

WALTON PERSPECTIVE

The alumni magazine of
the Sam M. Walton College of Business
at the University of Arkansas
waltoncollege.uark.edu

Winter 2012



UNIVERSITY OF
ARKANSAS
SAM M. WALTON
COLLEGE OF BUSINESS



Let's be honest.

You didn't have a perfect attendance in that 7 AM class because you loved balance sheets.
It was really more about your *campus crush* sitting across the aisle.

For many, graduation brought more than just a business degree.
It provided a *life partner* as well.

As you celebrate the holidays with your loved ones this year,
remember the people and places that brought you to this point in time.

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The alumni magazine of
the Sam M. Walton
College of Business at the
University of Arkansas

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Eli Jones

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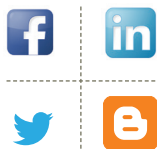
WALTONPERSPECTIVE

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Sam Walton's Rules for Building a Business

"These rules are not in any way intended to be the Ten Commandments of Business. They are some rules that worked for me. But I always prided myself on breaking everybody else's rules, and I always favored the mavericks who challenged my rules. For what they're worth, here they are. Sam's Rules for Building a Business."

Sam M. Walton



1

2 Share your profits with all your associates, and treat them as partners.



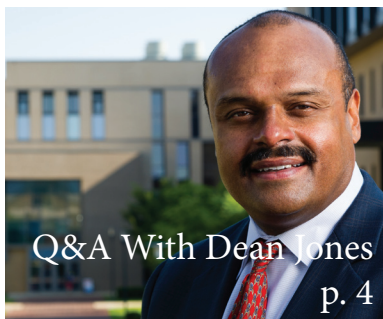
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ACCREDITED SINCE 1931

Q&A

WITH DEAN ELI JONES

Eli Jones became dean of the Sam M. Walton College of Business on July 1. He also holds the Sam M. Walton Leadership Chair. Previously, Jones served as dean of the E. J. Ourso College of Business and Ourso Distinguished Professor of Business at Louisiana State University. He was on the faculty at the University of Houston from 1997 to 2008 and received a bachelor of science in journalism, a master of business administration and his Ph.D. from Texas A&M University. Before becoming a professor, he worked for three *Fortune* 100 companies: Frito-Lay, Nabisco Foods and Quaker Oats. His research and teaching interests are in marketing strategy, particularly sales and sales management. He has published widely in academic journals and serves on two editorial review boards, a corporate board and numerous charitable boards. He also is co-author of the new Professional Edition of the book, *Selling ASAP: Art, Science, Agility, Performance*.

As an alternative to the traditional “dean’s letter” for this issue of *Walton Perspective*, Dean Jones agreed to a question-and-answer session about some of the topics he has faced in his first months on the job.





HOW HAVE YOU SPENT YOUR FIRST MONTHS AS DEAN OF THE WALTON COLLEGE?



As I promised I would when considering the deanship at the Walton College, I hit the ground listening. I have been traveling extensively, listening to Walton College alumni talk about the pride they feel in the accomplishments of the college and about the value of the education they got while in school. I have been meeting with university, Walton College and community leaders to hear what they believe are the strengths of the college and our opportunities over the next few years to create areas of distinctiveness. Of course, I have been listening to our world-class faculty about the research we do that benefits our academic colleagues nationally and internationally as well as our students and the business community at large. I have been hearing from our business partners about the quality of our graduates and what great employees/leaders they become. And I have been hearing from various groups of students as they talk about their view of what they need to compete in today's (and tomorrow's) global business environment.



WHAT ARE SOME OF THE OTHER ITEMS THAT WERE IN YOUR ACTION PLAN FOR YOUR FIRST 90 DAYS IN OFFICE?



As in my past leadership roles, I felt I needed to evaluate the college's leadership team during the transition. Overall, I am happy with the team in place. However, I needed to appoint additional members to the team as prior members moved on to other opportunities (e.g., Moez Limayem became dean of the College of Business at the University of South Florida and Javier Reyes assumed the role of vice provost for Distance Education at the University of Arkansas). For the first year of transition, on an interim basis, I promoted the following faculty from within the Walton College: Anne O'Leary-Kelly is my interim associate dean for graduate programs and research and Gary Ferrier is interim associate dean for undergraduate studies. Vikas Anand has agreed to serve as interim faculty M.B.A. director, Molly Rapert is now serving as interim Honors Program director, Amy Farmer is the new interim co-director of the Walton College Global Engagement Office, and Bill Curington has assumed the role of interim chair of the Department of Economics. (Read more about these appointments, starting on page 15.) I also have met with and studied our advisory boards, including my Dean's Executive Advisory Board, where I have formed two new committees: one on student recruitment and career development and one on marketing and communications. Bill Kennedy will chair the Student Recruitment and Career Development Committee and John Reap will chair the Marketing and Communications Committee.

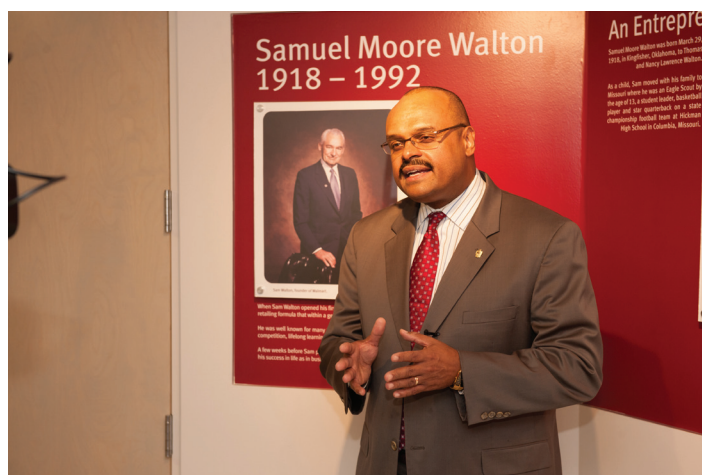
More recently, my executive committee and I have been evaluating the Walton College's progress toward the University's strategic plan, and I have been working with the college's departments to review their plans and how they are working with the college's overall strategy. Based on my experience and what I heard during my listening tour, we will take the next year or so to update the college's strategic plan. The process will entail getting input from a broader audience of faculty, students, alumni and external supporters and friends. The fun part of this process will be blending the ideas to create a new brand identity for the Walton College.



YOU HAVE TALKED MANY TIMES NOW ABOUT A GOAL OF BECOMING A TOP 20 BUSINESS SCHOOL BY THE YEAR 2020. WHAT DOES THAT MEAN, AND WHAT IS IMPORTANT ABOUT SETTING SUCH A GOAL?



First of all, the Walton College is a great business school that can be even greater. We are building on what has already been accomplished through much planning and hard work, and I believe we are at the tipping point of becoming a Top 20 public business college by 2020. Our alumni, faculty, students and staff want it and are dedicating themselves to making that happen. We already are among the top 30 undergraduate public business colleges, and the full-time and part-time M.B.A. each rank in the top 25 among public graduate business programs. To be clear, we are not chasing the rankings for the sake of rankings. I believe that if we continue to do the right things exceptionally well, the higher rankings will come. But this effort is not mainly about the rankings. It is about making the Walton College an outstanding place for student learning, faculty research and outreach to the business community. And it is about getting the word out more about all the great things being accomplished by our students, faculty, staff and others to get them recognized and to garner the support needed so they can continue to excel in the future.



Q:

WHY HAVE YOU BEEN PUTTING SO MUCH EMPHASIS ON FACULTY RESEARCH AND SUPPORT FOR FACULTY RESEARCH?

A:

The Walton College faculty do such great research, which is recognized nationally and internationally – and that great research leads to great teaching and great learning. Those ideas that fill the students' textbooks all grew out of great research by great faculty. Faculty research is what creates new, innovative ideas about business, and we have some of the best researchers right here at the Walton College. As examples, our Supply Chain Management Department is among the best programs in the United States, and the Information Systems Department ranks among the best in terms of the number of publications in the elite academic journals in its field. That department also has two information systems faculty ranked among the top 100 most cited authors in business and economics. [\(Read more about faculty accomplishments, research and recognition starting on page 16.\)](#)

Q:

WHAT IS ONE THING THAT YOU WOULD LIKE PROSPECTIVE STUDENTS TO REALIZE ABOUT THE WALTON COLLEGE THAT THEY MIGHT NOT ALREADY KNOW?

A:

Career opportunities. One of the areas in which we excel is employment outcomes for our students. Walton undergraduate and M.B.A. students find careers with some of the largest and most respected companies in America. Our most recent career center survey found that 82 percent of job-seeking undergraduates were employed at graduation. That is phenomenal, but the percentages are even higher for M.B.A. students looking for careers. Last spring, *U.S. News & World Report* ranked the Walton College number two in the country in terms of full-time M.B.A. graduates employed at graduation with 86 percent, based on 2011 figures. The most recent survey shows that number to be even higher now at 91 percent. These statistics are especially refreshing considering the tough job market.



Q:

WHAT IS "WALTON WORLDWIDE," AND WHY WILL WE BE HEARING EVEN MORE ABOUT IT IN THE FUTURE?

A:

Walton Worldwide is bringing attention to the fact that the Walton College is a growing, vital force internationally. Walton has partnerships in Belize, Brazil, China, Denmark, France, Germany, Ghana, Greece, India, Ireland, Italy, Japan, Mozambique, Panama, Spain and Sweden. The Walton College Study Abroad Program focuses on a wide range of global study experiences for students with programs in many parts of the world. Walton faculty and students are working with women-run businesses in Ghana. Next spring, we will start offering the Walton M.B.A. in Panama. That M.B.A. program complements the certificate in entrepreneurship program we started in Panama last year. Business is an increasingly global undertaking, and we are preparing our students to compete – and win – in a worldwide marketplace. [\(Read more about some of the international connections forged by the Walton College starting on page 24.\)](#)



Great Expectation

2013 Arkansas Business Hall of Fame

Hosted by the Sam M. Walton College of Business
Statehouse Convention Center Ballroom

Little Rock, Arkansas

Friday, February 15, 2013

Reception at 6:00 P.M. / Dinner at 6:45 P.M.

Honoring

Thomas E. "Tommy" Boyer
Owner and Founder
Micro Images
Amarillo, Texas

W. C. "Buddy" Coleman, Jr. (1928-2011)
Former Chairman and CEO
Coleman Dairy
Little Rock, Arkansas

William L. Cravens
Director
Oaklawn Jockey Club
Little Rock, Arkansas

Frank Fletcher, Jr.
Chairman and CEO
Frank Fletcher Companies
North Little Rock, Arkansas

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Silver Sponsor \$4,000 (one table of ten, priority seating)

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**For more information, go to: waltoncollege.uark.edu/abhf
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Sam Walton's Rules for Building a Business

"These rules are not in any way intended to be the Ten Commandments of Business. They are some rules that worked for me. But I always prided myself on breaking everybody else's rules, and I always favored the mavericks who challenged my rules. For what they're worth, here they are. Sam's Rules for Building a Business."

Sam M. Walton



Commit to your business

Believe in it more than anybody else. I think I overcame every single one of my personal shortcomings by the sheer passion I brought to my work. I don't know if you're born with this kind of passion, or if you can learn it. But I do know you need it. If you love your work, you'll be out there every day trying to do it the best you possibly can, and pretty soon everybody around will catch the passion from you — like a fever.



Legacy Display Event

The Walton College dedicated the Sam Walton Legacy Display in the central atrium stairway of the Business Building with a ceremony Oct. 12 attended by officials, faculty, students and staff. The display tells the story of the life of Sam M. Walton, founder of Walmart, and his impact on business, on Arkansas and on the Walton College.

“We are incredibly grateful to the Walton Family Charitable Support Foundation, Walmart and the Walmart Visitor Center for their generosity and support of this project,” Walton College Dean Eli Jones said. “We believe this tribute is most fitting, as Mr. Sam and his lessons have been central to business education at the University of Arkansas.”

The Sam Walton Legacy Display spans the three floors of the central stairway atrium of the Business Building. The display and atrium renovations were funded by a combined \$1 million gift from Walmart and the Walton Family Charitable Support Foundation, with each organization donating \$500,000. The Walmart Visitor Center contributed artifacts and design assistance.

Walton’s “Rules for Building a Business” are graphically displayed on the walls of the third floor of the atrium. The dedication ceremony featured 10 Walton College students, each reading one of the rules and then holding up a card to spell out Sam M. Walton.

In 1998, the Walton Family Charitable Support Foundation gave \$50 million to the then-named College of Business Administration. The University of Arkansas Board of Trustees voted to rename the business college in honor of Sam M. Walton and the financial, civic and public leadership he had shown throughout his life. In 2002, the Walton Family Charitable Support Foundation gave \$300 million to the university — the largest gift on record to an American public higher education institution — during the billion-dollar Campaign for the Twenty-First Century.

Walmart also has made a significant impact on students and programs at the university through gifts to areas such as scholarship programs, endowed faculty positions, the Supply Chain Management Research Center, the Walton College Business Leadership Academy, diversity initiatives and the Sustainability Consortium.

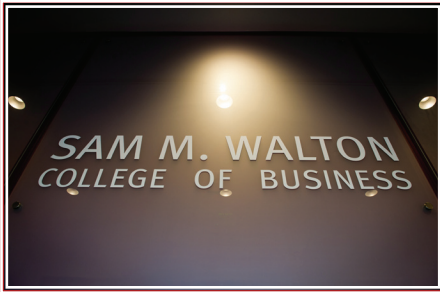
Ann Bordelon, Walton College alumna and chief financial officer of Sam’s Club, said the new display is a tribute to Sam Walton and is educational for Walton College students.

“I think this display is so important,” she said. “It brings to light what can and also what can’t be taught in a classroom – Just how Sam was able to accomplish so much during his life and beyond. It’s a wonderful way to understand his contribution to the business world on a much deeper level.”



Legacy Display Dedication October 12, 2012







Robin Yang

MBA '97

Children's Author and Financial Educator
New York

Robin Yang had to be a tour guide on the fly.

In the United States, such a duty is not uncommon. In China, it's a different matter, especially when it's for American missionaries. Anyone involved could get in hot water in a country where religious activities are controlled by the government. Yang tried to find a travel agent, but nobody would step forward. Frustrated, she took matters in her own hands. She chartered a bus, researched the churches the missionaries wanted to visit and gave the tour herself.

That on-the-fly initiative would set the stage for many things to come: her moving to the United States, enrolling at the Sam M. Walton College of Business and eventually living in New York City as a successful children's author and educator. Yang operates Prosperity Prana, a company that produces educational books and games through the Enchanted Collar storybook adventure series, which aims to inspire children ages 7 and older to learn math, finance, reading and writing while gaining lessons on values such as honesty and dependability.

This was a natural direction for her. Yang says she has always preferred reading children's books and enjoys animated movies. "Regardless the way you do a career, you can remain a child at heart," she says.

Yang was living in the Chinese city of Yantai, where she befriended Don and Almeda Elliott of Bella Vista, Ark., who were visiting the country as missionaries. As a college student, Yang took an English class from Don Elliott and often went to the couple's home to practice her speaking skills and assist them with their needs as they adapted to Chinese culture.

Don Elliott recalls Yang was a particularly bright student. "She would speak up in class and was usually one of the first ones," Elliott says. "She had a good attitude." Impressed with Yang's business sense, Elliott wrote a recommendation letter for her to the University of Arkansas. After taking the proper exams, she was granted a graduate assistantship at the Walton College.

The Elliotts drove to Little Rock to pick up Yang from the airport and brought her to Fayetteville. Almeda Elliott says the family made themselves available to Yang, but most of the time it wasn't necessary. "She's pretty independent," Almeda Elliott says. "She took care of herself."

In fact, the Elliotts said Yang worked during Christmas break at the university's dairy farm, often walking several blocks in the cold to get there. "It is true," Yang says. "As an international student, I was allowed to work on campus only, so I got a job on the university dairy farm. I worked there during Christmas holidays and the spring break. Because I did not have a car back then, and the university buses don't run during holidays, I walked to work and back at first and then bought an old bicycle from another student and rode my bicycle to work."

She says Don White, a Walton College management professor, saw her potential and helped her get an internship at Walmart, which bridged the way to a finance career. White says he had worked closely with Walmart for many years and knew Cole Peterson, executive vice president of Walmart's People Division. "I remember the first day of orientation at Walmart, the vice president of human resources said, 'Thank God you're here,'" Yang recalls. "Your professor has been calling every single day to get you your internship."

**"If you want
to prevent a
future crisis,
you must
teach
everyone
about
finance."**

Yet White says Yang got the internship on her own merit. “I simply told Cole, ‘This woman is dynamite,’” White recalls. “She was, and he did the rest. By the way, he thanked me more than once after she joined Walmart, but it was Robin that really made it all possible.”

Yang says when she graduated, she had a high GPA, real world experience and three job offers. After graduation, Yang says she experienced two major financial crises when she worked in the business world as a financial analyst. She says she learned minor crises happen about every five years while major ones about every 30. “People never seem to learn from these lessons,” she says. “If you want to prevent a future crisis, you must teach everyone about finance.”

She says her first attempt at rewriting fairytales with a financial spin was aimed at grownups. But she found the stories didn’t resonate well. She says she realized the best way to teach good money habits was to start with young children. Yet, most books written for children were nonfiction and not very engaging, Yang says. “It’s a lot more fun to look at the world through children’s eyes, so I started writing children’s books,” she says.

This led to the *Enchanted Collar* series, which features Eli, a mixed-breed puppy, who is the son of a deceased wolf king. Eli is saddled with the task of restoring order in his father’s kingdom after a coyote poisons the water, causing citizens to go mad. To do this, Eli must find the missing jewels from an enchanted collar. Along the way, he hooks up with a pig named Earl, and along the way they are joined by Skipper, a squirrel. In their travels, the three learn valuable lessons, which the readers learn as well.

Besides the book series, Yang devised a series of role-playing games where children participate in real-world scenarios, like pretending to interview for a job. Used in both the classroom and at home, the books and games have been profiled on news programs such as CNNMoney and ABC and CBS news. She received the 2012 Excellence in Financial Literacy Education Award by the Institute of Financial Literacy, a nonprofit organization that promotes effective financial education and counseling.

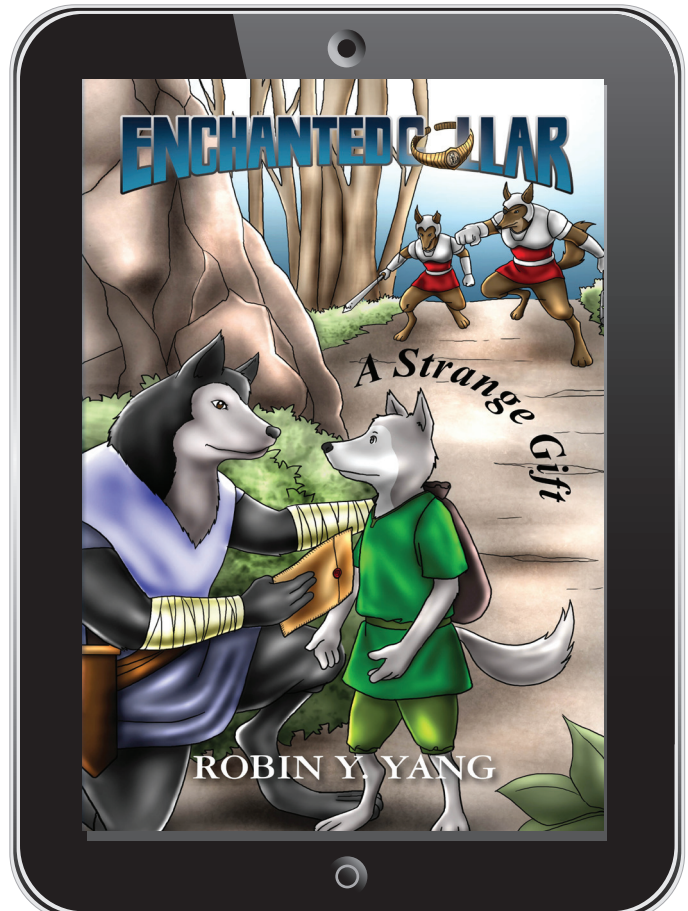
Jeanne Shannon, a math and language arts teacher at St. Elizabeth Catholic Academy in the New York City borough of Queens, says Yang visited her fifth-grade classroom last year for five weeks. Shannon says her students read Yang’s books and also learned about loans, interest and sales tax through role-playing games. They managed play money, keeping track of income and expenses typical of the average household. When it came to pay “tuition” for school, the students were surprised it was so expensive, she says, especially since the children were attending a private school themselves.

“I said, ‘See what it’s like for your parents? They make sacrifices to make sure they have the money to pay your tuition,’” Shannon says.

She says the book series is unique because it is intended for children, not for parents to teach their children about money, which some aren’t able to do anyway. Shannon used the example of the mother of a student she knew who had \$25,000 in credit card debt. “That mother felt that if she had known at a younger age how to be more careful with her money and understood how interest on credit cards worked, she would have never found herself in the hole that she’s in,” she says.

Shannon says the students enjoyed Yang, and there are plans to expand the *Enchanted Collar* program at the school.

Meanwhile, Yang is enjoying living in her adopted country – one where a puppy named Eli can be celebrated in the classroom – as she works toward making the world a financially better one. “In the United States, there’s this freedom that people who live here never fully realize,” she says. “You can do whatever your heart desires, and you can go anywhere.”





Faculty Appointment

Joanna T. Campbell has joined the Department of Management as an assistant professor. Campbell comes to Fayetteville from the Mays Business School at Texas A&M University, where she studied strategic management with a minor in research methodology. She defended her dissertation on the effects of top management team personal wealth this past spring.

“Joanna Campbell is an outstanding new faculty colleague in the Management Department,” said Alan Ellstrand, professor of management and department chair. “Joanna brings a strong research profile to our department. She has already been successful in placing her work in corporate governance in the top journals in our field.” Those publications include *Strategic Management Journal* and *Journal of International Business Studies*.

Campbell, who joined the department in July, is spending her fall semester on campus devoted solely to research. Her interests include corporate governance, top managers, stakeholder management and innovation.

She co-authored a paper to be published in *Strategic Management Journal* where she and her colleagues examined the effects of the 2010 rule introduced by the Securities and Exchange Commission that would allow certain shareholders to nominate directors to a company’s board. The rule was challenged in court, using the argument that there was insufficient evidence the rule would improve shareholder value. “Our findings consistently show that the rule benefits shareholders, especially for firms with lower board independence or greater CEO control,” she says, adding that she hopes to share her findings with the SEC.

She will teach Business Strategy classes in the spring.

Born in Poland, Campbell graduated summa cum laude from the W.P. Carey School of Business at Arizona State University with bachelor of science degrees in finance and economics. She earned a doctorate in management from Texas A&M University. While at Texas A&M, she received a dean’s award for outstanding research by a Ph.D. student.

NEW WALTON COLLEGE MANAGEMENT TEAM IN PLACE

Dean Eli Jones has assembled his management team for the Walton College, choosing six faculty members to serve in leadership positions. He says the interim status of these appointments is just a formality to “test the chemistry” of the new team.

- Anne O’Leary-Kelly, management professor and holder of the William R. and Cacilia Howard Chair in Management, is the new interim associate dean for graduate studies and research. Dean Jones says O’Leary-Kelly functions as the chief operating officer of the college, allowing him time to meet and interact with academics and business leaders inside and outside the Walton College. O’Leary-Kelly earned her undergraduate degree in psychology from the University of Michigan and her doctorate in organizational behavior and human resource management from Michigan State.
- Gary D. Ferrier is the interim associate dean for undergraduate studies. Ferrier, who had been chair of the Economics Department, is a University Professor and holds the Lewis E. Epley Jr. Professorship. He has taught economics since 1982 and came to the University of Arkansas in 1993. In addition to Arkansas, he has taught in North Carolina, Texas, Denmark, France, Italy and Malaysia. He earned a bachelor of arts degree in economics from the University of Wisconsin-Madison and his doctoral degree in economics from the University of North Carolina in Chapel Hill.
- Vikas Anand, Management Department associate professor, is serving as interim M.B.A. director. Anand said his role would be to ensure that new programs in Panama and India are rolled out effectively, as well as to work with faculty, employers, alumni and others to review the M.B.A. curriculum and continue to strengthen it. He earned his doctorate from Arizona State and an M.B.A. in international business from the Indian Institute of Foreign Trade. He also holds a bachelor’s degree in engineering and a master’s degree in physics. His major areas of research include corruption and ethics in organizations, knowledge management in organizations and trends in the globalization of business practices.
- Molly Rapert, Marketing Department associate professor, is the Walton College’s interim Honors Program director. Rapert has been widely acknowledged for her teaching, including being recognized by the university with the 2012 Charles and Nadine Baum Excellence in Teaching Award and the 2011 University of Arkansas Honors College Distinguished Faculty Award. Rapert earned her undergraduate and master’s degrees from the Walton College and her doctorate from the University of Memphis.
- Amy Farmer, Economics Department professor, will serve as interim co-director of the Walton College’s Global Engagement Office. Farmer, who holds the Margaret Gerig and R.S. Martin Jr. Chair in Business, earned her bachelor of science in mathematics from Purdue University, a master of arts in economics and her doctoral degree in economics from Duke University.
- Bill Curington is the new interim chair of the Department of Economics. Curington is a professor of economics who had been serving as co-director of the Global Engagement Office. He joined the Walton College faculty in 1980 and was promoted to professor in 1989. He earned a bachelor of science degree in economics and history from the University of Texas at Austin, a master’s degree in labor and industrial relations from Michigan State University and his master of arts and a doctoral degree in economics from Syracuse University.

FACULTY/STAFF FOCUS



Molly Inhofe Rapert, associate professor and interim Honors Program director at the Walton College, received the Charles and Nadine Baum Faculty Teaching Award at the annual Arkansas Alumni Association celebration. Rapert is passionate about teaching, incorporating the unique approach of a readings-based, seminar style, undergraduate course which is designed in collaboration with her advisory board of 20 executives. She also had a paper published in the *Journal of Business Research*. (Pictured left)

Viswanath Venkatesh, George and Boyce Billingsley Endowed Chair in Information Systems and distinguished professor, received the university's Faculty Distinguished Achievement Award for his research, which focused on understanding the diffusion of technologies in organizations and society, such as studying the impact of Internet kiosks among poor farmers in India. He also published a paper in *MIS Quarterly*. (Pictured below left)

John Cole, Marketing Department instructor, was named a finalist for the 2012 Dr. John and Lois Imhoff Award for Outstanding Teaching and Student Mentorship.

Matthew A. Waller, Garrison Endowed Chair in Supply Chain Management, Supply Chain Management Department chair and professor, and **Brent D. Williams**, assistant professor in the Supply Chain Management Department, won the 2012 Bernard J. La Londe Best Paper Award for his co-written article "Top-Down Versus Bottom-Up Demand Forecasts: The Value of Shared Point-of-Sale Data in the Retail Supply Chain."

John E. Delery, Raymond F. Orr Chair in Management and professor, was one of the keynote speakers at the 2012 annual conference of the Association for Human Resources Management in International Organizations in Vienna, Austria. (Pictured opposite)

Javier Reyes, associate professor in the Economics Department, was recognized with the Honors College Distinguished Leadership Award. He and **Raja Kali**, ConocoPhillips Chair in International Economics and Business and associate professor, had a paper accepted for publication in the *Journal of Development Economics*.

Alan E. Ellstrand, Charles C. Fitchner Chair and professor, and **Jon Johnson**, Walton College Professor in Sustainability, academic director of the Sustainability Consortium, executive director of the Applied Sustainability Center and professor, had a paper accepted for publication in the *Southern Management Journal*.

Tracey A. Sykes, assistant professor in the Information Systems Department, had a paper published in *MIS Quarterly*.

Linda A. Myers, Garrison/Wilson Chair in Accounting and professor, is a recipient of the *Contemporary Accounting Research* Outstanding Reviewer Award. She and **James Myers**, Accounting Department professor, had a paper accepted for publication in *The Accounting Review*.

Gary Peters, Doris M. Cook Chair in Accounting and professor, and **Vernon Richardson**, S. Robson Walton Chair in Accounting, Accounting Department chair and professor, had a paper accepted for publication in *Contemporary Accounting Research*, and a paper published in *MIS Quarterly*.

Shawn Huang, assistant professor in the Accounting Department, had a paper accepted for publication in the *Journal of Accounting and Public Policy*.

Pankaj Setia, Information Systems Department assistant professor, had a paper published in *Information Systems Research*.

Rajiv Sabherwal, Edwin and Karlee Bradberry Chir in Information Systems, Department of Information Systems chair and professor, had a paper published in *Decision Sciences*.

Cary Deck, professor in the Economics Department, and **Jingping Gu**, assistant professor in the Economics Department, had a paper accepted for publication in the *Journal of Economic Behavior and Organization*. **Jingping Gu**, also had a paper accepted for publication in *Economics Letters*.

Wayne Y. Lee, Alice Walton Chair in Finance, Garrison Chair in Finance and professor, **Tim Yeager**, Arkansas Bankers Association Chair in Banking and associate professor, and **Jeff Jones**, visiting faculty, had a paper accepted for publication in the *Journal of Banking and Finance*. **Lee** and **Yeager** also had a paper published in the *Journal of Financial Intermediation*.

Deck, **Reyes** and **Chris Rosen**, Management Department associate professor, had a paper accepted for publication in the *Journal of Economic Behavior and Organization*. **Rosen** also had one paper accepted and one paper published in the *Journal of Management*.

Betsy Howlett, Marketing Department professor, and **Scot Burton**, Walmart Chair in Marketing and distinguished professor, had a paper accepted for publication in the *Journal of Public Policy and Marketing*.

Jeff Murray, R.A. and Vivian Young Chair, Marketing Department chair and professor, was invited to present *Canon of Classics* at Oxford University in the United Kingdom.

Steven Kopp, Marketing Department associate professor, had a paper accepted for publication in the *Journal of Business Logistics*.

Ronn Smith, Marketing Department assistant professor, had a paper accepted for publication in the *Journal of Business Logistics*.

Venkatesh and **John Aloysius**, Supply Chain Management Department associate professor, received a grant for *Mobile Point-of-Sale and Loss Prevention: an Assessment of Risk*.

Jason Adams, assistant director of the Honors Program, was selected as the professional and non-faculty-administrative University of Arkansas employee of the quarter and employee of the first quarter for the Walton College.

Judith A. Neal, director of the Tyson Center for Faith and Spirituality in the Workplace and author of *The Spirit of Project Management*, has been included by *Good Business New York* in its list of 25 women who are creating a better world through work and business.

The Applied Sustainability Center received a grant for *Sustainable Energy Scorecards and Education for Municipalities*. **Michele Halsell** is the center director.



Tragedy into Legacy

FAMILY HONORS

THE MEMORY OF WYNDELL, LAKEYSHA, WESLEIGH AND KYLE GREENE

The families of Wyndell and LaKeysha Greene have turned a tragedy into a legacy with the establishment of the Wyndell Kyle and LaKeysha Michelle Greene Family Memorial Endowed Scholarship.

In May 2010, Wyndell (MBA '98), LaKeysha (BSBA '97, M.Ed. '99) and their two children, Wesleigh and Kyle, were involved in a tragic car accident near Terrell, Texas. The accident killed LaKeysha and the children and left Wyndell badly burned. He passed away from complications several months later. Theirs is the story no family wants to experience. However, the extended families of Wyndell and LaKeysha are making a heartbreaking situation more heartwarming with the creation of this scholarship.

The gift from the Wyndell Kyle Greene Estate established an Access Arkansas scholarship and received a one-third match from the Pat and Willard Walker Family Need-Based Scholarship Challenge. The scholarship will benefit students who are residents of St. Landry Parish, Louisiana, or Lafayette County, Arkansas, where Wyndell and LaKeysha were from, respectively. Closer consideration is also given to any student who attended the Technology Awareness Program sponsored by the Walton College.

Wyndell Greene's brother, Bill, said, "The Wyndell Kyle and LaKeysha Michelle Greene Family Memorial Endowed Scholarship was established to honor and strengthen their legacy by extending educational opportunities to generations of students in the future who find themselves motivated and prepared for continuing education but don't quite have the financial resources to make it happen." Wyndell and LaKeysha led philanthropic lives and often volunteered their time and resources to charitable

organizations. "They both firmly believed in educational advancement as a door opener and gateway to a better life for individuals and families," Greene said.

The decision to establish the scholarship at the University of Arkansas and Sam M. Walton College of Business was obvious to the families. As a student, Wyndell was involved with the Technology Awareness Program, which promotes interest in the study of information technology to under-represented groups in high school. And, as an alumna, LaKeysha served on the Walton College's Business Alumni Advisory Council. Greene said, "We all knew the University of Arkansas at Fayetteville held a very special place in their hearts. To the chagrin of many family members who rooted for LSU in the annual 'Battle for the Golden Boot' that we all watched religiously every Thanksgiving holiday, Wyndell and LaKeysha were proud Razorbacks who shouted and cheered gleefully when Arkansas would win."

Wyndell and LaKeysha's families want them to be remembered as "spiritually-led individuals who took 'The Golden Rule' of loving one's neighbor as they loved themselves to heart." Their passion and commitment to family, faith

and education were instilled in Wesleigh and Kyle, and they hoped their children would grow up to give back to the community as they did. Bill Greene noted, "As fate would have it, their last day together as a family was spent volunteering and helping the community. This scholarship in their names continues to help the community and preserves their commitment to education and the development of a solid foundation for others – others who will live 'The Golden Rule' and pay it forward as they did."

Friends of Wyndell and LaKeysha who wish to contribute to the growth of this scholarship fund can contact Elizabeth Johnson, development manager, at (479) 575-3268 or ejohns@walton.uark.edu.



ALUMNI FOCUS

BRAD AUDRAIN

BSBA '06
CO-OWNER OF
GREEN CAB CO.
FAYETTEVILLE

This past New Year's Eve, revelers in downtown Fayetteville greeted 2012 with a new taxi cab service – one with a minimal carbon footprint. Green Cab Co. made its debut by offering safe rides for those who had a little too much fun or simply wanted a safe ride home.

Several months later, the black hybrid automobiles can be seen all over Northwest Arkansas, and the company's co-owner, Brad Audrain, says he is already making plans to expand.

"We try to use every new innovation and less energy than other cab companies here or anywhere else in the country," he says.

But driving cars with a lesser carbon footprint isn't all the company does to stay green, Audrain says. It uses iPhone card swipe devices for credit transactions and offers electronic receipts via email, though drivers will provide paper receipts when asked, he says. Passengers are also not allowed to smoke in the vehicles.

A graduate of the Walton College in 2006, Audrain says he still refers to his textbooks when it comes to managing the dozen or so dispatchers and drivers who make up the business. They also come in handy when working with independent contractors, he says.

Though he grew up in Memphis, Audrain says one of the primary reasons he chose to attend the University of Arkansas was because it was his family's alma mater.

"With parents, grandparents and great-grandparents on both sides of my family having attended the U of A before me, it was the obvious choice," he says. "I was a huge Razorback fan since the day I was born."

He selected a business management



major because it is a broad field that can be applied to any facet of his professional life. He wouldn't know, until years later, how he would apply that knowledge, he says.

"I had great experiences with Walton College, and I'm proud I was able to graduate there," he says.

He confesses, however, that he wishes he had paid more attention to his studies as an undergraduate and advises new and prospective businesses to not dismiss any subjects being taught in the classroom.

"The stuff you don't think matters, it's there for a reason," he says. "The professors and administrators know what they are doing, and you're there for a reason."

After graduation, Audrain enrolled in law school with plans to become a lawyer. He earned a law degree, and even practiced for a year. But, he says, the legal profession was never for him.

A new career opportunity came through a conversation he had with Sarah Sparks Diebold, whom he shares Green Cab Co.'s co-owner title, along with Matt Powell. Diebold was looking at some ideas for a niche business in Northwest Arkansas, and the two explored ways to

make a difference in the community. When they discovered an environmentally friendly cab company in Madison, Wis., Audrain researched the idea and Powell joined forces. After "five or six" months of planning, Green Cab Co. secured an office in downtown Fayetteville in November with a fleet of four Toyota Priuses in place New Year's Eve.

Now, the cabs run routes all over the area, including to the Northwest Arkansas Regional Airport in Highfill. He says his customers are of all ages, whether it be professionals doing business in the area, people stranded due to auto troubles and, of course, the late-night visitors on Dickson Street. "It's everyone from across the board," he says.

As for Green Cab Co.'s future, Audrain would like to increase his fleet and, perhaps, expand into other college towns in the mid-South. He says Green Cab will continue to use either hybrid autos, like the Prius, or electric cars once they become more mainstream.

He says this fits in with Fayetteville's personality.

"They like to keep things funky around here, and so do we."

ALUMNI FOCUS

JODY BLAND

BSBA '11
LONDON SCHOOL OF
ECONOMICS
GRADUATE STUDENT

Jody Bland has advice for those considering graduate school.

“Prepare early and prepare often,” he says.

Bland speaks from experience. He earned his degree in economics and finance in 2011 from the Walton College and is now a graduate student pursuing a master of science degree in economics and philosophy at the London School of Economics and Political Science. He says his experiences in the Walton Honors Program allowed him to compete at the state and local level and on the international stage as well.

“As the only American in my graduate program, I’m constantly reminded of my roots,” he says. “Such a fact provides strong motivation to represent the Walton College and my state as best as my abilities allow.”

He says students wishing to pursue a highly technical graduate degree, such as economics or finance, should take as many math and statistics courses as are offered. Students should also begin preparing personal statements before their senior year to better compete with other applicants.

“The student-focused nature of the Walton Honors Program allowed me to receive individual-specific advice, guidance and recommendations that are unheard of at larger, more ‘prestigious’ universities,” he says.

Growing up about 40 miles south of Fayetteville in Alma, Bland became interested in public policy and had initially planned to go to law school following graduation. After his freshman year, however, he attended a summer program at the London School of Economics and fell in love with both the city and the school.



By his senior year, he decided to forego law school when he realized graduate school would provide all of the education and opportunities necessary to achieve his goals.

As a Walton College undergraduate, Bland was active in politics both on and off campus. He served for two years as chapter president of the University of Arkansas' Young Democrats and two years as chief justice of the Associated Student Government's Judiciary. Off campus, he was involved in local- and state-level politics by working on campaigns, organizing fundraisers and serving as a Washington County representative on the Democratic Party of Arkansas State Committee. Outside of politics, he served as vice president for the Sigma Nu fraternity on campus.

After graduation, Bland interned with Amazon.com as a summer financial analyst. His duties involved developing an analysis of the facility-wide cost

implications resulting from a recent corporate acquisition and developing a recommendation to alleviate any potential productivity losses associated with it.

After he graduates from the London School, Bland will begin work with Ernst and Young's consulting practice in Dallas. He hopes to eventually follow his passion back into public service. Private sector experience with a top consultancy will provide him business insight that is essential to serve at the public level, he says.

This brings another piece of advice, this time directed at undergraduate students considering enrolling in the Walton Honors Program.

“Do it,” he says. “You won’t regret the time you spend in the program. You’ll make great friends for life, be provided with ample networking opportunities and graduate into a situation that could literally put the world within your grasp.”

JENNIFER DUNCAN

BSBA '03
SENIOR ASSISTANT DIRECTOR
ENROLLMENT SERVICES ADMISSIONS
UNIVERSITY OF ARKANSAS

Coming from the small Ozark mountain town of Jasper, Jennifer Duncan says she was quite shy when transitioning to campus life at the University of Arkansas. After attending school with the same 30 or so students from kindergarten through high school, the University of Arkansas seemed overwhelmingly larger. Finding her place took a little time.

Enrolled at the Walton College, she found herself envious of the student ambassadors who gave tours and promoted the university. She wanted to do it, but she just couldn't overcome her shyness.

A lot has changed since then.

Now, as a recruiter for the university's Office of Admissions stationed in Dallas, Duncan gives presentations to packed high school auditoriums and other large gatherings. Her travels take her all around Dallas County and four neighboring counties as well, where she visits schools, college fairs, alumni board meetings and any other place she can spread the word about the University of Arkansas.

She credits the Walton College for bringing her out of her shell, even if she doesn't use her accounting degree in the conventional sense. She says the group presentations required in her business classes had a lasting effect.

"The more we had to do group presentations, the more comfortable I was with talking and working on my presentation skills," she says. "That has helped me tremendously throughout life."

Duncan's high school teacher, the one who made it "so fun to learn," inspired her to major in accounting. This led Duncan to think about becoming an auditor because the job requires meeting people – something she enjoys. Yet while working toward her degree, she was also a

work-study student in the admissions office. She liked it, and the admissions staff liked her; they found a place for her after graduation.

Following many years of working on campus, Duncan is now the office's first, and only, regional recruiter stationed away from Fayetteville. She finds Dallas area students are already familiar with Walton College. She attributes it to a strong presence by the Arkansas Alumni Association, featuring Arkansas Connections luncheons with visits from Walton College faculty. Dallas also features one high-profile Walton College alum: Dallas Cowboys owner Jerry Jones, who was named in 2010 to the Arkansas Business Hall of Fame.

"Though I'm not doing accounting, I still get to talk about my experiences, both while at the university and the Walton College," she says.

This is useful, she says, because she finds the majority of students who plan to attend the University of Arkansas sign up to be business majors. She tells them about Freshman Business Connections, which helps acclimate students during their first year of college life, the communications classes and, yes, the group presentations. Also, if they return to Dallas after graduation, they will find many alumni connections, she says.



Duncan also has a message for those who are shy: "There's a place for them in the Walton College."

RFID RESEARCH CENTER GETS A NEW HOME

EXPANDS FOCUS ON THE BUSINESS VALUE OF RETAIL TECHNOLOGY

The RFID Research Center has opened its expanded research facility – a new home that showcases the most complete simulation facility for supply chain technology operating today.

The facility on the south side of Fayetteville is the third location for the center since it was founded in 2005 as part of the Information Technology Research Institute.

Radio frequency identification, or RFID, uses a wireless system to transmit data from tags on products to a receiver for the purpose of identifying and tracking the product through the supply chain.

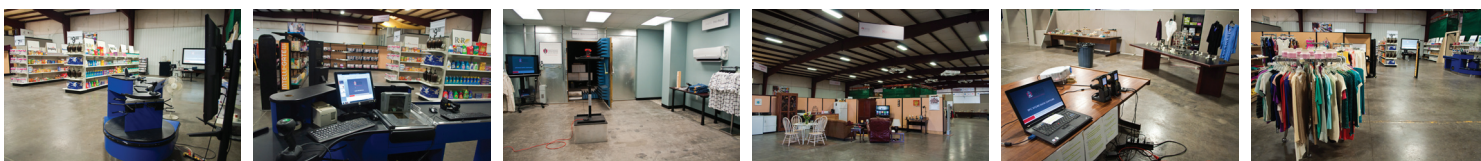
“After seven years of intensive research into emerging technology in the retail supply chain, we’ve been able to build the most complete supply chain technology simulation facility operating today,” Justin Patton, managing director of the RFID Research Center, said.

The expanded facility includes improvements to the demonstration, research and laboratory areas and means a larger scope for the center’s mission. New areas for the study of emerging supply chain and retail technologies are planned for future development, further expanding upon the current on-site educational opportunities for students and visitors. The facility also houses testing areas and office amenities for board member companies and associated businesses of the University of Arkansas RFID Research Center.

“RFID is currently undergoing a very rapid adoption cycle, and the new center will continue to serve as a jumping off point for most new RFID retail pilots,” Patton said. “We now have the opportunity and resources to start combining RFID with other emerging retail technologies. This is where it gets really exciting. With the huge upheaval in physical retail stores as well as the addition of mobile purchasing and the Internet, the supply chain of the future is being completely rewritten with a new focus on technology. The new center puts the University of Arkansas firmly at the forefront of these efforts.”

The facility is a 20,000-square-foot existing warehouse space, roughly twice the size of the center’s previous location. The grand opening, the first opportunity for the public to view the newly remodeled lab areas, was the culmination of design plans that were unveiled at the center’s seven-year anniversary event in June.

More than 30 industry-leading companies joined forces with the University of Arkansas to found the research center to support a multidisciplinary, neutral, third-party research and testing facility. The RFID Research Center officially opened its first laboratory on June 10, 2005, after receiving \$2 million in total commitments from sponsors.



Teradata, the global leader in enterprise data warehousing and analytic technologies, began partnering with the University of Arkansas in 2000 to provide processing of large datasets on corporations such as Dillard’s, Tyson Foods Inc. and Walmart to students and faculty for research and teaching purposes. The University of Arkansas is the only university that has an academic-only Teradata system and shares those resources with faculty and students world wide.

“Having such a powerful data warehouse system coupled with large datasets provides learning opportunities that would not otherwise be possible,” said David Douglas, university professor in the Information Systems Department.

It is predicted that there will be a 50-fold growth in data by 2020. Systems for storing and organizing digital data will become increasingly more important, Douglas said.

Teradata not only provides the hardware and software for the database but also takes care of the upgrades and maintenance of

the system. With the support of Joe Rarey, the Walmart account team leader, Teradata upgraded the university’s systems in 2005 and again in November 2010.

“The datasets provide Teradata University Network (TUN) faculty and students worldwide access to millions of rows of data,” Rarey said. “It’s imperative students have access to this volume of real-world information if they are to graduate understanding the big analytical challenges of business.”

According to TUN, Teradata, has a force in business technology more than 30 years, is consistently ranked as a leader in the Data Warehouse industry businesses space.

“We are exceptionally thankful to Teradata, TUN and Joe Rarey for all the great support for our academic programs,” Douglas said.





University of Arkansas Business Student Named Boys & Girls Clubs ‘Youth of the Year’

Trei Dudley, the Boys & Girls Clubs of America 2012-2013 National Youth of the Year, knew she wanted to move away from her home in Lawrence, Kan., when she went to college – just not too far away.

“I chose to attend the University of Arkansas for a couple different reasons,” Dudley said after returning from a trip to Washington, D.C., where she was recognized with the Youth of the Year honor. “I wanted to be away from home, but not too far because I know I am going to miss my family. I also heard about Arkansas’ amazing business program.

“Lastly, when I found out about the New Arkansan Non-Resident Tuition Award Scholarship and was awarded it, I just knew this was the place for me!”

Dudley – her first name is pronounced “tray” – is an 18-year-old freshman in the Walton College and a 2012 graduate of Free State High School in Lawrence. “Trei is the kind of high-achieving, engaged student the Walton College attracts and the kind it has dedicated itself to educating as future leaders in our state and nation,” Walton College Dean Eli Jones said.

She has been involved with the Boys & Girls Club of Lawrence since she was in kindergarten.

Being the oldest of three siblings at home she felt it was her responsibility to shield them from some of the things she had seen and experienced. “I became the ‘mother hen’ once my mom became a single parent, and I did a lot of maturing at an early age,” Dudley said. “Because I did protect my siblings, I never

“The Boys & Girls Club had a huge influence on my life,” she said. “Growing up, there were many obstacles at home that I was faced with.”

expressed myself. But when I went to the Boys & Girls Club, I met mentors, Laura Wagner and Jen Williams, who made that easy for me to do.

“They listened whenever I needed to talk and always comforted me. I felt super comfortable with these two and they helped me come out of my shell and express myself. Once I started working as a staff member, the club continued to influence my life. The different kids that I have worked with, some who have similar stories as mine, have really pushed me to strive harder in everything that I do to set a good example for them.”

Dudley also volunteered at a local community center in Lawrence, at church and at a soup kitchen. She was a certified volunteer for Family Promise, an agency that provides shelter, food and programs to help homeless families.

She plans to continue to work with young people. After college, she would like to open a nonprofit organization that helps high school students prepare for and transition into college.

“Some of the goals that I have set for myself are simply to continue doing my best and being involved,” she said. “I want to continue volunteering within my new community and do things that are going to better me.”



WALTON COLLEGE OFFERS MBA IN PANAMA

The Walton College is offering a degree program in Panama next spring that will allow students there to earn a master's degree in business administration. The Walton College and a governmental agency in Panama signed an agreement in September to cooperate on the program.

“The Walton College is pleased and excited to be able to offer its highly ranked M.B.A. program to students in Panama who are preparing themselves to bring new economic growth to that nation,” Walton College Dean Eli Jones said.

“The Walton College faculty will deliver the same level of rigorous instruction and share the same expertise as they do for our students on campus.”

The 13-month academic program will be taught by full-time faculty from the Walton College in a mix of online and in-class sessions. Each class will be packaged as a four-week session with about 32 hours of in-class instruction by Walton College faculty members and 16 hours of online interaction. The degree will be offered in cooperation with the Universidad de Panama in Panama City.

Dean Jones signed the agreement along with U of A Chancellor G. David Gearhart, Panamanian President Ricardo Martinelli and Ruben Berrocal, Panama's national secretary of science, technology and innovation. President Martinelli is a Walton College alumnus who earned a bachelor's degree in business administration in 1973.

“This opportunity serves as one more example of the University of Arkansas' international reputation for excellence,” Gearhart said. “Furthermore, outreach opportunities such as this one open many doors for our students and graduates as well as for our state's businesses, industries and entrepreneurs.”

The Walton College was specifically invited to develop the innovative program by Panama's National Secretariat for Science, Technology and Innovation. Through the expertise of the Walton College and the secretariat, the program will prepare professionals to contribute to the economic development of Panama.

The program is tentatively slated to begin in March 2013. The courses will be taught in English. Those wishing to enroll will have to meet the same admission requirements as a student enrolling in the on-campus program in Fayetteville.

Marion Dunagan, assistant dean for graduate programs, said officials had been working for the past year to refine the program. “Our focus will be on an innovative curriculum designed to create educated M.B.A.s focused on expanding economic opportunities in Panama,” she said.

Approximately 12 full-time Walton College faculty will teach courses in Panama and interact with students online.





Students Aid Economic Development in Mozambique

Students and faculty traveled to Mozambique in the summer of 2012 to assist a company that is addressing the problems of poverty and hunger in the African nation through economic development and job creation.

Eleven students from the Sam M. Walton College of Business, the Dale Bumpers College of Agricultural, Food and Life Sciences and the College of Engineering traveled to Mozambique for a proof of concept program with New Horizons Farm. The trip was an expansion of the Global Community Development (GDC) Program, an innovative and unique service-learning experience offered at the University of Arkansas.

The GDC program began in 2006 when the University of Arkansas, in collaboration with Peacework Development Fund, initiated a five-year partnership with a community in Belize. This was the first interdisciplinary, international service-learning experience offered at the university. Faculty and students from various colleges work together across disciplines to address issues and challenges faced by a community in need in an emerging economy.

Amy Farmer, director of the Global Community Development Program and interim co-director of the Walton College Office of Global Engagement, said of the Mozambique trip, "This experience was more than any of us could have wished for. By immersing themselves in the culture, working side-by-side and befriending local workers, and experiencing the difficulties of both life and doing business in Africa, students universally had life changing experiences. They not only returned home with a true appreciation for their lives, but for their education and what it can mean for their ability to affect change in the world."

New Horizons Farm is a vertically integrated poultry company located near Nampula. The company develops employees and their families and provides outreach to improve the lives of those

in the community. New Horizons Farm's vision coincides with the mission of the GDC program in terms of community development, and it shares a commitment to develop students personally and professionally in service and international development work. A University of Arkansas alumnus, a partner in the company, provided \$45,000 in seed funding to launch the program.

Students worked in multiple sectors of the poultry operation, from collecting eggs to bringing them to the hatchery to packaging cleaned birds for sale in the market. They also helped growers in the Nampula community give vaccines and supplied general advice on the well being of the birds. Some of the students worked with Eggs for Africa, helping deliver eggs throughout the city, as well as working with the organization's accounting system. Others helped in the feed mill to calculate rations and vitamin mixes to be dispensed to growers.

This experience allowed students to engage in the business directly, learning about the specifics of the poultry business in Africa, and at the same time studying business, marketing and engineering challenges in a global context. They also worked with an orphanage and a school connected with New Horizons Farm.

Upon returning, one student wrote: "The mothers and children I met in Africa influenced me more than they could know with their happiness with what they have been given, and it is an experience like this that makes me feel renewed and excited about making the best of what I have every day and learning all I can and working hard now so that hopefully someday I can positively influence others. I am so glad I had this chance to travel, and I would beg everyone I know to take a trip like this and open your heart to what the world can teach you."

Students Give Ghana ‘Vital’ Aid



Rachel Atterstrom didn't have much trouble summing up her summer experience working with businesses in Ghana owned and run by women. She did it in three words: "Sweaty. Challenging. Eye-opening."

She and 13 other students, along with their faculty mentors, were sent by the McLarty Global Fellowship Program to Ghana during the summer of 2012 to work on projects to help small- to medium-sized women-led businesses in that African nation.

"So many study-abroad programs just kind of take the group of students and shuttle them around, without any real hands-on experience relevant to what they're studying," Atterstrom said. "With Ghana, we got the best of both worlds – weekends were reserved for group trips to cool places, and during the week, we put our noses to the grindstone and walked away with some incredible business experience."

The program included four students from the Sam M. Walton College of Business, six from the J. William Fulbright College of Arts and Sciences and four from the Clinton School of Public Service. The program was in partnership with the Vital Voices Global Partnership, the leading non-governmental organization working on women's empowerment. The project was supported through the philanthropy of Donna and Thomas F. "Mack" McLarty and came about through an initial concept plan developed by Vital Voices and the Global Engagement Office of the Walton College.

Ten students consulted with two women-owned businesses in the city of Accra in Ghana to help build and expand the businesses. That team was led by Vernon Richardson, S. Robson Walton Chair of Accounting and chair of the Accounting Department, and April Seggebruch, a Walton College M.B.A. graduate and instructor in the Management Department. Three students were in the Clinton School's Master of Public Service program, three were from the Fulbright College Honors Program, two were

from the Walton College Honors Program and two were Walton M.B.A. students. The team spent four weeks in the African nation working with two businesses Homefoods and Edentree.

Atterstrom worked on the team that consulted with Homefoods, a company that primarily packages palm oil and distributes it to vendors all over Ghana and internationally. Atterstrom's group was told that Homefoods suffered from an excessive turnover of employees. "Through focus groups and interviews, we discovered that some of the main issues with the employees stemmed from the fact that they struggled to identify with the company, did not see how their role played a part in driving Homefoods' success and therefore felt undervalued for the hard, physical labor they put in."

Homefoods has significant expansion plans beyond palm oil but had been limited by the capabilities and commitment of their employees. "We performed a human resource study and recommended a new mission statement, a process for communicating job policies and employee recognition practices," Richardson said. "The work was warmly received and is currently being implemented."

Edentree sources and cleans vegetables for sale in supermarkets and restaurants. Richardson said Edentree has aggressive growth plans but was having a difficult time finding affordable loans. "Therefore, we decided to focus on making them more profitable. We focused primarily on enhancing the relationships with their growers and finding more profitable ways to source their products from their own farm and outgrowers." The project helped Edentree understand that in many cases they were not making profit on some of the produce and encouraged them to look for lower cost alternatives.



A team of four students, led by Anne O'Leary-Kelly, interim associate dean and holder of the William R. and Cacia Howard Chair in Management, and Margaret Reid, chair of the Political Science Department in the Fulbright College, conducted research on women-owned enterprises in Ghana. They spent three weeks in Ghana.

Vital Voices Global Partnership, created in 2000 as a nonprofit, non-governmental agency, grew out of the Vital Voices Democracy Initiative established in 1997 by then-First Lady Hillary Rodham Clinton and former Secretary of State Madeleine Albright after the United Nations Fourth World Conference on Women in Beijing to promote the advancement of women as a U.S. foreign policy goal. Vital Voices Global Partnership endeavors to identify, invest in and bring visibility to extraordinary women around the world by unleashing their leadership potential to transform lives and accelerate peace and prosperity in their communities.

Atterstrom, a political science and English major, said she didn't have much business experience – or interest – before she worked with the Ghana group. But that has changed. "The experience helped me recognize that I do have personal strengths that are absolutely applicable to a business context and have since been interviewing for jobs in the consulting field."

Dylan Breeding Strives For Excellence

Like most other students in the Walton College Honors Program, Dylan Breeding strives for excellence in all that he does. With Breeding, though, that has meant excellence on the football field as a member of the Arkansas Razorbacks as well as in the classrooms of the Walton College.



In December, the senior punter from Hoover, Ala., was named a first-team Capital One Academic All-American.

Breeding tried out for a spot on the Arkansas Razorback football team in 2009 when he discovered the squad needed a talented punter. During his first season in 2009, he kicked his way to success as the starting punter. That season Breeding punted in the Liberty Bowl, the Sugar Bowl the next season and then in the 2012 Cotton Bowl, in a win that ranked Arkansas No. 5 in the nation.

Even with the pressure he endures as the starting punter for the Arkansas football team, Breeding still finds time to excel as a Walton College student. Along with training, practice and travel to away football games, Dylan is in the Walton College Honors Program. He acknowledges that the time demands of his sport and Arkansas' expectation of high levels of success, makes it tough to balance schoolwork and his time on the field.

"Even at times when the workload seems overwhelming, I know that it is preparing me to handle the pressures of a work environment effectively in the future," Breeding said. "I embrace the work because I realize the long term benefits."

His goal is to play professional football, but he also is intrigued by marketing concepts. Breeding says sports marketing would "obviously be the way to go." He admits he has been inspired by the Honors Program to work at a higher level.

"I know firsthand that being a Razorback is special, and I feel the privilege of being an honors student in the Walton College is special as well. My time as a student in the Walton Honors Program has been enriching, and I would never trade the experience I've gained for anything."



MOLLY RAPERT WALTON COLLEGE ALUMNI SOCIETY SCHOLARSHIP

At their spring 2012 meeting, the Walton College Alumni Society Board of Directors created the Molly Rapert Walton College Alumni Society Scholarship to provide a merit-based scholarship to a worthy business student and honor beloved marketing associate professor Molly Rapert. If you are a former student of Molly's or are interested in contributing to this merit-based fund, please consider making a donation today.

Name (please print) _____

Street _____

City, State, Zip Code _____

Phone (home, work, or cell) _____

I would like to make a one-time contribution to the Molly Rapert Walton College Alumni Society Scholarship Fund of:

☐ \$10 ☐ \$25 ☐ \$50 ☐ \$100

☐ Other amount: \$ _____

OR

☐ I would like to make a pledge of \$ ☐ for _____ year(s)
(5 year maximum)

☐ Yes, I am employed by a company that matches charitable donations. _____ Company name.

Payment by:

☐ Check enclosed
(payable to THE UNIVERSITY OF ARKANSAS FOUNDATION, INC)

Credit cards accepted over the phone.

☐ Please call me at: _____

☐ I'll call at my convenience: 479.575.3268

Mail to:
Elizabeth Johnson
1 University of Arkansas
Business Building 117
Fayetteville, AR 72701



JOIN TODAY!

Your membership dues support student scholarships and automatically make you a member of the Walton College Alumni Society

MEMBERSHIP FORM

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Graduation year and degree(s)

Spouse's name (for joint options)

Spouse's grad year and degree(s)

Street Address

City, State, Zip Code

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|--|--|
| <input type="checkbox"/> Individual (\$25) | <input type="checkbox"/> Individual Lifetime (\$750 1 time; \$850 5 yr. installment) |
| <input type="checkbox"/> Joint (\$30) | <input type="checkbox"/> Joint Lifetime (\$1000 1 times; \$1100 5 yr. installment) |

Alumni & Friends (anyone can be a member)

- | | |
|--|--|
| <input type="checkbox"/> Individual (\$45) | <input type="checkbox"/> Individual Lifetime (\$750 1 time; \$850 5 yr. installment) |
| <input type="checkbox"/> Joint (\$50) | <input type="checkbox"/> Joint Lifetime (\$1000 1 times; \$1100 5 yr. installment) |

Golden Graduates (40 or more years after graduation)

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|--|--|
| <input type="checkbox"/> Individual (\$25) | <input type="checkbox"/> Individual Lifetime (\$400) |
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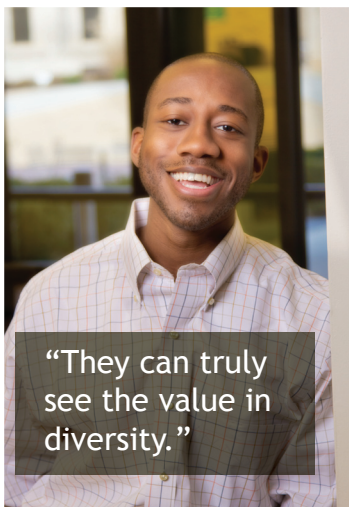
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|--|--|
| <input type="checkbox"/> Individual (\$25) | <input type="checkbox"/> Individual Lifetime (\$750 1 time; \$850 5 yr. installment) |
| <input type="checkbox"/> Joint (\$30) | <input type="checkbox"/> Joint Lifetime (\$1000 1 times; \$1100 5 yr. installment) |

Eating, Greeting and Competing



This year's Bon Appétit was another success! Thanks to our teams of celebrity caterers, we raised over \$2,700 for the Molly Rapert Walton College Alumni Society Scholarship and, as promised, served up six tasty dishes for our guests. Keep in touch through the college's Facebook, Twitter and Instagram activities and through the Walton College Alumni Society at waltoncollege.uark.edu/alumni

STUDENT FOCUS



MAURICE ATKINSON
M.B.A. Student
Business Administration

“They can truly see the value in diversity.”

Maurice Atkinson remembers the day he stepped out of his English class in a community college in upstate New York to find students gathered in front of a television set. He thought they were watching an action movie that was set in New York City. But it was no movie.

The World Trade Center was under attack. It was personal for Atkinson, who grew up in Brooklyn, because his father worked there at times. When Atkinson learned his father was fine – he had decided to work at home on Sept. 11, 2011 – everything changed. Atkinson left school and immediately enlisted in the Army. He was going to get Osama bin Laden, the terrorist behind the attacks.

However Atkinson was sent to Iraq as an Operation Iraqi Freedom team leader, serving in warlike conditions in areas that included Baghdad and Tikrit. When a freak accident temporarily paralyzed him from the waist down, he was sent back to the United States to recuperate.

His journey to the University of Arkansas and the Walton College was a long and winding one, filled with self-discoveries and much physical therapy. At first, he wanted to be a lawyer. In preparation, he earned a bachelor's degree in English literature, graduating summa cum laude at the North Carolina Central University in Durham, N.C. While an undergraduate, Atkinson worked at Target, where his duties included assisting with the store's budget and managing team members. He found he liked it. So he went to the University of North Carolina in Chapel Hill, N.C., where he earned a master of accounting degree.

He became a certified public accountant, working in accounting for two businesses and North Carolina A&T State University. He also taught accounting, finance and math as an adjunct instructor for several universities.

During that time, Atkinson got married. Now, he and his wife, Krystle, are both at the Walton College pursuing master's degrees – his second, her first. He hopes to earn a doctorate in accounting so he can become a professor. Atkinson says he researched about 80 colleges and universities. While on a conference visit in Chicago, he met Marion Dunagan, assistant dean for graduate programs at the Walton College. “We had a great rapport,” he says.

He was impressed with the Walton College's mission in encouraging and supporting all walks of life. “They can truly see the value in diversity,” he says.

KRISTEN HOWELL

Accounting Major
Junior

Last summer, Kristen Howell taught Chinese business professionals a thing or two about American culture. For example, with the help of an English-speaking translator, she showed them the proper way to shake hands and how to speak to a superior. She also discovered that many of those she met learned English through movies and television shows. *Friends* is a big hit there, she says.

Howell never thought of herself as a world traveler until her China visit, but she was aware of its global impact. “I knew that China was a force to be reckoned with in the business world,” she says.

She traveled to China with the help of the University of Arkansas and CRCC Asia. Offered through the George W. Edwards Jr. Career Center at the Walton College and Leadership Walton, it is a program that helps prepare students for the professional world.

Howell found the transportation system extremely efficient in downtown Beijing, where she worked. Just getting around the city was educational on many levels, and she advocates that college



“What I love most about Fayetteville is the abundance of small businesses here. It makes being a business major that much more enjoyable.”

students jump at the opportunity to go there. “I think [visiting] China is good for any kind of major,” says the junior from Keller, Texas.

She worked for a small firm that wants to be more marketable globally. “I attribute what I know, and the knowledge that I had in the conversations with company department heads, to the core classes,” she says. She was referring to Walton College's pre-business core classes required before a student can take junior- and senior-level courses.

Like many students who become accounting majors, Howell always liked working with numbers. Though she had toyed with becoming a marketing major, it was her core class in accounting that made her realize she had a knack for it. Following her senior year, she hopes to continue her accounting education through the Integrated Master of Accountancy (IMAcc) program, which, upon completion, makes students eligible to become certified public accountants.

“What I love most about Fayetteville is the abundance of small businesses here,” she says. “It makes being a business major that much more enjoyable.”

WHERE'S WALTON?

1. Relaxing outside the Donald W. Reynolds Center for Academic Excellence

2. Enjoying a break between classes

3. Talking with Yaron Brook of the Ayn Rand Institute during a Walton College class

4. Listening at a Corporate Affiliate Program session with Bob Shoptaw and Tommy May

5. Getting help at freshman orientation

6. Celebrating at the employee of the quarter recognition ceremony

7-8. Socializing at the Northwest Arkansas Bon Appétit event

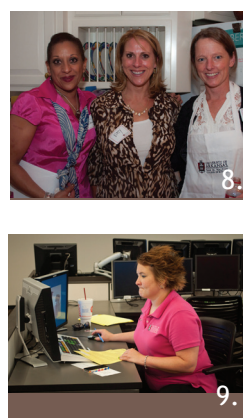
9. Working at student registration

10. Listening to Heather Nelson at the Walton College Alumni Society Board meeting

11-12. Working in Ghana with Walton College faculty and students

13. Competing at a touch football game with the Walton Freshman Business Learning team and the Walton Honors Program

14. Visiting in the Money and Management class with Chuck Dudley and Sam Pittman



WHERE'S WALTON?

1. Networking at the Business Career Fair
2. Cutting the ribbon at the opening of the new RFID research building
3. Attending the Emerging Trends in Retailing meeting
4. Meeting at the Dean's Executive Advisory Board reception
5. Talking with a student and a Walmart representative at the Business Career Fair
6. Socializing at the reception for the Dean's Executive Advisory Board
7. Enjoying the autumn beauty on campus
8. Touring in Ghana with faculty and students
9. Celebrating a win at the Bon Appétit event
10. Working in India with Vikas Anand
11. Calling the Hogs with Dean Eli Jones
12. Relaxing in a hammock outside the Business Building
13. Wearing Halloween masks with the External Relations office
14. Hanging out in the atrium of the Business Building with Laura Jakosky of iRobot



Walton College Alumni Society Board of Directors 2012/2013

Mission: To promote partnership and networking opportunities among alumni, faculty and friends of the Walton College by enhancing avenues for effective information exchange through organized events, communications and other activities, in collaboration with the Arkansas Alumni Association.



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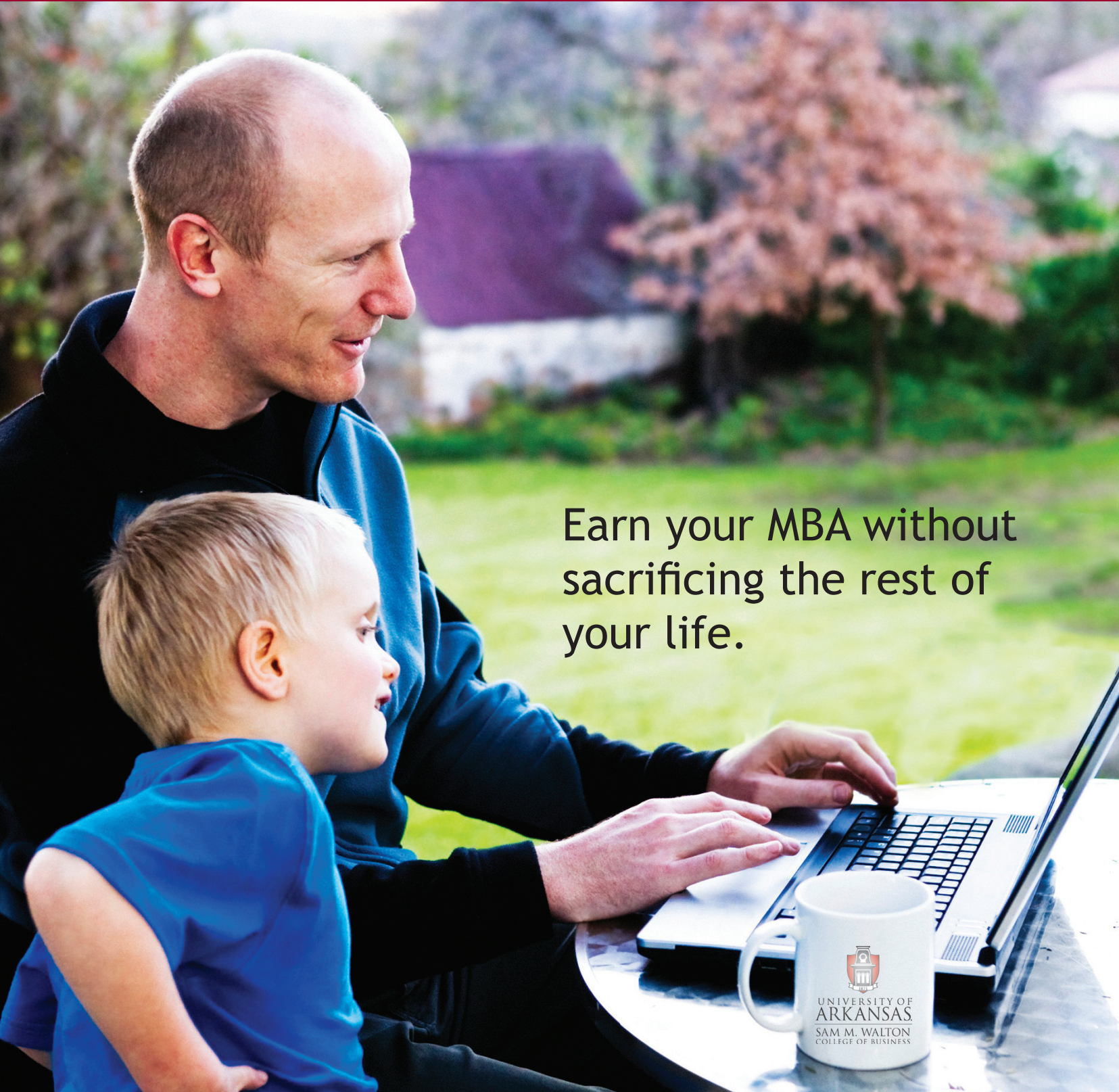
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