Friday 9 AM to 9 PM.



Put your hands together to save a life!

The leading cause of death in North America is sudden cardiac arrest, with nearly 80% of the cases occurring outside a hospital.

A bystander in a public place such as a restaurant, a shopping center, a bus stop, an airport, or a university campus can play an important role in improving the chances of survival by administering “Hands-only” chest compression CPR until the medics arrive. The July 2010 issue of *New England Journal of Medicine* reported and clearly demonstrated that chest compressions alone were as good or even better than combining them with rescue breathing. About 900 Americans die every day because of sudden cardiac arrest. Nearly 383,000 of such episodes occur outside hospitals each year, 88 percent of them at home. So, the life you save with CPR may well be a friend’s or relative’s.

Mr. Bert Hash, a 1970 Graves School graduate and member of the Board of Morgan State University Foundation, donated CPR training kits with the goal of training as many people as possible. In April 2018, American Heart Association (AHA) representatives and Morgan’s Police Department conducted a “Hands-only, chest compression” CPR training for 50 Honors students of the Graves School of Business and Management. The session was extremely successful.

Graves School considers this basic CPR training very important and plans to provide the opportunity to all its faculty and staff. Planning for the initiative, coordinated by Dr. Ali Emdad, Associate Dean is underway. Dr. Emdad stated that **“after the successful student training session in April, we became convinced that all Morgan’s students, faculty and staff should be offered a chance to participate in the 10-minute training.** This is a large-scale, yet important undertaking that has many supportive internal and external stakeholders. AHA is committed to the success of the initiative and plays an important role in the planning and implementation of the vision.”

At the same time Morgan Community Mile (MCM), the flagship initiative of Morgan State University toward engaging with the community will work with various Baltimore Fire Departments and community groups to provide the same type of CPR training to the residents of the communities around Morgan. Simultaneous planning for both, the campus and the MCM is going forward. Stay tuned!

The AMA Continues to Shine

by Nia Wood, Vice-President



Morgan’s chapter of the American Marketing Association (AMA) continues to play an active role in student success, community service and professional development. Having won the “Outstanding Chapter Planning” award at the

AMA international conference for 2015-2016, we continue to create great opportunity for our members to develop professionally during their academic careers.

Highlighting our AMA chapter’s on-campus activities was the 2018 edition of “Brand U”—an annual symposium hosted by the chapter at Morgan State University. The purpose of this event is to communicate the importance of personal and professional branding to students at Morgan State University and the surrounding areas. This year we focused on branding within the small business, corporate, public, and private sectors.

The 2018 American Marketing Association International Collegiate Conference was an amazing experience for our chapter. We were able to meet and network with other AMA members from many different colleges and universities all around the country. We attended workshops and a speaker series that taught us the essence of sales and marketing within companies. The International Collegiate Conference was a huge learning experience, where we learned that the American Marketing Association goes so far beyond Morgan State University. It is an opportunity for us to employ our experience outside of the classroom and show how dedicated we are to excelling in the field of marketing.

Dr. Omar J. Khan is Faculty Advisor to the Morgan chapter of the American Marketing Association (AMA), and has received an Outstanding Faculty Advisor award from the international AMA. Jamilah Tajanee Dabo (Senior, Marketing) is President and Nia Wood (Senior, Marketing) is Vice President of the chapter. Both are excellent students and leaders at the Graves School of Business.

Thank You, Hospitality Club!



According to Nagima Yedressova (pictured), a graduating senior in Hospitality Management, there are a lot of opportunities for students at Morgan State University. Joining the Hospitality Club is one such opportunity. Every semester, members of the Hospitality Club have

many wonderful opportunities to meet current industry professionals, get internships, or full-time jobs at various conferences nationwide such as the National Society of Minorities in Hospitality (NSMH), Regionals, Hotel Experience or workshops on campus that the

hospitality management program support and host. Being a part of the club, Nagima was able to get her first internship in the hospitality industry, receive various awards, scholarships and most importantly, get a unique and rewarding experience.

She received an award for the Highest GPA Individual at the National Society of Minorities in Hospitality 29th annual conference, which was held in February this year in Chicago. In addition to this award, the Graves Hospitality Club was honored with the Best Activities Award and with the Highest Number of Members-Southeastern Region Award. Nagima said “I’m very grateful for my big hospitality family here at the Graves School; one thing I know for sure is that no matter where I find myself in life, I will always cherish the wonderful memories and invaluable experiences I received from the Hospitality Management Program at Morgan State University. Thank you, Hospitality Club! Thank you, MSU!”

Morgan's Graves Business School Hosts Inaugural Africa-centric Business Conference

The African continent has often been overlooked in the field of consumer research,

despite the fact that it contributes over \$1.5 trillion in total GDP and that the disposable income of the middle class in the five major countries alone matches that of China (Bain, 2015).

Total consumer spending has already surpassed that of Russia and is expected to double by 2020. Despite the promising social economic development in Africa and foreign marketers' enthusiasm toward its future growth, there is limited market or consumer research for marketing practitioners to draw on (McKinsey's, 2012).

Academic literature and business leaders' viewpoints shows that existing knowledge on African consumption and behavior is fragmented. A general lack of knowledge persists in the United States regarding knowledge about the business environments (including social and political issues), consumers and opportunities in Africa.

There is, thus, a great and urgent need to understand the complexities of business and consumer activity, and also discuss what can be gained in terms of business paradigms that were, in fact, created and successfully implemented across multiple countries in Africa (ex. mobile banking).

Africa should be viewed as more than just a context (or even a large collection of contexts) but rather as an innovative and nuanced treasure-trove of international business ideas. This would of clear benefit to entrepreneurs and major corporations alike, and would fill an underserved need in our academic and business community.

Dr. Haiyan Hu (haiyan.hu@morgan.edu) and Dr. Omar Khan (omar.khan@morgan.edu), Associate Professors in the Business Administration Department and Co-Chairs of the Conference conceptualized, developed and programmed an Africa-centric business conference, called *Inaugural International Symposium*



"Out of (and into) Africa" on African Consumer Marketing and Firm Strategies held on May 24-25, 2018 at the Morgan Business Center, home of the Graves School of Business and Management.

They set the following three goals for this conference:

1. Reviewing current knowledge on African consumers, marketing and firm strategy—highlighting gaps in our knowledge and understanding the field in an overall African context.
2. Showcasing new business paradigms and innovations developed from and for African countries, and developing an agenda for future research.
3. Fostering collaborations among consumer, marketing and firm strategy researchers of similar interests.

The symposium intended to provide opportunities for brainstorming and dialogues among researchers and

marketing practitioners. Collaboration between academia and businesses in the US and those from all over Africa were especially encouraged. The symposium was open to any and all scholars who had research work related to the conference theme—African consumers and business strategies—and these included: academic faculty, doctoral students, policy makers, bureaucrats, think tank researchers, NGO experts, and senior corporate managers.

The conference featured Ghana's Ambassador to the United States as keynote speaker, and also presented plenary sessions with business specialists on Africa along with multiple paper presentation sessions over the course of two days. The symposium established collaborations with major journal special issues, and also featured a special program on integrating Africa into business education. This scholarly event, bringing together academic research in marketing and international business with an African context, was a first for Morgan. It was sponsored by Morgan State University and the Association of Consumer Research.

Business School Faculty Wins Fulbright Scholar Award



Dr. Omar J. Khan has won a Fulbright Scholar award for the 2018-2019 cycle. His placement for this Research/Teaching award will be in Jordan (at the University of Jordan) for the duration of the Spring 2019 semester. The project will study the utilization of regionalization vs. globalization strategies by an emerging market for the purposes of diversification and sustainable development of international business. Studying the reciprocal effects of regionalization (through the GCC) on international business development in Jordan, this research will further evaluate differences between MNC (multinational corporations) and SME (small and medium-sized enterprises) approaches to internationalization in the context of a non-commodity based economy within a politically volatile region. This research is especially high-impact given its controlled, longitudinal nature, and would contribute well to the dynamic research debate in regionalization vs. globalization as a path to international business development.

The extensive research component would benefit MNC managers, SME managers, and public policy makers in emerging markets, and companies expanding to/from emerging markets in unstable regions. Research findings will be presented, at the project's conclusion, to the host institution and/or government policy makers. Presentation regarding project research and teaching will also be made at Morgan upon return. The teaching component of the award will involve teaching a graduate level course, with emphasis on regionalization vs. globalization and the context of an emerging economy within a politically unstable region. Service may also be provided to the host institution in the form of curriculum design. Dr. Khan is Associate Professor of Marketing and International Business in the Department of Business Administration at the Earl Graves School of Business. He is an accomplished scholar, with published research in leading academic journals, and has authored more than 65 academic articles.

Graves School of Business & Management Professor Receives “Top University Service Award”

Dr. Gregory Ramsey received the University's 2017 Award for Excellence in Service. He joined the Department of Information Systems, as an Assistant Professor in 2010. In 2015 he received tenure and was promoted to the rank of Associate Professor. Dr. Ramsey has effectively served, and still serves on various committees, task forces, and service projects at Morgan State University. As a professor, Dr. Ramsey's greatest achievement and satisfaction comes from the successful graduation and career of his students. He would like to see a minority balance in higher education especially amongst black men.

Dr. Ramsey obtained a B.S. degree in Electrical Engineering from Duke University, a Master's degree in Electrical Engineering from Georgia Tech and also has a Master's degree in Business Administration from Tepper School of Business, Carnegie Mellon University, and his degree in Business Administration from the Carlson School of Management, University of Minnesota.

Congratulations Professor Ramsey!



Dr. David Jacobs has a chapter in the 2017 Routledge volume on *Integrity in Business and Management*. “The Fragile Trajectory of Health Care Reform” appears in the 2017 journal *Perspectives on Work*. “Platform Cooperativism” was published in the *Fall Renewal*; Jacobs’ entries on human nature and sweatshops will be in the 2018 *Sage Encyclopedia of Business, Ethics, and Society*; forthcoming pieces include essays (co-authored with Rosetta Morant) in *The Journal of Management History*; and in a Routledge book on Women Organizational Studies Scholars.

Olugbenga Adeyinka, a doctoral candidate, and **Dr. Mary K. Foster** published “Getting back on track: Change management at AfrobitLink Ltd.” Based on personal interviews and secondary research, the case is designed to help graduate students learn about change management and organization development; it was published in the *CASE Journal*, 13(1), 120-151, Jan 2017.

Dr. Seontaik Kim investigated a study that centered on “Organizational Drivers and Outcomes of Casino Employees’ Work Adaptability.” Dr. Kim collaborated with Dr. Peter Beom Cheol Kim of Auckland University of Technology, Dr. Samuel Seongseop Kim of Hong Kong Polytechnic University, and Jongin Kim of GKL Casino. This research was published in the December 2017 issue of the *Journal of Hospitality Marketing & Management* (Social Science Citation Indexed [SSCI] journal), Volume 26, pp, 276-296.

Dr. Thomas Ngniatedema conducted a study to investigate global variations in environmental regulation as well as in economic disparity and their impact on green initiatives, green performance and corporate financial performance. Dr. Ngniatedema partnered with researchers from Bryant University and used data on the world’s top 500 traded companies. The research was published in the March 2018 issue of *Management Decision*, Vol. 56 Issue: 3, pp.652-676.

Dr. Haiyan Hu’s research titled “Understanding the Shopping Experience and its Implications for Malls as Marketing Media” is forthcoming in the *Journal of*

Advertising Research. This study was originally funded by a research grant awarded by the International Council of Shopping Centers and coauthored with Dr. Cynthia Jasper.

Dr. Golshan Javadian edited a book on classic research in entrepreneurship. The book is published by Palgrave MacMillan and covers seminal articles in entrepreneurship that have made profound contributions to the field’s emergence, development, and maturity.

Dr. David Jacobs, one of whose ongoing projects is the study of robust forms of socially responsible enterprise (and an Aspen Institute for Business and Society Pioneer Award Finalist) is coordinating sessions at the August Academy of Management Meeting in Chicago on “Alternative Economic Futures” and presenting a paper on E F Schumacher.

Dr. Maxim Bushuev’s research focuses on supply chain delivery performance where strategies for improving delivery performance are addressed and the effects of delivery performance on a supplier and a buyer is analyzed. In Fall 2017, two of his papers were accepted for publication in the *International Journal of Production Economics*, the *International Journal of Production Research*.

Dr. Seontaik Kim conducted a study that focused on “Psychological Capital in the Quick Service Restaurant Industry: A Study of Unit-Level- Performance.” Dr. Kim collaborated with Dr. Kimberly Mathe of Oklahoma State University, Dr. Sheila Scott-Halsell of Texas Tech University, and Matthew Krawczyk of Virginia Tech University. This research was published in the August 2017 issue of the *Journal of Hospitality & Tourism Research* (Social Science Citation Indexed [SSCI] journal), Volume 41(7), pp, 823-845.

Dr. Chien-Chi Tseng collaborated with Mr. Siang Tseng of the University of Chicago and conducted a study on the effects of entrepreneurial opportunity on socio-economic development and economic competitiveness. The research was published in 2017 at the *International Journal of Business and Emerging Markets*, Volume 9, Issue 4, pp, 375-392.

Dr. Barkat Ullah in collaboration with Dr. Zuobao Wei of the University of Texas at El Paso conducted a cross country study entitled, “Bank Financing and Firm Growth: Evidence from Transition Economies”. The research was published in the Winter 2017 issue of the *Journal of Financial Research*, Volume 40(4), pp, 507-534. The article was selected as one of two “Outstanding Articles” published in 2017 in the *Journal of Financial Research*, and won a \$1,000 per author cash award.

Dr. Jigish Zaveri, Professor of Information Science and Systems, has actively participated in a 3-year, multi-disciplinary “The Morgan Teaching to Increase Diversity and Equity in STEM (MTIDES)” funded project that included several STEM disciplines at MSU. MSU was selected among twenty colleges and universities nationwide to participate in the Association of American Colleges and Universities (AACU) program. The two major goals of the program are to infuse computer and information science tools into basic science courses and to empower faculty to implement Culturally Responsive Teaching (CRT) and Computational Data Science (CDS) techniques and instructional strategies in their classes.

Dr. Miguel Angel Zúñiga conducted a study on “Millennials’ Ethical Ideology Effects on Responses to Alcohol Advertisements: The Role of Strength of Ethnic Identification and Ethical Appraisal of the Ad.” Dr. Miguel Angel Zúñiga collaborated with Dr. Ivonne M. Torres of New Mexico State University. The research was published in the April 2017 issue of the *Journal of Marketing Communications*, pp. 1-18.

Dr. Phyllis Keys collaborated with PhD student **Afua Agyekum** and faculty member **Dr. Nathan Austin** on the case “Realizing the Dream: Decision-Making in Action.” The research, focused on emerging markets decision-making, was published in the September 2017 *IMA Educational Case Journal*, Volume 10, pp. 1-7 with Teaching Notes, pp. 1-8.

CLASS NOTES



Israel Kpekpena (PhD current) of Ghana, an exchange scholar from the Ghana Institute of Management and Public Administration (GIMPA), a leading business school in Ghana and a doctoral candidate of Marketing in the Graves School

of Business and Management, Mr. Israel Kpekpena, receives the prestigious Center for International Business, Education and Research (CIBER) award for Summer 2018. The award will allow him to research the level of sustainable consumption among Africans by supporting travel for data collection, software, data, survey expenses and other relevant costs.

Vermeka Lang (MBA '11) of Baltimore, MD has been a Unit Manager at Travelers Insurance since September 2015. Since graduation, she has re-engaged her recruiting efforts with Morgan State and reconnected with her favorite professors. She married a fellow Morgan Alumni, Terrell White in September 2017.



Adeola Raimi (MBA '16) of Toronto, Canada was a Senior Accountant at ProMach Performance Services before starting his own accounting/bookkeeping practice in 2018. His firm specializes in accounting, bookkeeping, tax and management consulting.



Cory Sumpter (BS '14) of Harvey, LA accepted the position of Banquet Captain at Horseshoe Baltimore upon graduating. After three years, he moved on to Harrahs New Orleans Casino & Hotel as an Assistant Multi-Outlet Manager. This move is a

step closer to his dream of being on the Executive Board for one of Caesars Entertainment properties.

A Message to Graves School of Business Alumni:

A feature of the *Enterprise Magazine* is to highlight accomplishments, promotions, job changes, etc. of the alumni.

The CLASS NOTES section is for YOU, as GSBM alumni, to "Share Your News!". This is the perfect way to share promotions, marriages child births, awards / recognition, etc. over the last year. See the Class Notes link to submit your Class Note below:

<http://bit.ly/gsbm-classnotes>

Please feel free to send a high resolution picture (above 1MB) to accompany your Class Note by e-mailing the photo or image to nicholas.fletcher@morgan.edu.



Feel free to forward this link to other GSBM alumni whom you have remained in contact with and encourage them to submit a Class Note as well. We look forward to hearing more about your accomplishments.

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