



### PRESIDENT, THE UNIVERSITY OF MEMPHIS

Shirley Raines

#### **PROVOST**

Ralph Faudree, Jr.

#### **DEAN**

Rajiv Grover

### ASSOCIATE DEAN FOR ADMINISTRATION

Thomas Miller

## ASSOCIATE DEAN FOR ACADEMIC PROGRAMS

Jasbir Dhaliwal

#### **DESIGN**

Will Marshall

#### **EDITOR**

John Amis

Fogelman Focus is a publication of the Fogelman College of Business & Economics, The University of Memphis. Second-class postage paid at Memphis, Tennessee. Postmaster: Send address changes to Fogelman Focus, Fogelman College of Business & Economics, 432 Fogelman College Administration Building, Memphis, TN 38125-3120. The University of Memphis is an Equal Opportunity/

## MEMPHIS. Dreamers. Thinkers. Doers.

#### **CONTENTS**

- 1 Message from the Dean
- 4 Phase Two of FCBE Strategic Plan
- 7 Accreditation Renewed
- 7 Heath Recognized
- 8 MBA Developments
- 9 Sustainable Real Estate Conference
- 9 Department News Accounting
- 10 Department News Economics
- 10 Department News Finance, Insurance and Real Estate
- 11 Department News Kemmons Wilson School of Hospitality and Resort Management
- 12 Department News Management
- 12 Department News Management Information Systems
- 13 Department News Marketing and Supply Chain Management
- 14 FCBE Alumni Day Luncheon
- 16 FCBE Awards
- 18 New Faculty and Promotions
- 19 Spotlight on Giving
- 22 Honor Roll

#### ON THE COVER

Avron Fogelman, see story on page 4

#### **MESSAGE FROM THE DEAN**



This is an exciting time for the Fogelman College of Business & Economics. Next year is the centenary of the University, an historic moment that gives us all call to reflect on where we are, and where we are going as an institution and College. For those of us in the FCBE, the last year has seen several accomplishments that are helping to cement our role in delivering a high quality education for our students. Notable among these have been the continued establishment of Fogelman Promise, a collection of initiatives that are helping with the professional, social and physical development of our students. Further, we have seen some important changes to our academic programs. At the undergraduate level, we have restructured several programs and added to our course offerings in several areas, notably in the School of Accountancy and Department of Management Information Systems, and in the general shift across the College to online delivery. For example, the College's Management, Marketing, and MIS majors can now be completed fully face-to-face or online or in a face-to-face/online combination; Accounting, Finance and Supply Chain Management will have similar offerings in the upcoming semesters. We also have

created several new MBA programs, most recently our joint program with the University of Tennessee Health Sciences Center to offer a specialized Health-Systems Pharmacy EMBA, something that you can read about later in this magazine. The changes that are outlined above, in conjunction with the all-round performances among our faculty and staff in providing a very high level of education for students of all levels, led to a very successful accreditation visit by the Association to Advance Collegiate Schools of Business, or AACSB. This is our major accrediting body, and one whose stamp of approval is vital to the country's leading business schools. Thanks to the exceptional leadership work carried out by Lloyd Brooks, Tom Miller, Jasbir Dhaliwal and Carolyn Callahan, along with tremendous support from the entire faculty and staff, we approached this event with excitement at the opportunity to

demonstrate to the site visit team what we do. I am delighted to be able to report that the process went very well, and that our accreditation was affirmed for another five years, the maximum period possible. You can read more about this event elsewhere in the *Fogelman Focus*.

In conjunction with preparing for the AACSB accreditation visit and the program developments across the College outlined above, we have also been laying the groundwork for our next phase of development. This is an extremely important process that will reinforce our continued efforts to position ourselves as a leading urban business school. There are three facets to this.

On November 16 2010, some of the FCBE's key external partners came together



Imelda Quidachay leads a Zumba dancing demonstration during a kickoff event for the new Fogelman Fit program on September 22, 2010, in the Fogelman College atrium

#### **MESSAGE FROM THE DEAN**



Business etiquette teacher Debbie Neal (far left) instructs (left to right) Kyle Walp, Aresha Hilliard, Crystal Burger and about a dozen other University of Memphis students as part of the College's ongoing etiquette training program for students.

in the Fogelman Executive Center. In addition to attending a reception at which we were able to thank them for their previous help with, and commitment to, our College, they also participated in an idea generation session. Situated at round tables in small groups, those who took part were asked to come up with ideas that would propel the College through its next phase of development. Two major themes emerged from this session facilitated by the Chair of the FCBE's Advisory Board, Larry Papasan. First, there was a lot of consensus around developing a new Professional Development Center that would help cater for the pastoral side of student development. Included in the center would be everything from student advising to internship placement to career counseling. I am delighted to say that this

initiative has been given an enormous boost thanks to the generosity of one of our long time benefactors, Avron Fogelman. Avron has given the College \$1.25 million to provide the initial financing for what will be called the Avron B. Fogelman Center for Professional Career Development. This is the latest in a long line of support that the College has received from the Fogelman family, most recently the \$2 million gift to support the College's developments in sustainable real estate. I am extremely grateful to Avron and the Fogelman family; there is more on the creation of the Avron B. Fogelman Center for Professional Career Development later in the Focus. The second suggestion to emerge concerned enhancing the FCBE's brand. In a 21st century setting with 24 hour a day access to information across a broad

range of media devices, it was felt that we could promote the College in more and more innovative ways. This in turn would help enhance the reputation of the College and position it to continue to move forward as a leading urban College of Business & Economics. These two initiatives will be major foci of our plans for development in the immediate future. They are joined by a third major development idea that emerged from the regular coffee hours that I have with our faculty. This concerns the need to improve the infrastructure of the building in which we operate. In addition to HVAC work, there is also a need to renovate several of our classrooms. Further, we are also embarking on a project to make the building more sustainable. You will be hearing more about these three initiatives in the weeks ahead as we push on to make the FCBE

an ever more desirable place for students, potential employers, faculty and staff to fulfill their ambitions. Again, there is more about this later.

In addition to the exciting development work that is to come, we are continuing with the various programs that were developed under the Fogelman Promise banner over the last two years. I am delighted to say that initiatives such as Toastmasters, Etiquette, Professionalism First!, Fogelman Fit, and the 4Cs, along with developments in the Honors and MBA programs, have continued apace, with ever greater numbers of students taking advantage of these enrichment and advanced learning opportunities.

Finally, I am delighted to recognize some very notable personal accomplishments that help to demonstrate what an outstanding group of faculty we have. Julie Heath, Professor of Economics, has been named the 2011 Carnegie Foundation for the Advancement of Teaching Tennessee Professor of the Year. Marla Stafford, Chair of the Department of Marketing & Supply Chain Management, has been awarded a First Tennessee Professorship, one of the University of Memphis' leading scholarly awards. Professor Emin Babakus, Professor of Marketing in the Department of Marketing and Supply Chain Management, has been announced as a 2011 University of Memphis' Distinguished Teaching Award recipient. Charlene Spiceland, instructor in the School of Accountancy, has won a Thomas W. Briggs Foundation Excellence in

Teaching Award. These are all remarkable accomplishments, and my heartfelt thanks and congratulations go to all four of these faculty.

As ever, there is an awful lot going on in our College. Thanks to the tremendous commitment of our faculty, staff and community friends, I am looking forward to 2011 as being another outstanding year in our development. Please do not hesitate to contact me with any suggestions that you may have as to how we can further enhance what we do.

My very best wishes,



Rajiv Grover Dean

## **Support the Fogelman College of Business & Economics**

by using the convenient envelope provided in this issue of Fogelman Focus, or by making a gift online at www.memphis.edu/giving.

#### **COLLEGE NEWS**



Participants relax at a reception after the Idea Generation event.

#### COLLEGE LAUNCHES PHASE TWO OF STRATEGIC PLAN: FOGELMAN GIFT ENSURES NEW DEVELOPMENTS OFF TO A ROARING START

As the College embarks on the second phase of a major initiative to propel it forward, its eyes are on the needs of two key stakeholders: the Memphis business community and the student leaders who embody its future. There are three key parts to this second phase: development of a professional student center – to be named the Avron B. Fogelman Center for Professional Career Development – a renewed focus on marketing and positioning of the FCBE brand, and a push to redevelop the physical infrastructure to make the building more sustainable.

This new phase of development builds on a solid foundation of success over the last three years that have seen wholesale changes to the content and structure of the College's graduate and undergraduate

programs. These have included new Customer-Driven, Online and Executive MBA programs, an introduction of new soft-skills programs across the MBA/EMBA curricula, a reduction in the time required to complete the EMBA, creation of a Speaker Series, and a developing focus on Sustainability. At the undergraduate level, in addition to a rejuvenation of the honors programs and development of majors offered entirely online, there has also been an emphasis on creating a wide range of opportunities under the Fogelman Promise umbrella to enhance students' professional, social and physical development. Included here are the 4Cs program designed to increase students' understanding of communication, creativity, critical thinking and emotional intelligence; an Etiquette Program; a general well-being program called Fogelman Fit; Professionalism First!, designed to enhance levels of student professionalism; an outreach program,

Fogelman Feeds; Toastmasters chapters; and an annual College celebration, Fogelman Promise Day.

#### **Professional Development**

A key component of the second phase of development is to further cement the Fogelman Promise initiative, and to expand the provision of services to students in a way that will put the College on a par with the offerings of the leading business schools in the country. "We want this to be an end-to-end process, from recruiting good high school students all the way up to placing them," says Fogelman Dean Dr. Rajiv Grover. "And we want to develop these students all the way along. Generally speaking, employers are satisfied with the marketing, finance, accounting knowledge our students are receiving. What they want is for our students to be professionally developed."

The University has a Center for Student Development, and Fogelman College leaders stress that the College's own center would not be designed to take its place. Rather, the College hopes to coordinate its program with the university's efforts, or, as Grover puts it, to "stand on the shoulders of giants."

"We want to build something specialized," says Dr. Thomas Miller, Associate Dean for Administration.

This vision has received a significant boost with the announcement of a major gift to the College from local real estate entrepreneur Avron Fogelman. The \$1.25 million gift will create the Avron B. Fogelman Center for Professional Career Development that will be the home of extra-curricular activities and programs including student recruitment, mentoring, internships, career counseling, job placement, business ethics, professionalism training, physical wellness, corporate field

trips, career fair days, and personal and interpersonal skill enhancement. These include the activities described above that have already been launched under the Fogelman Promise banner. The creation of the new Avron B. Fogelman Center for Professional Career Development will ensure the sustainability of these programs, and allow them to become even more impactful on the development of students within the College.

"These products have been launched, but they're all in the nascent stage," Grover says. "We don't have financial backing for them. We've embarked on all these ventures in a bootstrapping kind of fashion, add-ons to people's regular responsibilities. And in part, we are looking for ways to sustain them, to maintain and enhance them.

"We want to put the program on a firm financial footing."

The creation of the Avron B. Fogelman

Center for Professional Career
Development, adds Dr. Jasbir Dhaliwal,
Associate Dean of Research & Academic
Programs, represents a key opportunity for
the College to realize its full potential. "Our
students are hungry and driven to succeed,
but they need guidance."

Fogelman Promise is not required of all students. Students will participate in the program on a voluntary basis and attain rewards that go beyond the additional training the program will provide. Those rewards could include special recognition at graduation, unique internship opportunities and visible recognition on the College's walls.

Businesses who hire Fogelman Promise graduates also will reap the program's benefits. Essentially, when a company hires a Fogelman Promise graduate, it will know that it's gaining an employee who has earned the college's seal of approval.

"We want to promote this 'business ready'

concept to companies out there so when they see it on a resume, they know this student is worth talking to," Grover says. "It's a Good Housekeeping seal for our companies and for our students."

#### College Branding

The second component of the new phase of development is to enhance the positioning of the College's brand, locally, nationally and internationally.

According to Dhaliwal, "We want to move to Fogelman 2.0."

Once the key parts of the student development initiative are in place, the College intends to bring onboard a marketing professional who can work in tandem with the University's PR and marketing teams to develop and promote the College's new identity.

"We need somebody who can host events, work with the media, help us develop our brand," Grover says. "We might be



Beth Flanagan of Memphis BioWorks Foundation reports back on her group's deliberations at the Idea Generation event.

#### **COLLEGE NEWS**



FedEx's Andrew Bailey discusses ways forward for the FCBE at the Idea Generation event.

able to do 90 percent of the conceptual work ourselves, but she or he will need to provide 100% of the final execution."

#### **Building Sustainability**

In addition to the steps outlined above, there is also a need to redevelop the Fogelman building. Most critically, the College is looking to improve its heating and cooling systems, while becoming more sustainable.

"The building has served us very well, but in 40 years, it needs some help," says Miller, who has been with the school since its inception in 1971. "The HVAC system, in terms of the environment for learning, is huge. It's central to the experience here."

In the heat of summer, students enter classrooms that are frequently sweltering; in the winter, they are often seen wearing jackets and gloves. At other times the opposite is true; faculty offices could be very hot in the middle of winter or freezing cold in the middle of summer such that the conditions require windows to be open. College administrators would like to see changes implemented that not only fix those problems for faculty and students, but

also make the building more eco-friendly.

Kenneth Siegfried, Fogelman's senior director of development, notes that the College's former visiting Martha and Robert Fogelman Chair of Excellence in Sustainable Real Estate, Grant Thrall, has conducted tours with two LEED (Leadership in Energy and Environmental Design) certified architects who have studied the possibility of making the building more environmentally friendly, including incorporating solar panels into the structure.

"We want our building to become sustainable, to be energy efficient," Siegfried says.

#### Fogelman's Future

The second phase of development for the Fogelman College of Business & Economics will build on the momentum already generated in the College to create new opportunities for students and new support for the Greater Memphis business community. The key to the project, of course, is funding. "There's less and less state funding for higher education, which means there's more and more we're having to do on our own," Miller notes.

In addition to the generous donation from Avron Fogelman, College administrators recognize that several more million dollars will be needed to bring the Phase 2 vision to completion. This is seen as investment that will not only allow the continued development of the College, but also is seen as a necessary tool for Fogelman College to compete in an increasingly competitive marketplace.

"This is the way all business schools are moving," says Dr. John Amis, Associate Professor of Management. "This is positioning us to offer the same opportunities as the leading business schools in the U.S."

Adds Grover: "When we get this done, we'll be playing with the big schools."

For more information about these planned developments, please contact Dean Rajiv Grover at rgrover@memphis.edu.

Story by Stacey Wiedower

## AACSB ACCREDITATION TEAM VISITS THE FCBE

February 20-22, 2011, the Fogelman College of Business & Economics hosted an accreditation visit by a Peer Review Team representing The Association to Advance Collegiate Schools of Business - International (AACSB), the premier accrediting agency for business schools. The College was up for its five-year Maintenance of Accreditation Review for both business and accounting accreditation. Peer Review Team members were Dean H. Fenwick Huss, Georgia State University (Business Team Chair); Dr. Mary Stone, University of Alabama (Accounting Team Chair); Dean Robert Scherer, Cleveland State University (Business Team Member); and Dr. Gerald Lobo, University of Houston (Accounting Team Member).

In December 2010, the College completed extensive reports for the AACSB that summarized the activities related to its business and accounting programs over the last five years, and the qualifications and accomplishments of the faculty. These documents were reviewed in detail by the team and AACSB staff prior to the team visit. The AACSB maintenance review is not a standard-by-standard review of the 21 accreditation standards. Rather, it is a critical assessment by the Peer Review Team of the overall quality of Fogelman academic programs in relation to accreditation standards for strategic management, students and faculty, and assurance of learning. In addition, the team assessed the extent to which the College has effective processes in place to continuously maintain and improve academic programs through peer review and self-evaluation.

During the Peer Review Team's intensive campus visit, members met with many groups of faculty, including some key College committees, faculty leaders of various academic programs and initiatives, and President Shirley Raines and Provost Ralph Faudree. In addition, the team met with many College alumni and friends at a reception at the home of University of Memphis alumni, George and Betty Johnson.

Thanks to the outstanding work of all of the College's staff and faculty, and in particular the outstanding leadership of Lloyd Brooks, Tom Miller, Jasbir Dhaliwal, and Carolyn Callahan, the accreditation visit went exceedingly well. Accreditation was confirmed for the next five years, the maximum term, affirming the College's place as the leading provider of graduate and undergraduate business education in the region.

## JULIE HEATH RECOGNIZED AS ONE OF COUNTRY'S TOP PROFESSORS

Dr. Julie Heath, Professor of Economics, has been named the 2010 Carnegie Foundation for the Advancement of Teaching Tennessee Professor of the Year. This award is given jointly by the Carnegie Foundation and the Council for Advancement and Support of Education (CASE). She is one of 46 state winners, chosen from more than 300 outstanding professors throughout the United States.

Dr. Heath, the other state winners, and four national winners, one each for the categories of baccalaureate colleges,



Dr. Julie Heath poses with first graders at Richland Elementary School. The students are participating in the Smart Tennessee financial literacy program that Heath developed.

#### **COLLEGE NEWS**

community colleges, doctoral and research universities, and master's universities and colleges, were honored at a luncheon in Washington, D.C., in November, followed by a Congressional reception. "This is beyond amazing," Dr. Heath said. "This award is only given once every two years and is sponsored by one of the most respected organizations associated with education, so to be recognized with such a prestigious award is very humbling."

Dr. Shirley Raines, president of the University of Memphis and the person who nominated Dr. Heath for the award, said, "Dr. Julie Heath is exactly the kind of professor whom the Carnegie/CASE awards seek to honor. In my nomination to the judging panels, I cited the engaged scholarship that she has provided locally and in cooperation with the state of Tennessee and First Tennessee Bank in the area of financial literacy. "While her work with financial literacy has been recognized, it is her dedication to her students and to her profession that makes her such an extraordinary representative of the many outstanding professors who teach, research, and serve at the University of Memphis. Hers is a well-deserved award."

In addition to teaching undergraduate and graduate classes, Dr. Heath is the Director of the Center for Economic Education at the University of Memphis. In that role, with the support of the state of Tennessee and First Tennessee, she initiated the Smart Tennessee program, which teaches financial literacy to children in elementary, middle, and high schools across the state. Since its inception in 2006, the program has been adopted by more than 400 schools and has taught more than 75,000 children.

Dr. Heath is the recipient of a number of other honors and awards, including the economics discipline's highest award, the Kenneth G. Elzinga Distinguished Teaching Award, and the Educator of the Year Award from the National Association for Financial Literacy, both in 2008, and the University's Distinguished Teaching Award in 2010.

Based on a report originally compiled by Curt Guenther.

#### **MBA DEVELOPMENTS**

The Fogelman College of Business and Economics' MBA programs have experienced several changes over the last year. In addition to the launching of an integrated Graduate Programs Office that centralizes and rationalizes the operating processes for all its MBA programs, faculty and staff have built upon recent curriculum changes with alterations to program formats and new degree offerings.

Our flagship Executive MBA program, which is celebrating its 30th intake this year, has been the focus of structural changes that include the elimination of Friday classes and the offering of some courses on-line, moves intended to open up the program to those who have to work five days a week. We have also made the program more intensive and compact with a reduction in program length from 21 months to 17 months, which brings us more in line with our competitors. Marketing efforts have been renewed with additional emphasis on recruiting executives from family businesses and the health care sector.

A new Executive MBA for Health-System Pharmacy is being launched in Fall 2011 in partnership with the University of Tennessee College of Pharmacy. Designed to meet a national shortage in the field, this program will be offered through residency weeks and on-line courses, and is intended to draw students from across the country.

The Professional MBA program continues to grow with the introduction in Fall 2010 of a new concentration, again

in conjunction with the UT College of Pharmacy, of a Pharmacy Practice Management concentration. Students enrolled in the PharmD program at the University of Tennessee may now earn a MBA concurrently from the University of Memphis. Students admitted to our College will complete the MBA core courses in addition to 15 hours of pharmacy practice management courses developed for those individuals interested in learning about managing large pharmacy operations. Elective courses are offered both at the University of Memphis and the UT College of Pharmacy.

The Customer-Driven MBA program is the nation's only full-time, tuition-paid, corporate-sponsored MBA program with a paid internship — uniquely designed to emphasize specific industry needs. By partnering with Memphis-based corporations, including AutoZone, FedEx, International Paper, Medtronic, Smith & Nephew, and Wright Medical, the College can offer high-caliber students the opportunity to obtain an industry-centered graduate education with internships and full-time employment upon successful completion of the degree and internship.

With enrollments increasing by 11% in Fall 2010 from the previous year, and the changes outlined above, the MBA programs are well positioned to continue as the flagship offerings of the FCBE.

For more information about the College's MBA programs, please visit http://www.memphis.edu/fcbe/grad\_programs.php or contact MBA Programs Manager, Brenda Williams (Tel.: 901.678.3405; E-mail: bmwllms3@memphis.edu).

## FOGELMAN COLLEGE HOSTS 'CONFERENCE ON SUSTAINABLE REAL ESTATE'

The new sustainable real estate program headquartered in the Fogelman College of Business Department of Finance Insurance and Real Estate (FIR), was introduced to the University and Mid South community on Thursday March 24 and Friday March 25, 2011, with the first annual Conference On Sustainable Real Estate (COSRE). Over 100 people attended various events, including Thursday's dinner jointly hosted by COSRE and the Economic Club of Memphis. Chris Leinberger one of the nation's top 100 urbanists was the keynote speaker. Leinberger's talk addressed the key question, "Why Do We Care About Sustainable Real Estate Development?" At the dinner, FedEx was the recipient of the first annual "Green Hard Hat" award in recognition for its continued efforts in developing more environmentally friendly and sustainable practices tied to its buildings and vehicles. Dean Rajiv Grover presented the award following an introduction and justification for the award by Dr. Grant Thrall, former visiting Martha and Robert Fogelman Family Chair of Excellence in Sustainable Real Estate. Friday involved a day-long symposium on sustainable real estate development and best practices.

The Martha and Robert Fogelman Family Foundation provided start-up funding for the sustainable real estate program with a gift of \$2 million. The gift, among other things, provided for the creation of a Chair of Excellence in Sustainable Real Estate, and community outreach via the annual COSRE.

The topics covered at the first COSRE were chosen to highlight the various topics of expertise that students of Sustainable Real Estate will master, and to provide examples of the job opportunities that will

be available to them. In attendance were recent university graduates employed in strategic market analysis and development at headquarters of AutoZone, Advance AutoParts, and PetSmart (Joshua Williams, Amie Dickinson, Lawrence Joseph).

Another feature of the conference was a case study created specifically for the 2011 COSRE. Faculty of the FIR program participated with expert LEED engineers to create a design to update or replace the current HVAC (heating, ventilation, air conditioning) system of the Fogelman Administration Building and Fogelman Classroom Building. The study was then considered for three hours by FIR faculty, the Dean, experts from the community, and members of the Fogelman College of Business and FIR Boards of Directors. This case study was a pilot study for updating the current HVAC.

The Conference On Sustainable Real Estate was organized by Professor Grant Thrall. For more information, please contact the new Martha and Robert Fogelman Family Chair of Excellence in Sustainable Real Estate, Professor Steven Bourassa at 901.678.5930.

#### **DEPARTMENTAL UPDATES**

#### School of Accountancy

Over the last few months, Fogelman
College of Business and Economics and the
School of Accountancy (SOA) has been very
involved in culminating operational events
associated with evaluation and revision
of the curriculum, faculty procedures,
student processes and academic programs
in anticipation of The Association to
Advance Collegiate Schools of Business
(AACSB) accreditation team's February
campus visit. The SOA has unique status
and responsibilities as one of the 175
accounting schools in the United States to

be separately accredited from its business school. The AACSB accreditation accounting standards confer institutional quality and are used to evaluate a school's mission, operations, faculty qualifications and contributions, and other critical areas that enhance program delivery to students. The campus visit was an outstanding success, leading to the SOA being fully accredited for another maximum five-year period.

In preparation for the review, the School of Accountancy actively involved faculty, advisory board business leaders, students and staff in curriculum revisions. The curriculum improvements were implemented by a dedicated accounting faculty facing budget constraints, increasing enrollment and other challenges.

This year, the School of Accountancy is proud to have yet another instructor, Charlene Spiceland, recognized for outstanding teaching credentials. Charlene received the University's Briggs Award for outstanding undergraduate teaching.

In addition to our teaching responsibilities, the School of Accountancy has research responsibilities and aspirations. An increasing number of our faculty are presenting their work at national and international accounting conferences as well as seeking nationally recognized publications. For example, Shana Hong, a first year assistant professor, will present her research work on the economic impact of mandated international accounting standards at the European Accounting Association Congress 2011 in Rome, Italy in late April.

The School of Accountancy has always enjoyed a reputation for outstanding service to the college, university, the community and profession. Currently Dr. John Malloy and his tax students are continuing to provide free tax services to the underserved

#### **DEPARTMENTAL UPDATES**

in the Memphis community through the VITA Program. Our students are not only solid community volunteers through VITA and Beta Alpha Psi, they continue to enjoy great accounting job placements and accolades from the business community for completing their CPA certifications during their residency at the University of Memphis due to an enhancement in our Masters curriculum, led by Dr. David Spiceland.

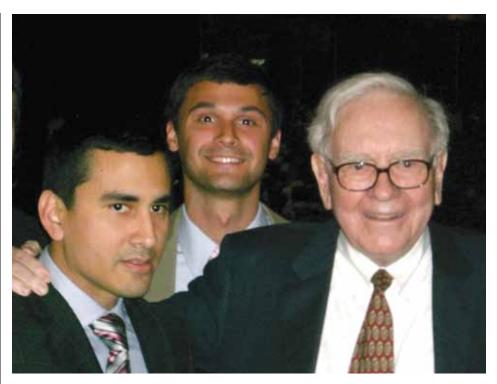
Professor Carolyn M. Callahan, Chair cmcllhan@memphis.edu

#### Department of Economics

The Economics Department continues to be recognized for the excellence of its teaching. Last spring Dr. Julia Heath received the University Distinguished Teaching Award; before that she received the Elzinga Award for Teaching from the Southern Economic Association. Now she has received yet another national award for her teaching. Last fall, as you will have read about earlier in the magazine, she was named the top professor in Tennessee – not just in Economics, but across all disciplines – by the Carnegie Foundation.

Our students also are making headlines. Terrance Garret, for example, is an outstanding student who is completing his major in Economics, with a minor in Biology. He intends to specialize in environmental law, an area where he can apply his knowledge of both economics and biology.

Another two of our majors, Louis Tomayako and Jasmine Jackson, presented their research project, "The Core Drivers of Excessive Prescription Drug Use and Expenditures in the State of Tennessee: A County-Lever Investigation," at the University's "Works in Progress" Symposium this fall. The work was completed under the direction of Dr. Albert Okunade as part of the requirements for the Honors section



Midsouth's Investment Research Challenge's (IRC) winning student team from the Fogelman College of Business & Economics advanced to the Americas regional quarterfinals of the Global IRC to compete with 40 other winning teams. More than 2,500 students from more than 500 universities worldwide participated in the IRC. This year's event, held in Omaha, featured Mr. Warren Buffett with whom students engaged directly in discussions about investment strategies. The picture shows Mr. Buffett with Tyler Stafford, an MSBA (Finance) student. Other team members included Sonal Kukreja, Bradley Heil, and John-Michael Clowers accompanied by faculty adviser Prof. P. K. Jain.

of Principles of Microeconomics, ECON 2120. They were selected to present their research at the 2011 National Conference on Undergraduate Research in New York.

We take pride in working with our students. For example, Dr. Albert Okunade has been instrumental in recent changes to the FCBE Honors Society, of which Jasmine Jackson is the newly elected president. There are more and more Honors students in our major.

In addition, the Giffen Club, the club for economics majors, has been resuscitated. Its new President is Dan Albright and its faculty advisor, Dr. Doug Campbell. The Club is regularly hosting seminars by nationally known speakers. Recently, for example, it brought in Dr. Andrew Zimbalist, a famous expert on sports economics.

Professor Bill Smith, Chair wtsmith@memphis.edu

## Department of Finance, Insurance & Real Estate

Exciting things are happening in Real Estate at the University of Memphis. As of Fall 2010, all five undergraduate real estate classes are now available online. The advantage that online classes provide is flexibility - "anytime / anywhere". The Department is also planning to offer online the last two years of the B.B.A. in Finance with a Real Estate Concentration beginning Fall 2011. We also offer a six class Professional Real Estate Certificate. This certificate does not require pursuit of a degree at the University of Memphis. Classes in this program can be taken online or on campus. Further, our master's degree in Real Estate also now has several classes being offered online.

A student team from the Department of Finance, Insurance and Real Estate reached

the final of the most prestigious competition in investment – the CFA Institute's Global Investment. The four members of the team (Sonal Kukreja, Bradley Heil, Tyler Stafford, and John-Michael Clowers), selected by Associate Professor P. K. Jain, beat six other universities including the University of Arkansas and Texas A&M, and advanced to the national competition in Omaha, Nebraska, which featured a group meeting with Warren Buffett. Also, students in the TVA investment club led by James McDonnell, YingYing Song and Olena Nikolsko-Rzhevska competed with 24 other universities at the TVA Portfolio Investment Challenge. Students manage a \$400,000 portfolio and have showed their prowess by beating the S&P 500 index.

The Financial Management Association student chapter has had presentations in recent meetings from Dr. Grant Thrall on the topic of Sustainable Real Estate and Jason Herrington, managing director at Shoemaker Financial, on the Financial Planning process.

Finally, our faculty have been active in several ways. Associate Professor P.K. Jain has co-authored a paper in the prestigious Journal of Financial and Quantitative Analysis, and has been invited to serve as an associate editor of the Financial Review. Professor C.S. Pyun was a keynote speaker at the Conference on International Financial Centers, in Busan, Korea. Also faculty and students from the University of Memphis, Professors Evans, Gnuschke, Spahr, Sunderman and Thrall; Assistant Professors Kumar and Moore; and Ph.D. student Radetskiy, will be presenting the second most papers of any university at the upcoming American Real Estate Conference.

Professor Ronald W. Spahr, Chair rspahr@memphis.edu

#### Kemmons Wilson School Of Hospitality And Resort Management

The Kemmons Wilson School of Hospitality and Resort Management continues to be engaged in several exciting initiatives as it continues to position itself as a prominent institution in the local, national and international hospitality and resort industries. For example, the spring semester began with the Kemmons Wilson School benefitting from the proceeds of the 6th Annual Trivia Night held in early February put on by the Metropolitan Memphis Hotel & Lodging Association and Skal International Memphis. Ten students worked at the event and enjoyed their interaction with local hospitality managers and employees. This was quickly followed by the School's Career Day at which students attended industry panels and speaker presentations.

Ten student members of the campus Chapter of the National Society of Minorities in Hospitality attended the association's annual conference in Atlanta. During the conference, students attended workshops and presentations on career development and corporate job opportunities. The last day of the conference was devoted to job interviews. Several of the seniors on the trip received and accepted job opportunities with companies such as Four Seasons and Disney. Other students secured internships for the summer. A total of nine students — five hospitality majors and four International MBA students — participated in the Kemmons Wilson School Panama Spring Break International Business Experience in partnership with the Panama International Hotel School. The students received lectures on Panama's economy, leadership, and went on several cultural excursions.

The School also recently completed another successful Kemmons Wilson Week. Each March, the School honors Kemmons Wilson for his vision, demonstrated leadership and service. This year's distinguished speaker was Don Harrill, President and Chief Executive Officer of Orange Lake Resorts. As part of the celebration, the School holds ice cream socials each afternoon for four days. The week ended with a meeting of the Kemmons Wilson School Executive Board of Advisors.



A team of students from the Kemmons Wilson School (KWS) won the award for the best business plan in the College & University category at the annual Hospitality Entrepreneurial Summit. The KWS team comprised (from left to right): Dr. Leonard Jackson (faculty advisor), Nathan Ellis, Whitney Jacks and Daniel Goodwin.

#### **DEPARTMENTAL UPDATES**



A team representing the Fogelman College competed in a case competition against teams from other Consortium for Undergraduate International Business Education (CUIBE) member universities November 4-6 at Northeastern University in Boston. The team consisted of Elizabeth Yen, Whitney Mowday, Daniel Goodwin, and Stephanie Myles, with faculty adviser Dr. Frances Fabian. This was the first time that a team from the FCBE had competed in this competition.

Finally, students enrolled in the School's Advanced Resort and Lodging Management class will be attending the American Resort Development Association Annual Conference in Orlando. Several special sessions are devoted to student groups from seven different universities and included professional development sessions and educational seminars on the timeshare industry.

Professor W. Terry Umbreit, Chair Kemmons Wilson School of Hospitality and Resort Management

#### Department of Management

Since the last newsletter, the Management faculty have been highly involved in all aspects of campus and academic life. Barbara Davis has spearheaded the Business Etiquette program that has now nearly doubled in size since it's initial offering last year while Catherine Green has been visiting extra classes and offering additional lectures on this topic. Kimberlee Keef started four chapters of Toastmasters and was a key figure in coordinating the regional Toastmaster's conference. John Amis has again been coordinating the College's 4-C's initiative. Ben Kedia

continues to carry the mantle with our International Business programs and I am in the fourth year of Directing the Memphis Institute for Leadership Education (MILE) Leadership Mentoring Program: 66 new mentor/protégé pairs began the program and are about to receive their certificates in April. As a result of these programs our students are gaining some of the best possible experiences we can offer to help their transitions into varied business settings.

Much of the faculty effort within the Management Department has revolved around the rollout of the new on-line Management major. We started with three new courses in the fall term and have three additional classes this spring. Carol Danehower, Kelly Mollica and Laura Alderson have taken the lead in coordinating the offerings, and our instructor-level faculty are providing most of the on-line instruction. We had a luncheon on March 18 to honor the tremendous efforts of those who carry much of the teaching load within the department.

The research-oriented faculty have been highly active as well. David Allen, Peter

Wright, John Amis, and Frances Fabian have turned out A/A+ level publications, while Chuck Pierce's recent A+ level article was recognized as one of the top five publications in the field of Human Resource Management. Rabi Bhagat co-edited yet another book in his specialty area of cross-cultural management. Several faculty have been asked to serve on the editorial boards of the top journals in our field. Even the doctoral students have gotten in on the action, with no fewer than five current students having papers accepted at the prestigious Academy of Management Conference scheduled for August, 2011. Finally, the Department hosted two outstanding scholars who provided talks to faculty and doctoral students: Professor Roy Suddaby (University of Alberta), incoming editor of Academy of Management Review, and Professor Bob Vandenberg (University of Georgia), outgoing editor of Organizational Research Methods.

Dr. Bob Taylor, Chair Department of Management

#### Department of Management Information Systems

The Department of Management Information Systems (MIS) has several major initiatives underway. Two initiatives discussed here include the online degree program and a Department of Defense grant received by a Professor Judy Simon.

The MIS department is among those in the College now offering an undergraduate degree program online. Currently there are about 300 students enrolled in online classes, and the course selection is expanding: two-thirds of the MIS classes are online. All courses and elements will be phased in by spring 2012.

Students can earn an online BBA degree with a concentration in MIS. Dr. Thomas

Meservy, the online coordinator for the department, views online classes as preparation for working in a knowledge economy: "interacting in virtual teams is not a new concept and will continue to be very important...It is inevitable that these students will learn many useful skills from online classes." Dr. Brian Janz is pioneering social networking in the Department as a way to develop courses to be more realistic and interactive.

Common misconceptions of online classes are that they are drastically different from the traditional class. However, the same professors that teach the traditional classes are also teaching the online classes. Consistency of content is important whether courses are taken online or in a classroom. Each course is developed according to a checklist with faculty certified to match online certification standards.

Dr. Judy Simon, Co-Director of the Center for Information Assurance and Professor of MIS, was awarded a Department of Defense grant designed to increase the number of faculty and students who have knowledge of cyber security topics. The grant provides funds for four part-time student workers each semester (fall, spring, and summer) to work on developing cyber security content modules for four graduate MIS courses that are a part of the department's Business Information Assurance (BIA) certificate program.

The modules being developed will be designed as online modules, with a long-term goal of making entire course content available online for all four MIS courses in the BIA certificate program.

Professor Lloyd Brooks, Acting Chair lbrooks@memphis.edu

## Department of Marketing & Supply Chain Management

The Department of Marketing and Supply Chain Management faculty and students continue to be engaged in a variety of activities and scholarship. From student organizations, to academic conferences, to publications in top journals, the department is active and visible in the Memphis community and the academic discipline. We are also committed to providing the most relevant materials in the discipline and continually evaluate our programs to ensure that they reflect the most current thinking in the business world. Our highly distinguished Departmental Advisory Board, led by newly elected chair Elizabeth Olim, President of Olim International, continues to play a key role in departmental curriculum matters in both marketing and supply chain management.

Our department is completing its roll-out of online courses in support of the online Marketing Management Major. As of this fall, students will be able to complete the full major online. Realizing that many students still prefer the classroom setting, the department remains dedicated to continuing its quality instruction on-ground, as well as on-line. Our next move is to take the Supply Chain Management Major fully online as well.

Our highly active Supply Chain
Management Student Association (SCMSA)
continually reaches out to companies
around the Memphis area to make
connections and provide students with
insight into careers in logistics/supply chain
management. The year began with the
election of new officers: Anthony Jordan,
President; Allen Marter, Vice President;
Dennis Kouch, Secretary; Anthony Lipford,
Information Technology; Jon Bienz, Finance;
and Creighton Douglas, Public Relations.
In addition, guest speaker, Jade Manning,

HR Representative from Exel Inc. provided insight into Exel's practices, offered advice for interview techniques, and shared internship opportunities. She also brought additional guests to give the students additional insight into the field of supply chain management. SCMSA also has events planned with Cummins Inc.

Several of our doctoral students are busily involved with research, dissertations, interviewing and moving on to their first positions. Placements include Fordham University, East Carolina University and Texas A&M-Kingsville. At the same time, they are active in many research projects with several papers published or accepted, including one in the prestigious Journal of the Academy of Marketing Science. Faculty members have also been busy publishing even as they spend considerable time in developing their online courses. And the department is particularly proud of Dr. Emin Babakus who, as you can read about later in the magazine, was selected as one of the recipients of the 2011 Alumni Association Distinguished Teaching Award.

Professor Marla Stafford, Chair mstaffrd@memphis.edu

Did you know? Alumni giving is universally regarded as the best way to measure alumni satisfaction with their alma mater and a high alumni participation rate for the U of M carries weight in U.S. News & World Report's America's Best Colleges ranking. Any gift is appreciated and counts toward the alumni giving participation rate in U.S. News & World Report. Make a gift online now at www.memphis.edu/giving or return the envelope enclosed in this magazine.

#### **ALUMNI NEWS**

## 18TH ANNUAL ALUMNI DAY LUNCHEON

The FCBE Alumni Chapter's 18th Annual Alumni Luncheon brought together hundreds of our alumni, friends, faculty, and staff. Keynote speaker, Anita Vaughn, a lifetime member of the alumni association and CEO of Baptist Memorial Hospital for Women, opened with an update on health care reform and closed with a recruitment campaign. "What we need are more dreamers and thinkers and doers who are true blue," Vaughn said. "Send 'em on."

The year's honorees included Outstanding Alumnus of the Year George Johnson, President of BJB Administrative Services, an asset management and accounting services firm. Prior to founding BJB, among other things, he served as the Vice President of Care Inns, Inc., a locally owned entity that owned and operated nursing home facilities. He is currently an Ambassador of the U of M Athletic Department and a Life Member of the Alumni Association. "Being so recognized by the College, at the time that so many great programs are developing within the College by its fine administration, is very gratifying and I am so happy to be a small part in contributing to some of these valuable initiatives being undertaken" said Johnson.

The Outstanding Young Alumnus is Andrew Bailey, marketing specialist adviser at FedEx who manages the interactive/email platform for the FedEx enterprise. Under his leadership, FedEx has recently completed a global integration of all its email operations allowing for more targeted campaigns. Former SGA President, Mr. U of M and Greek Man of the Year, Bailey is a Life Member of the Alumni Association, President of the Luther C. McClellan Alumni Chapter, serves on the LEAD Advisory Board, and is committee chair of the EMBA Alumni Council.



FedEx Senior Marketing Vice President Laurie Tucker congratulates Outstanding Young Alumnus Andrew Bailey.



Distinguished Friend of the College Harry Smith and his wife Beth.

#### **ALUMNI NEWS**



J. Austin Baker II was named Entrepreneur of the Year.



Outstanding Alumnus of the Year George Johnson.

J. Austin Baker III was named Entrepreneur of the Year. Baker founded EServ, an employee benefits firm, while in college. In 2007, EServ won "Small Business of the Year" at the annual Small Business Chamber awards. His latest venture, HRO Partners, a human resource outsourcing company, is set to launch soon and will offer HR resources to small and midmarket companies. Baker is the incoming President of the Memphis Chapter of the Society for Human Resource Management, a Life Member of the Alumni Association, a Society of the Shield member and was a Top40Under40 Award Recipient in 2009.

The Distinguished Friend of the College is Harry Smith, an Executive-in-Residence at the FCBE. Between 1980-2005 he was the Chairman and CEO of Schilling Companies, Inc., a firm that owned and operated several companies including automobile dealerships, real estate firms, and trucking companies. Smith was also a partner in a Public Accounting firm and sits on several for-profit and not for-profit boards. Smith commented, "I am thankful to have the opportunity to serve on the U of M BOV/ Foundation and on the advisory executive committee of the FCBE. I am thankful for the privilege of working with Dean Grover, his staff, and faculty as an Executive-in-Residence and to be a part of the ethics initiative."

The FCBE Alumni Chapter would like to thank everyone involved for putting on a wonderful Alumni Day Luncheon. If you are a University of Memphis graduate, a former or current student, a friend, or a loyal Tiger fan, then you, your friends and your family are welcome to join the University of Memphis Alumni Association.

For more information, please go to *www. memphis.edu/alumni/joinnow/* or call 901-678-2586.

#### **FCBE AWARDS**

#### **FCBE'S AWARD WINNERS**

Once again, this has been a year when several of our faculty have received recognition for their scholarship, teaching, and service. Professor Julie Heath's award as the 2010 Carnegie Foundation for the Advancement of Teaching Tennessee Professor of the Year has been highlighted elsewhere in the Focus. In this section, we acknowledge several of our other award recipients.



Marla Stafford
Receives First
Tennessee
Professorship
Marla Stafford, Chair
of the Department of
Marketing & Supply

Chain Management has been awarded a First Tennessee Professorship, one of the University of Memphis' leading scholarly awards. The First Tennessee Professorships were established early in 2005 as part of a partnership between the First Tennessee Foundation and the U of M to help the University recruit and retain outstanding faculty and to support economic and financial literacy programs. Marla is just concluding her term as the editor of the *Journal of Advertising*, which is a highly respected scholarly journal. She continues to serve on a number of editorial review boards and actively represents the institution at major conferences. She continues to publish even under her current heavy workload as department chair and editor, and has consistently been seen as one of the most inspiring teachers in the College.



Emin Babakus
Receives
Distinguished
Teaching Award
Professor Emin Babakus,
Professor of Marketing
in the Department of

Marketing and Supply Chain Management, has been announced as a 2011 University of Memphis' Distinguished Teaching Award recipient. This is outstanding recognition for a gifted instructor, whose student evaluations consistently highlight him as an excellent teacher. Department Chair Marla Stafford commented, "His high evaluations are particularly noteworthy given that Dr. Babakus teaches some of the more difficult, quantitative marketing classes that are often feared by the students...Moreover, despite the challenging nature of these courses, his students complete the classes with considerable enthusiasm and knowledge, along with a new appreciation for marketing research and the value of statistics." Dr. Babakus joins a long line of winners of the DTA from the FCBE, including Julie Heath in 2010.



Charlene Spiceland
Wins Briggs
Teaching Award
Charlene Spiceland,
instructor in the School
of Accountancy, has
won a Thomas W.

Briggs Foundation Excellence in Teaching Award. This is a highly prestigious award that was established by the Thomas W. Briggs Foundation to recognize outstanding educators for their positive impact on undergraduate teaching. In supporting Charlene's application, Director of the School of Accountancy Professor Carolyn Callahan stated, "Charlene has a natural gift for teaching based on her innate compassion for her students, her willingness to meet students' needs and

her focus on excellence in class room delivery. On the personal side, she is a very supportive colleague with a great sense of humor, a team player with a strong work ethic. Her optimism and positive attitude is contagious in the School of Accountancy." As an outstanding teacher, Charlene's recognition is very well deserved, and, following Irv Tankersley's success, is the second Briggs award to come to the School of Accountancy in two years.

## 2010-2011 SUZANNE DOWNS PALMER PROFESSORSHIP AWARDS

The Suzanne Downs Palmer Professorship Awards Program was established in 2003 by alumnus Dan Palmer in appreciation to his U of M education in the business school and in memory of his wife, Suzanne. The purpose of the Palmer Awards is to recognize outstanding individual faculty contributions to achieving the mission of the Fogelman College of Business & Economics. Awards can be given in three categories: Teaching, Research, and Service.

This year's winners were recommended by a selection committee of nine previous Palmer Award winners.

Each recipient received a recognition plaque and a cash award of \$10,000.



Research Category

– Dr. Robin S.

Poston, Associate

Professor of

Management

Information

Systems

Dr. Robin Poston has been acknowledged by her colleagues as an outstanding researcher, with the Palmer Committee noting her "sustained and exemplary research/scholarship" over the last three years. This has resulted in two papers in A+-ranked journals, one paper in an A-ranked journal and six papers in B-ranked journals, and twelve conference papers. In 2007, Robin was a finalist for Management Information Systems Quarterly Reviewer of the Year (an A+ journal), is associate editor at two leading MIS conferences, and sits on the editorial/advisory boards for three leading journals: *Decision Sciences Journal* (A+), *Journal of Database Management* (A), and *Journal of Organizational and End User Computing* (B).



Service Category

– John M. Malloy,
Professor of
Taxation
In the service category,
the Palmer Committee
recognized Professor

John Malloy for his outstanding and consistent service to the university, the accounting discipline, and the community. John was Acting Director of the School of Accountancy in 2008, a period when he also developed the curriculum of the MBA concentration in entrepreneurship. John has served as a judge for the Memphis Business Journal Small Business Awards for the last six years and as an advisor for Beta Alpha Psi for seven years. He has spent most Saturdays during the tax season for the last eight years as VITA coordinator in which he supervises free preparation of tax returns for low income taxpayers. John is an active member of the Memphis Rotary Club, serving on several committees, is President of the Memphis Chapter of Beta Gamma Sigma, has served as a member and Chair of various University, College, and School committees and is also a member of the Tennessee Tax Structure Committee. He has also directed the University's Small Business Development Center. John was also recognized by the University of Memphis' Golden Key Chapter as an Honorary Member in 2008.



Teaching Category

– Dr. Julia A.

Heath, Professor
of Economics
In addition to her
Carnegie Award, Julie
Heath has also been

recognized as one of the most outstanding teachers in the FCBE. The quality of her teaching has been recognized by her consistently excellent student evaluations (SIRS and SETE) across a wide variety of courses, from undergraduate to doctoral courses. Julie is regularly described as intelligent, passionate, organized, caring, and patient. It is not at all uncommon for students to describe her as "the best professor I've ever had." Notably, Julie's work transcends the College and even the campus: through workshops, Dr. Heath has trained more than 8,000 West Tennessee teachers, from grades K-12, on how to integrate economic and financial literacy into their classes. She has also been recognized nationally with an invitation to serve as one of five economists nationwide on the National Assessment of Education Progress committee on economics. Not surprisingly, Julie has received numerous teaching awards, including the Alumni Association's Distinguished Teaching Award, The Thomas W. Briggs Foundation Excellence in Teaching Award, The University Honors Teacher of the Year Award, and the Elzinga Award, the economic discipline's highest recognition of teaching excellence.

To receive the Fogelman Flash, our e-newsletter, please send your e-mail address to:

fcbealumni@memphis.edu



#### 2010-2011 FCBE BEST PAPER AWARDS

Each year, the FCBE recognizes outstanding faculty research papers with its 'Best Paper Awards'. In addition to a plaque, first place winners receive \$500, while runners-up receive \$250. Award winners for 2010-2011 are as follows:

#### Empirical Category:

1st Place, Alexander Butler, Larry Fauver, and Sandra Mortal, FIR.

"Corruption, Political Connections and Municipal Finance," *Review of Financial Studies*, Vol. 22, Issue 7, 2009, 2673-2705.

2nd Place, Kent D. Miller, FRANCES FABIAN, MGMT, and Shu-Jou Lin.

"Strategies for Online Communities," Strategic Management Journal, Vol. 30, Issue 3, 2009, 305-322.

#### Conceptual/Theoretical Category:

## 1st Place, BRIAN JANZ, MIS, and Pattarawan Prasarnphanich.

"Freedom to Cooperate: Gaining Clarity Into Knowledge Integration in Information Systems Development Teams," *IEEE's Transactions on Engineering Management*, Vol. 56, Issue 4, 2009, 621-635.

2nd Place, Robin Poston, MIS, William J. Kettinger, and JUDY SIMON, MIS

"Managing The Vendor Set: Achieving Best Pricing and Quality Service in IT Outsourcing," MIS Quarterly Executive, 8(2), June 2009, 1-14.

#### **NEW FACULTY AND PROMOTION**

#### New Appointment: Dr. Shana (Hyun A) Hong, School of Accountancy

Shana (Hyun A) Hong joined the School of Accountancy faculty in fall 2010 to teach financial accounting. Shana received her M.S. in statistics from Stanford University, and her Ph.D. in accounting from the University of Southern California in May 2010. She is interested in financial and international empirical economics-based research in accounting and finance. Her dissertation, "Does Mandatory Adoption of IFRS Decrease the Voting Premium for Dual-Class Shares?" investigates whether the IFRS mandate benefits minority shareholders by providing a monitoring mechanism of controlling parties' diversionary behavior. Shana has also been highly productive in generating research papers while earning her Ph.D. at the University of Southern California. One of these papers has been nominated as one of the top 10 downloaded papers in several sections of the Social Science Research Network (SSRN).

## New Appointment: Dr. Janet L. Souza, School of Accountancy

Janet L. Souza joined the School of Accountancy faculty in fall 2010 to teach in the auditing area. Janet (JL) received her Ph.D. from The Pennsylvania State University, 2010. She has an MBA from Babson College (Boston). Her dissertation research work, "Differences in Selection and Manipulation of Alternate Loan Performance Pricing Measures," bridges both the finance and accounting literatures and draws upon her strong intuitional industry knowledge. Unlike in previous earnings management studies, this is a setting in which the manipulation has a direct effect on cash flows. JL has strong experience in external and internal auditing, including working

as an auditor for Arthur Andersen and as a Senior Internal Auditor at the Bank of Stockton in California. While completing her degree, based on her expertise in the banking industry, Janet also has generated major research papers that examine risk and cost issues associated with loan pricing.

#### Steven C. Bourassa

Steven C. Bourassa is the Martha and Robert Fogelman Family Chair of Excellence in Sustainable Real Estate in the Fogelman College of Business & Economics at the University of Memphis. Prior to joining the faculty at the University of Memphis, he was the KHC Real Estate Research Professor at the University of Louisville, where he worked for 12 years. Prior to that, he was professor and head of the Department of Property at the University of Auckland, New Zealand. He also served on the faculties of the University of Sydney and the Australian National University. His first teaching position was in the city and regional planning program at Memphis State University in the late 1980s.

His research focuses on urban housing and land markets and policy. Dr. Bourassa is the co-editor, with Yu-Hung Hong, of Leasing Public Land: Policy Debates and *International Experiences*, published by the Lincoln Institute of Land Policy in 2003. His research has explored home ownership rates in the United States and other countries, the use of community land trusts to provide affordable housing, methods for constructing house price indexes, and land taxation as an economic development tool. His interests in sustainable real estate range from measuring the costs and benefits of environmentally sensitive real estate development to finding ways to make housing and commercial real estate more stable forms of investment.

Dr. Bourassa is on the editorial boards of the *Journal of Sustainable Real Estate*, Journal of Housing Research, Journal of Property Research, Journal of Real Estate Research, International Real Estate Review, and Journal of European Real Estate Research. He is treasurer of the International Real Estate Society and associate executive director of the American Real Estate Society. He holds bachelors and master's degrees from the University of Delaware and Temple University, respectively, and a Ph.D. from the University of Pennsylvania, where he studied city planning, real estate, and regional science.

#### Promotion to Professor: Dr. David Allen, Department of Management

Dr. David G. Allen (Ph.D. Georgia State University) has been promoted to Full Professor. His primary research interests include the flow of people into and out of organizations, and his research on these topics has been published in Academy of Management Journal, Journal of Applied Psychology, Journal of Management, Journal of Organizational Behavior, Organizational Research Methods, and other outlets. Dr. Allen is a three-time recipient of a Suzanne Downs Palmer Professorship award for research, and in 2008 was awarded a First Tennessee Professorship. He teaches undergraduate and graduate courses in human resource management and research methods, and has worked with organizations such as ALSAC-St. Jude, Campbell Clinic, Georgia Department of Family and Children Services, First Tennessee, Harrah's Entertainment, and the U.S. Navy. He was awarded the 2008 HR Excellence Award by the Tennessee State SHRM Council and named to the Memphis Business Journal 2008 Top 40 Under 40. Allen serves as Associate Editor for Human Resource Management Review and is on the editorial board of Academy of Management Journal, Journal of Management, Personnel Psychology, and Human Resource Management. He is 2010 Past President of SHRM-Memphis, and was recently elected to the Division Chair Track for the HR Division of the Academy of Management.

## Promotion to Associate Professor with Tenure: Dr. George Deitz

George Deitz has been granted tenure and promoted to Associate Professor in the Department of Marketing & Supply Chain Management. George received his Ph.D. in Marketing from The University of Alabama in 2005. His research interests include channels management, dynamic capabilities theory, and multilevel structural equation modeling. His work has been featured in various scholarly journals and conferences including: Industrial Marketing Management, Journal of Business Venturing, and the Journal of Public Policy & Marketing.

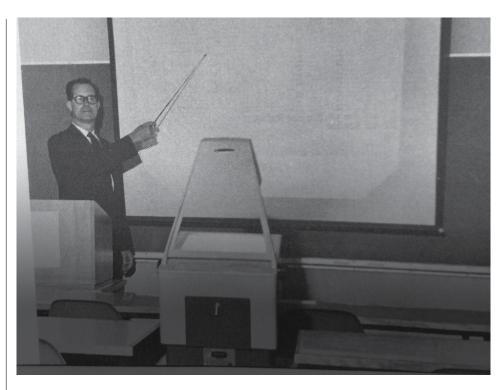
#### Promotion to Associate Professor with Tenure: Dr. Sandra Mortal

Sandra Mortal has been granted tenure and promoted to Associate Professor in the Department of Finance, Insurance and Real Estate. Sandra joined the University of Memphis in 2008 as an Assistant Professor of finance. Before joining University of Memphis, Sandra taught finance at various universities. She regularly publishes her work in leading professional journals and is currently on leave at the U. S. Securities and Exchange Commission.

Read past issues of Fogelman Focus and Fogelman Flash, our e-newsletter, on our home page at:

www.memphis.edu/fcbe





Professor Emeritus Jesse W. Spiceland taught at the University of Memphis for more than 40 years.

#### **SPOTLIGHT ON GIVING**

Donors are the lifeblood of Fogelman College. Without the generous support of alumni and the Greater Memphis business community, the College would not be able to grow and move forward with initiatives, such as Fogelman Promise or the proposed second phase of development, that are putting us on par with the top business schools in the country. Even more importantly, without donor support, fewer students would be able to take advantage of these initiatives.

Here, we spotlight two donors whose gifts have made a major difference in the life of the FCBE and our students.

#### Spiceland Family Endows Accountancy Fund

The family of Professor Emeritus Jesse W. Spiceland has made a generous gift to create the Professor Jesse W. Spiceland Endowed Graduate Scholarship for the School of Accountancy. The endowed

fund will be awarded to a first year graduate student enrolled in the School of Accountancy masters program.

Professor Jesse Spiceland taught at the University for more than 40 years. During his tenure, he taught every accounting course in the curriculum, as well as several courses in other College departments. Through the years, he served not only as Department Chair, but as a member of virtually every College and University committee. In addition to his job as a professor, he was the owner and operator of Maywood Pool, a beach and recreation park in Olive Branch, Miss.

Professor Spiceland passed down his passion for the University of Memphis to his family. Professor David Spiceland, son of Jesse Spiceland, has taught in the School of Accountancy for the past 29 years. David's wife, Charlene (M.Ed '86 and M.S. '00), serves as an instructor in the same School. Carol Warren (BBA '75), a daughter of Professor Jesse Spiceland, is the University

#### **SPOTLIGHT ON GIVING**

Bursar. Professor Spiceland also has a granddaughter (Jessica) and a son-in-law (Ron) who have earned accounting degrees from the University of Memphis. Daughters Susan and Kathy somehow eluded the lure of accounting.

"Dad has been a positive influence on the lives and careers of so many students,"
David Spiceland says. "With the creation of the Professor Jesse W. Spiceland Endowed Graduate Scholarship, his influence will continue on in perpetuity for future accounting students." Granddaughter Laura Rach proudly adds: "What a perfect tribute to a man who has championed our family's education and taught and influenced so many throughout the community."

The Fogelman College and the University of Memphis would like to thank the Spiceland family for its generous gift. If you would like to make a donation to the Professor Jesse W. Spiceland Endowed Scholarship, please contact E. Kenneth Siegfried, Director of Development, at 901-678-3068 or *k.siegfried@memphis.edu*.

#### Donor Wei Chen to Make Roundthe-World Flight

University of Memphis alumnus and local businessman Wei Chen (IMBA '98) first made headlines for the FCBE in 2008 when his generous commitment to the College gave rise to the Sunshine Enterprise Scholars Fund. The fund provides scholarships for International Masters of Business Administration (IMBA) students in the College.

Now Chen – founder of Memphis-based Sunshine Enterprises Inc., an international manufacturing and distribution firm – is placing his alma mater in the spotlight once again. On May 22, Chen embarked on a 70day flight around the world; he will become the first Chinese citizen to complete this



Donor Wei Chen is planning to make history.

goal. Called Hope Flight, the trip is designed to celebrate the first 100 years of flight, introduce Memphis and the University to 1.3 billion Chinese citizens and, most importantly, raise funds and awareness for the children of St. Jude Children's Research Hospital. "I think (St. Jude) is a great asset for Memphis, and what it does for children is incredible," Chen says. "I think this is an opportunity to raise awareness for St. Jude in the Chinese community and around the world."

Chen is seeking to raise \$250,000 for St. Jude through the expedition. In addition to the fundraising aspect of his trip, Chen hopes to build recognition for his city and his beloved alma mater. "I'm a by-product of Memphis," he says. "I came to Memphis for my education at Fogelman and I got a scholarship. My wife got a scholarship at the engineering school. Without those scholarships, I don't think we'd have ever met. What Memphis and the school did for us was not just generous, but life-changing."

Chen came to the United States in 1996 to earn a graduate degree. His company, Sunshine Enterprises, has two manufacturing facilities in China, a main office and distribution facility in Memphis and branch offices in Los Angeles, Houston, Atlanta and New York. It has been named as one of the fastest growing companies in the U.S. by *Inc. Magazine*. In 2007, Chen was named as *Memphis Business Journal*'s Executive of the Year and in 2009, he was named Entrepreneur of Year by Fogelman College.

Chen will pilot private jets and cover all flight expenses for his round-the-world trip, which he says is every pilot's dream.

"It's a once-in-a-lifetime opportunity," he says.

For more information about Chen's Earthrounding mission and a send-off fundraising event set for May 21, please visit www.stjude.org/weichen.

Story by Stacey Wiedower

#### **GIVING STUDENTS THE SKILLS TO SUCCEED**

The Student Professional Development Endowed Fund, established by George T. Johnson (BBA '70) and Betty Johnson (M.Ed '75), supports initiatives created to advance the professional development of FCBE students. One of these initiatives is Fogelman Promise, a seven-prong initiative that aims to prepare students for life after college and help them thrive in the business world.

Fogelman Promise goes beyond the classroom to train students in areas such as business etiquette, professionalism, fitness and ethics. From a firm handshake to a confident tone, students who complete the Promise program will enter the workforce with the skills they need to become valuable employees and responsible citizens.

As an alum, your dollars can make a real difference to the success of this initiative and programs like it. Supporting Student Professional Development strengthens the community, improves the College's reputation and ultimately increases the value of your degree.

For more information about the Fogelman Promise or the Student Professional Development Fund, please contact Ziggy Siegfried at 901/678-3068 or *ksiegfrd@memphis.edu*. You can make a gift to the Fogelman College by using the enclosed envelope, or by visiting *www.memphis.edu/giving*.

# The Fogelman College of Business and Economics Alumni Chapter is accepting applications for new board members!

The Fogelman College of Business and Economics strives to reconnect U of M graduates back to the University by planning and implementing various activities throughout the year, including ...

- The Annual FCBE Golf Tournament, a fundraiser for our Building Renovation Fund, and
- Alumni Day, where we honor distinguished Fogelman College graduates and Friends of the College.

If you are an alumni of the University of Memphis Fogelman College of Business and Economics and are interested in serving on the board of the FBCE Alumni Chapter, please contact Alumni Coordinator

Shannon Miller at semiller@memphis.edu or 901/678-3043



Fogelman College of Business & Economics

## **HONOR ROLL OF DONORS**

## These individuals are gratefully acknowledged for their generous donations to the Fogelman College of Business & Economics during the past year.

Abbott Laboratories Fund

Mr. James D. Abell

Mr. James E. Abernathy

Mr. Robert T. Abernathy III

Mr. and Mrs. T. Robert Abney

Mr. Ralph L. Achelpohl Jr.

Ms. Valerie L. Adair

Mr. Ben C. Adams Jr.

Mr. and Mrs. James W. Adams Jr.

Ms. Mary F. Adams

Ms. Tena A. Adams

Mr. Timothy R. Adams

Mr. Waymon E. Ahart

Ms. Cheryl P. Ajamu

Mr. Bashar N. Akil

Mr. William F. Akin

Ms. Nancy H. Albonetti

Ms. Jill E. Albright

Mr. J. Alec Alexander

Mr. and Mrs. John L Alexander

Ms. Pamela A. Alexander

Mr. Fred V. Alias

Mr. Justin R Allen

Mr. Lawrence E. Allen Jr.

Ms. Suzanne S. Allen

Ms. Troquiena R. Allen

Allyson Hodge Foundation

Mr. Edward J. Alrutz

Mr. G Robert Alsobrook Jr.

and Mrs. Jessica P Alsobrook

Mr. and Mrs. Dorian P. Amido

John M. Amis

Mr. Alan S. Anderson

Ms. Guiomar A. Anderson

Mr. Marlin H Anderson

Mr. and Mrs. Scott M. Andrews

Answering Advantage LLC

Mr. and Mrs. Kevin P. Argo

Ms. Vickie S. Armour

Mr. Russell L. Artz

Ms. Suzanne D. Austin

Mr. Jonathan G. Autrey

Mr. and Mrs. Howard D.

Averyhart Sr.

Mr. and Mrs. Scott P. Ayers

Dr. and Mrs. Emin Babakus

Mr. Philip D. Babin

Ms. Gail W. Badenhop

Ms. Brenda P. Bailey

Dr. Charles D. Bailey

Mr. Christopher Bailey

Ms. Teresa J. W. Bailey

Bill and Sandra Bailey

Mr. Robert F. Baird

Baird Realty Company

Mr. F Neil Baker

Ms. Shadonna B. Lee

Baker Donelson Bearman Caldwell

Berkowitz PC

Dr. Martha B. Balachandran

Mr. Uriel Balanson

Mr. and Mrs. Lynn H. Ballinger

Ms. Carol A. Stevens

Mr. Dexter D. Banks

Mr. James W. Banning

Baptist Memorial Health Care

Ms. Carol R. Barbour

Ms. Beth A Barnes

Mr. Glenn D. Barnes

Mr. Gregory E. Barnes

Ms. Linda A. Barnes

Mr. and Mrs. Victor A Barnett

Mr. Jared K Barney

Mr. Matthew S. Barry

Christopher G. and

Dawn W. Barta

Ms. Lynn B. Barton

Ms. Rebecca B. Beal

Beale Street Merchants Association

Mr. and Mrs. Kenneth M. Bearden

Dr. and Mrs. Daniel S. Beasley

Ms. Meriwether R. Beck

Ms. Lee Ann Beckwith

**Bedson Corporation** 

Brasfield Business Resources Mr. Raza Beg Ms. Sandra W. Butler Ms. Patricia G. Belew Ms. Nancy C. Brassfield C. Howard Davis Appraisals Ms. Janette E. Wenger Mr. and Mrs. Steven K. Braun Ms. Nancy Cackler Mr. and Mrs. C. Lamar Bell Mr. Thomas E Breen Jr Mr. Jeffrey H. Cagle Ms. Margaret A. Bell Mr. G. Olan Brevard Ms. Mary L. Caldwell Mr. Walter J. Bell Ms. Frances Y. Graham Mr. Paul E. Cameron Mr. Richard T. Bellchamber Dr. Eric T. Brey Ms. Mary Ann M. Camp Dr. and Mrs. D. Joseph Bellott Jr. Ms. Margaret T. Briceno Mr. Aaron Campbell Jr. Ms. Carole M Belton Terry and Becki Brimhall Mr. Robert W. Canfield Jr. Mr. and Mrs. Bradford Benham Ms. April D. Britt and Mr. Bradley T. Britt Cannon Wright Blount Ms. Albertina M. Brooks J. D. Benitone MD Mr. Jack L. Cantrell Jr. Mr. Todd B. Benitone Ms. Deena Y. Brooks Mr. and Mrs. Richard W. Capon Ms. Diane Benson Mr. and Mrs. Thomas J. Capon Dr. and Mrs. Lloyd D. Brooks Ms. Linda B. Benton Mr. Phillip G. Brooks Mr. and Mrs. Thomas J Carr Jr Ms. Christina J. Berg Mr. Ronnie G. Brooks Jr. Ms. Nila Carrington Mr. Albert R. Biggs Ms. Sandra W. Brooks Ms. Allyson S. Carroll Mr. Lodie V Biggs III Ms. Patricia H. Brotherton Mr. Phillip J Carroll Ms. Sondra Noffel Biggs Ms. Chiquita R. Brown Ms. Maria Carter Mr. Richard H. Billings Mr. Randall H. Brown Mr. Richard H. Carter Ms. Amanda G Bishop Mr. Richard Brown Mr. Stephen D. Carter Mr. Charles D. Biter Mr. Benjamin C. Bryant Jr. Mr. G. Paul Castleberry Mr. Bill W. Blackburn Mr. Kevin D. Bryant CB Richard Ellis Memphis Mr. Raymond W. Blackson Center City Commission Mr. Paul E. Bryant Jr. Mr. Bruce O. Blair Lt. Col. Joseph M. Buchwald Mr. Kevin Chadwell Mr. Charles R. Blancett Ms. Phylis A. Buck Mr. Jeffrey D. Chambers Mr. Brett G. Buehrer Mr. L. Dwain Chambers Mr. Thomas Bledsoe Mr. Harlan B. Blount Mr. Samuel E. Chambers Ms. Jack P. Bugbee Mr. Keith O. Bolden Ms. Leesa T. Chambliss Larry and Angela Bunch Mr. Scott P. Bollinger Mr. James W. Burch Mr. and Mrs. Joe L. Chaney Mr. Ronald G. Burleson Mr. H. Eric Bolton Jr. Cyril and Alice Chang Mr. and Mrs. John O'Neill Bomer IV Ms. Dana C. Burns Ms. Michelle R. Charbonnet Dr. and Mrs. Roland J. Bondani Ms. Debra S. Burns LTC Donald J. Chase USAF (Ret) Mr. Michael R. Bookhout Mr. Tommy G. Burns Dr. Jiun-Shiu Chen Ms. Kim Kraker Boone Ms. Sherry G. Burrage and Mr. Wei W. Chen and Dr. Zhaohui Xu Mr. and Mrs. Claude D. Bowers Mr. John M. Burrage Mr. Michael W. Cherry Mr. and Mrs. Preston D. Boyd Mr. and Mrs. Billy W. Burrough Mr. Randall K. Cherry Mr. Charles R. Bush Mr. John E. Childers Sam Boyster Ms. Kay M. Brackley **Business Enhancement** Ms. Barbara J. Childress Ms. Naomi G. Bradshaw Associates LLC Mr. Bill R. Chism

Ms. Amy Doran Butler

Mr. Michael A. Brandon

Mr. and Mrs. George B Chism

Choice Hotels International Ms. Addie M. Conard Mr. Tien Dang Foundation Mr. Robert B. Condo Mr. N. Jerry Daniel Mr. Sandeep G. Choudary Mr. Dudley W. Condron Mr. Scott E. Daniel Christy Adams Revocable Trust Ms. Sue Conklin Darden Restaurants Foundation Ms. Kimberly A. Claar Dr. Deondra S. Conner Ms. Robbye K. Davenport Anonymous Donor CFMA Memphis Chapter Ms. Alfreda S. Davis Mr. and Mrs. W. Michael Conway Jr. Ms. Virginia C. Clardy Mr. C. Howard Davis Ir. Ms. Evalynn K. Clark Ms. Ramona D. Conwell Mr. and Mrs. Fred L. Davis Ms. Sandra S. Clark Mr. and Mrs. James H. Cook Jr. Ms. Mary Ann D. Ward Mr. Thomas W. Clarke Ms. Lisa M. Cook Mr. Stanley W. Davis Mr. and Mrs. E. David Coombs Jr. Drs. Novella and Tom Clevenger Mr. and Mrs. Steven V. Davis Mr. Brian P. Clifford Ms. Diane F. Coons Mr. Wheatley J. Davis Jr. Ms. Carla S. Clifft Mr. Joseph R. Dawson III Mr. Dennis G. Cooper Ms. Amy M. Clunan Ms. Ricquetta V. Cooper Mr. Walter L. Day Mr. Robert F. Cooper Mr. Kevin Michael Clynes DDMs Operations Llc Mr. Bradley B. Cobb Ms. Talibah Corks Mr. and Mrs. Victor L. DeBacco Mr. Edward L. Cobb Deloitte Foundation Council of Supply Chain Management Ms. Mykila Cobb **Professionals** Mr. Edward Dempsey Mr. Robert C. Cobb Mr. and Mrs. H. Wayne Cox Mr. R. Douglas Dempsey Coca-Cola Foundation Incorporated Mr. Joe H. Cox Mr. George S. Dendrinos Ms. Debra A. Mullikin Mr. Larry D. Cox Dr. Shifei C. Deng Mr. J. Thomas Coe Mr. Preston G. Cox Mr. Daniel M. Dent Mr. Daniel J. Cohen Mr. and Mrs. Robert E. Craft William and Madonna Bond Mr. Lee T Colbert Ms. Carolyn P. Crain Mr. Tvler H. DeWitt Ms. Amelia B. Cole Mr. and Mrs. S. Lawson Crain Mr. and Mrs. Lester K. Diamond Dr. Barbara C. Cole Dr. and Mrs. William R. Crandall Ms. Alysia Diaz Ms. Viola O. Cole Pam and Jim Crawford Mr. Derrick Diaz Ms. Bonnie R. Coleman Ms. Mary L. Crawford Ms. Mary E. Dickerson Mr. and Mrs. Richard D. Coleman Mr. Stephen C. Crawford Mr. James R. Dickey Mr. Kelsey D. Collier Ms. Nekenge D. Crayton Sheila and Buddy Dietz Mr. Matthew T. Collier Mr. J. Bartley Creedon Dillard Lewis Revocable Living Mr. and Mrs. A. L. Collins Hilliard and Harriett Crews Trust Mr. Brett J. Collins Mr. and Mrs. David W. Crippen Mr. and Mrs. Robert G. Dingler Mr. and Mrs. Joseph L. Colllins Mr. Robert N. Crockett III Ms. Anna DiTulio Ms. Mary N. Pretti Crown Manufacturing Inc Mr. and Mrs. L. Spencer Dixon Jr. Mr. Robert E. and Mrs. Paula Collins Ms. Julia S. Crutchfield Mr. David F. Dodson Ms. Andrea L. Collins-Pierce Mr. John H. Curlin Mr. Kenneth G. Dodson Ms. Sally A. Colvin Mr. and Mrs. David M. D'Amore Ms. Debra R. Donner Mr. Prachak Comkornruecha Mr. Ronald W. Dampier Mr. Phillip J. Donovan III

Dr. V. Carol Danehower

Mr. Joe M. Dorris

Anonymous Donor

Mr. Robert F. Doss FedEx Services Mr. William R. Gatgens Mr. Jeffrey A. Droke Dr. Grant H. Fenner Pat and Leesa Gavin Mr. William C. Drummond Mr. Michael J. Ferraris General Mills Foundation D's Wrecker Service Fidelity Charitable Gift Fund Genesco Dr. Marie E. Dubke Ms. Nancy M. Filippelli Ms. Heather N. Gentry Ms. Sherry A. DuBose and First Alliance Bank Mr. Peter D. Gentry First Tennessee Bank Mr. J. Michael Murphy Mr. and Mrs. Ralph C. George Ms. Oxana Dudina First Tennessee Foundation Mr. John N. Giaroli Jr. Mr. Paul E. Duffee and Ms. Alissa A. Giaroli's Nursery and Landscaping First Tennessee Matching Gift Program Duffee Mr. William R. Fisher Mr. Nathan T. Gibbar Derek and Kristen Duncan Mr. and Mrs. Frank L. Flautt Jr. Mr. Eric Gibson Ms. Kimberly Dunn Mr. Michael W. Flippin Mr. Frank A. Gibson Anonymous Donor FM Global Foundation Mr. Neil J. Gibson Ms. Molly B. Dye Mr. and Mrs. Avron B. Fogelman Ms. Renee G. Gibson Martha and Robert F. Fogelman Mr. Karl J. Gieseler Mr. Bruce A. Dziedzic Mr. William A Eason Mr. and Mrs. Robert F. Fogelman, II Mr. William Gieselmann Rev. Mary Wall Edwards Mr. Harold Randall Forrester Mr. Robert I. Gildea Ir. Mr. and Mrs. Carl R. Elliott Ms. April V. Forte-Adaway Ms. Mary V. Gillispie Mr. and Mrs. James W. Elliott Ms. Grace Rawles Fountain Ms. Ifeoma Gilyard Mr. and Mrs. Conn Dewitt Ellis Col. Randall M. Fountain Ms. Debra Hall Gingery Eloise Kimmelman Foundation Mr. Gary L. Fox Mr. Gregory S. Ginn Mr. William R. Elrod Ms. Judy K. Fox Ms. Judith E. Gipson Ms. Helen S. Frank Mr. George A. Embry Mr. J. Waldon Gooch Ms. Heather M. Embry Mr. and Mrs. Gerald A. Fratini Ms. Louise C. Goodale Emerald I Inc. Ms. Caryle L. Fredericks Mr. Harold D. Goodman Mr. Robert S. Ennis Jr. Mr. John L. Freeman Ms. Sally M. Goodman Mr. Matthew L. Freeman Mr. Barry J. Enockson Nancy and Dan Goodwin Enterprise Logistics Incorporated Mr. Joseph A. French Ms. Devon L. Gosnell Ernst and Young LLP Mr. and Mrs. Clifford G. Frisby Ms. Sally M. Gossett Ms. Alyssa Espinoza Mr. and Mrs. Jonathan E. Frisch Mr. Raymond J. Grady Mr. Bethel J. Fuller Jr. Ms. Janet Thorpe Estey Mr. Mickey G. Granger Mr. John T. Evans Mr. William E. Fulton Ms. Michelle G. Mundy Ms. Patricia H. Evans Mr. Marc A. Furmanski Mr. and Mrs. Michael C. Graves Dr. and Mrs. Richard D. Evans Mr. David T. Gadd Mr. John W. Gray Jr. Mr. Robert G. Evans Mr. Roy Andrew Gaia Jr. Ms. Mary F. Gray Mr. Stephen D. Evers Ms. Lillie A. Gaines Mr. Ralph E Gray Jr Mr. and Mrs. L. Allen Exelbierd Mr. Joe H. Gant Mr. William F. Gray Ms. Willie Mae Farris Mr. Terrance Garrett Mr. Bruce L. Green Mr. Brandon C. Feagans Ms. Catherine S. Garrison Mr. Yancey Green

Mr. David L. Garrison

FedEx Corporation

Mr. and Mrs. Steve A. Green

Ms. Jenny L. Bell-Gremillion Mr. Darrell S. Haskin HopeWorks Inc. Mr. Rocky A. Gresham Mr. Joseph H. Hauser Ms. Deborah K. Hopper Mr. Stephen E. Griffey Ms. Bernadette W. Hawkins Mr. Michael E. Hopper Ms. Becky Y. Hayes Mr. and Mrs. Fred D. Grinder Horne LLP Mr. C. Michael Grissom Mr. McKesson Haynes Jr. Ms. Lexine R. Horton Mr. Richard Allen Hearn Mr. Richard D. Groonwald Mr. Nara H. Houv Dr. Rajiv Grover Mr. Matthew Hedgepeth Ms. Joyce R. Howell Dr. Richard P. Heine Ms. Marla M. Grubbs Mr. Leslie W. Hoyle Ms. Jennifer N. Guenther Mr. and Mrs. Steven Heinsz Ms. Rashida D. Hoyle Dr. Nell S. Gullett Ms. Verlinda J. Henning Mr. and Mrs. Robert G. Hubbard Ms. Dorris Shelton Gulley Ms. Christine Hennum Mr. Jason M. Huckelberry Mr. John P. Gunckel Mr. William F. Hennum Mr. and Mrs. Thomas C. Huddleston Mr. Naveen K. Guniganti Herman Bensdorf II Residuary Trust Ms. Jacqueline S. Hadfield Mr. Julio C. Hernandez Jr. Mr. David T. Guyton Jr Ms. Bethany K. Huffman Mr. Douglas E. Gwin Jr. Mr. and Mrs. Robert F. Herrod Ms. Linda M. Hulsey Mr. Joe Hailey Mr. Kenneth J. Herron Ms. Helen Humber Mr. Reza Hakimian Ms. Valeria C. Hess Mr. Robert S. Humphreys Ms. Emily C. Hallum Ms. Alice H. Hill Ms. Kelley K. Hundt Ms. Diane B. Halperin Ms. Natalie Hill Mr. Syed S. Huq Helen and Charles Hamilton Mr. and Mrs. Stuart R. Hill Gen. Joseph E. Hurd Ms. Beth Hammond Ms. Tanya H. Hilliard Ms. June T. Hurt Ms. Flavia D. Hite Mr. J. Wade Hampton Dr. Fariz Huseynov Mr. Randall C. Hampton Mr. Herbert C. Hodovsky Ms. Michelle R. Hussey Mr. Samuel W. Hampton Mr. Walter F. Hoehn Fran and Magreger Hyde Ms. Suzan G. Hamric Mr. Gregory J. Hoffman Ms. Trina Brown Hyman Ms. Carole M. Hanson Mr. Cameron Hoffmeyer Mr. Roger D. Iles Ms. Debbie Hardman-Miller Mr. David C. Hogan Mr. Anthony E. Indriolo Mr. and Mrs. Marino C. Hardy Mr. Brent Hogue Mr. Phil Ingram Tre and Dawn Hargett Mr. Huey L. Holden Insurance Professionals of Memphis Mr. John T. Hargrave Mr. John R. Holden Interactive Solutions Incorporated Mr. and Mrs. Vernon O. Sneed Jr. Mr. Jon M. Harlan InterContinental Hotels Group Mr. and Mrs. David G. Harris Mr. and Mrs. Daniel R. Holland International Business Mr. David L. Harris Mr. Lannie B. Holland **Machines Corporation** Ms. Maggie L. Harris Mr. DonBurnell Holly International Gold and Silver Plate Soc Ms. Cheri A. Holmes Golden Corral Corporation Mr. Robert L. Harris Ms. Vicki C. Harris Ms. Elizabeth M. Norwood Mr. Andraveka K. Irbv Ms. Janet Harris-Smith Mr. and Mrs. Donald J. Israel Ms. Margo E. Holt

Ms. Amy G. Hood

Hope Christian Community

Foundation Incorporated

J R Hyde III Family Foundation

Mr. Arnold Jackson

Dr. Paula D. Engles

Mr. Michael W. Harwood

Ms. Theresa M. Hash

Mr. Correll R. Jackson Jr.	Mr. Dennis W. Johnston	Mr. and Mrs. Edward L. King
Mr. Darrell L. Jackson Jr.	Mr. Randy L. Johnston	Ms. Lolita M. King
Ms. Geneva C. Jackson	Mr. Brandon Jones	Ms. Patricia C. King
Mr. Harvey B. Jackson	Mr. and Mrs. Charles R. Jones	Mr. Raymond E. King III
Dr. Janice J. Jackson	Dr. and Mrs. Coy A. Jones	Mr. Brian P. Kinney
Dr. Leonard Jackson	Ms. Dorothy E. Jones	Mr. and Mrs. Jack T. Kinney
Mr. Robert H. Jackson	Mr. Eugene W. Jones	Mr. R. Michael Kiser
Dr. and Mrs. Wade M. Jackson	Mr. George R. Jones Jr.	Mr. Paul M. Klinck
Mrs. Angela R. Jackson Cook and	Ms. Jasmine Y. Jones	Mr. James F. Koch
Mr. Joseph S. Cook	Ms. Judy M. Jones	Mr. David R. Kopald
Mr. Paul F Jahaske	Mr. L. Epps Jones	Mr. S. L. Kopald Jr.
Dr. Pankaj K. Jain	Mr. Marcus L. Jones	Anonymous Donor
Mr. and Mrs. Thomas A. James	Ms. Necole A. Jones	KPMG Foundation
Dr. and Mrs. Brian D. Janz	Ms. Patsy L. Jones	Mr. Wes J. Kraker
Ms. Kimberley R. Jay	Ms. Tiffany C. Jones	Dr. Roberta H. Krapels
Mr. Joseph C. Jeans	Mr. William B. Jones Jr.	Scott W. Kunkel Ph.D.
Mr. Markell D. Jeffries	Ms. Jolene H. Jordan	Mr. and Mrs. Arthur L. Kuntzman Jr.
Ms. Jermia Jerdine	Mr. Justin Joy	Ms. Evelyn J. Kurtz
Jesse E. McGee MD PC	Mr. Brian A. Juengling	Mr. and Mrs. Kenneth H. Kyle
Ms. Betty W. Jewett	Mr. and Mrs. Mark J. Kaman	Col. Edward T. Ladd Sr.
Dr. Christine X. Jiang	Dr. Debjani Kanjilal	Mr. Edward T. Ladd
Mr. Rayford E. Johns Jr.	Mr. and Mrs. David M. Kaplan	Mr. Michael J. Lahaie
Mr. Anthony B. Johnson	Mr. Sidney E. Kaplan	Somnath and Susmita Lahiri
Mr. Blake Johnson	Ms. Alisa Kasich	Mr. Robert F. Landry
Ms. Cayla E. Cole	Ms. Deanna K. Kaufman	Mr. and Mrs. Steven W. Landwehr
Mr. C. Burch Johnson	Mr. Gerald S. Kaufman	Ms. Shirley H. Lane
Mr. and Mrs. George T. Johnson	Dr. Ben L. Kedia	Ms. Susan N. Lange
Mr. James R. Johnson	Mr. J. Michael Keenan	Dr. Craig J. Langstraat
Mr. James S. Johnson	Mr. James B. Kelley	Ms. Katherine G. Lannan
Ms. Karen S. Johnson	Mr. and Mrs. John C. Kelley Jr.	Mr. Anthony M. LaRocca
Ms. Kay C. Johnson	Ms. Lindsay M. Kelso	Ms. Laura A. Laufenberg
Mr. and Mrs. Jonathan M. Johnson	Ms. Heidi A. Kendall	Mr. Michael D. Law
Dr. and Mrs. Louis M. Johnson Jr.	Mr. Edwin J. Kennedy Jr	Mr. Kevin L. Lawrence
Mr. Marshall D. Johnson	Mr. Kelly G. Kennedy	Ms. Yen Le
Mr. Odell Johnson Jr.	Mr. Thomas G. Kennon III	Mr. and Mrs. David A Lea
Mr. Richard E. Johnson	Dr. William J. Kettinger	Ms. Debra A. Leaks
Mr. and Mrs. Theodore J. Johnson Jr.	Mr. and Mrs. Kendall M. Keuter	Mr. Gregory G. Leath
Johnson and Johnson	Dr. Joyce C. Kilpatrick	Ms. Sabrina Q. Leatherwood
Family of Companies	Mr. Kevin D. Kimery	Mr. Euntae T. Lee

Dr. and Mrs. Gary W Kimzey

Ms. Carol A. Johnson Bishop

Mr. Robert W. Lee

Mr. Timothy R. Lee Mr. and Mrs. Wallace C. Madewell Dr. Mark W. McCartney Mr. Brian F. Leith Ms. Mary D. Maduska Ms. Margie R. McClung Dr. and Mrs. Donald L. Lester Ms. Linda M. Makamson Mr. and Mrs. Guerry C. McComas Sr. Ms. Phyllis R. Levine Mr. and Mrs. John A. Mallon Mr. John J. McCommon Sr. Mr. Sidney B. Levine Mr. John A. Mallon Ms. Barbara S. McConville Levine and Poor Ms. Beverly M. Mankey Mr. Andrew McCoy Ms. Nancy K. Levinson Mr. Paul I. Manning Mr. Ronald E. McCrarey Ms. Gilda G. Lewis Dr. Phylis M. Mansfield Mr. and Mrs. Jeffery T. McCulley Mr. Harold Lewis Jr. Mr. Daniel F. Maples Ms. Karen McDaniel Mr. William C. Lewis McDonalds USA LLC Mr. Jonathan G. Maples Mr. John S. Lilak Mr. James R. Marineau Jr. Mr. John D. McDonnell Dr. Nancy B. Lillie Mr. Jonathan P. McGan Mariner Energy Inc Mr. Ronald L. Limberg Mary Lynn and Steve Marks Mr. and Mrs. James M McGarrity Mr. David Lindley Mr. Scott N. Markwell Mr. and Mrs. Michael S. McGee Mr. James F. Link Jr. Mr. and Mrs. Richard M. Marsh. Ms. Wilma M. McGee Mr. and Mrs. Samuel A. Marshall Ms. Dawn M. Lipscomb Dr. Thomas H. McInish Mr. Stephen C. Marshall Mr. Billy R. Little Ms. Marsha A. McKay Ms. Xiaoxiao Liu Mr. J. Kenneth (Chip) Marston Jr. Ms. Leah McKinley George R. Livermore III and Mr. Joseph A. Martello Jr. Mr. and Mrs. Mark McLeod Susan Spiceland Livermore Martha and Robert Fogelman Family Mr. Kenneth A. McMahon Mr. Bruce A. Livesay Foundation Ms. Karen P. McWilliams Mr. Robert S. Loeb Jr. Mr. and Mrs. Jim I. Martin Ms. Julie K. Meadows Lofton-Wells LLC Dr. David F. Martin Ms. Susan Killen Mealer Dr. Laddie B. Logan Mr. Frank L. Martin Medtronic Foundation Mr. Gordon A. Lohnes Jr. Ms. Linda H. Martin Meeks Financial Group LLC Dennis and Kathie Long Ms. Lisa Martin Mr. William H. Mehr Ms. Terry E. Long Mr. Ramon A. Marus Ir. Mr. Darrin S. Mellinger Ms. Michelle D. Mason Dr. Alton S. Lovvorn Memphis Aircraft Parts LLC Mr. William B Lowery Ms. Michelle Mason Memphis Area Association of Realtors Ms. Melissa F. Loy Ms. Monica M. Masoud Memphis Business Interiors Dr. James M. Lukawitz Mr. Fred L. Massa Memphis Goodwill Inc. Mr. and Mrs. Nenad Lukic Mr. and Mrs. Charles P. Massey Memphis Light Gas and Water Ms. Connie L. Luzwick Master IT Memphis World Trade Club Ms. Desiree Lyles Wallace Ms. Emily R. Matheney Menard Gates and Mathis Incorporated Mr. and Mrs. William A. Mathis Mr. Floyd Lyons Merck Partnership for Giving MAAR Education Mr. Arnold Matson Mr. Sanford G. Merrill Foundation Incorporated Ms. Pamela K. Merritt Ms. Tierney R. Matthews

Mr. Thomas May Jr.

Mr. Robert G. McBride Jr.

Mr. Ward Mayer

Ms. Mary L. Merriweather

Ms. Marianne R Merwin

Thomas Meservy

FOLGELMAN FOCUS | SPRING 2011

Mr. and Mrs. Richard R. Mabry

Ms. Danita A. Macon

Mr. Jeffrey W. Maddux

Incorporated Mr. Eugene F. Naffeh Mr. Steven L. Oliver  Metropolitan Memphis Hotel and Mr. Nalimitalyan P. Nellagonda Ms. Brenda S. O'Looney  Lodging Association Mr. Kiseok Nam Dr. Khursheed Omer  Mr. Gilbert B. Meyers III Laksh Nandrajog Mr. Michael A. Orians  Mr. Edward E. Miller III Narhan Associates Mr. Robert R. Osgood  Mr. Robert R. Noritos  Mr. Robert R. Nori	Methodist LeBonheur Healthcare	Mr. and Mrs. Robert D. Murphree	Ms. F. Grace Hutchinson
Metropolitan Memphis Hotel and Mr. Kieck Nam Dr. Khursheed Omer Mr. Gilbert B. Meyers III Laksh Nandrajog Mr. Michael A. Orians Mr. David J. Middleton Mr. Michael A. Nash Mr. Sean B. Orians Mr. David J. Middleton Mr. Michael A. Nash Mr. Sean B. Orians Mr. Edward E. Miller III Nathan Associates Mr. Robert R. Osgood Mr. J. Don Miller National Mr. Michael A. Nash Mr. Robert R. Osgood Mr. J. Don Miller National Mr. Bernard III National Mr. Robert R. Osgood Mr. J. Don Miller Mr. Associates Mr. Robert R. Osgood Mr. J. Don Miller Mr. Associates Mr. Robert R. Osgood Mr. J. Don Miller Mr. Associates Mr. Robert R. Osgood Mr. J. Don Miller Mr. Robert R. Osgood Mr. J. Don Miller Mr. Associates Mr. Robert R. Osgood Mr. Robert S. Miller Mr. Mr. L. Neel Mr. Schard G. Miller Mr. Robert S. Miller Mr. Mr. L. David Neal Mr. Caerge M. Ovens Mr. Charlie L. Milligan Jr. Mr. L. David Neal Mr. Schard G. Miller Mr. Robert S. Minarik Mr. Laruf K. Nelson Mr. Dornan N. Paine Mr. Robert S. Minarik Mr. Schard Mr. Neul Dr. Hong S. Pak Mr. Robert S. Minarik Mr. Schard L. Michael Mr. Schard Mr. William W. Pallme Mr. Albert L. Mitchell Mr. Carl D. Nguyen Mr. Robert R. Neifflit Mr. And Mrs. William W. Pallme Ms. Deborah A. Mirchell Mr. Carl D. Nguyen Anonymous Donor Ms. Jennfer S. Moffitt Mr. Mr. Phoungduy D. Nguyen Mr. Russell R. Palmer Ms. Earline W. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Sessica L. Moore Mr. Andrew D Nix Mr. Andrew D Nix Mr. Andrew D Nix Mr. Robert L. Moore Mr. Andrew D Nix Mr. Andrew D Nix Mr. Andrew D Nix Mr. Andrew D Nix Mr. Andrew Mr. Jerry L. Parkhurst II Mr. And Mrs. Michael W. Moore Mr. Andrew D Nix Mr. Andrew D Ni		·	
Lodging Association Mr. Kiseok Nam Dr. Khursheed Omer Mr. Glavid J. Middleton Mr. Michael A. Orians Mr. David J. Middleton Mr. Michael A. Nash Mr. Sean B. Orians Mr. David J. Middleton Mr. Nathan Associates Mr. Robert R. Osgood Mr. J. Don Miller Nathan Associates Mr. Robert R. Osgood Mr. J. Don Miller Nathan Associates Mr. Robert R. Osgood Mr. J. Don Miller Mr. And Mr. Miller Mr. Gene Mr. Richard J. Oshlag Ms. Marissa J. Miller Mr. Mr. Gene Mr. Richael J. Oshlag Ms. Marissa J. Miller J. Mr. Henry L. Neal Mr. Sean Mr. George M. Ovenso Mr. Ralph E. Miller Jr. Mr. and Mrs. John R. Neal Mr. George M. Ovens Mr. Robert G. Miller Jr. Mr. and Mrs. John R. Neal Mr. George M. Ovens Mr. Charlie L. Milligan Jr. Mr. L. David Neal Mr. George M. Ovens Mr. Warren G. Milnor Mr. Thomas C. Neiman Mr. Winford A. Page Mr. Robert S. Minarik Ms. Laura K. Nelson Mr. Donna N. Paine Dr. George S. Minnrier Mr. Dorrby H. Neuf Dr. Hong S. Pak Mr. Albert L. Mirchell Ne. Dorrby H. Neuf Dr. Hong S. Pak Mr. Albert L. Mirchell Mr. Carl D. Nguyen Anonymous Donor Mr. Benrifer S. Moffitt Mr. Phungduy D. Nguyen Mr. Russell R. Palmer Ms. Earnifer S. Moffitt Mr. Phungduy D. Nguyen Mr. Russell R. Palmer Ms. Earnifer S. Moffitt Mr. Phungduy D. Nguyen Mr. Russell R. Palmer Ms. Earnifer W. Montgomery Mr. Lere A. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Stephen A. Montoye Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Mr. Linda C. Park Mr. Robert L. Moore Mr. Andrew D Nix Mr. Forman Mr. Mark P. Parker Mr. Robert L. Moore Mr. Andrew D Nix Mr. Jenry L. Parkhurst II Mr. and Mrs. Michael W. Moore Mr. Andrew D Nix Mr. Steffen T. Parkhurst II Mr. Gary P Morel Mr. George Mr. Steffen T. Mr. Morel Mr. Steffen T. Parkhurst II Mr. Gary P Morel Mr. George Mr. Jenry L. Parkhurst II Mr. Gary P Morel Mr. Andrew D Nix Mr. Steffen T. Pask Mr. J. Hongan Mr. Steffen D. Mr. Osyon Nordisk Matching Gift Program Mr. Charles M. Parsons Jr. Mr. and Mrs. Schert E. L. Morgan Mr. Linda J. Nowicki Mr. and Mrs		-	
Mr. Gilbert B. Meyers III		·	,
Mr. David J. Middleton Mr. Michael A. Nash Mr. Sean B. Orians Mr. Edward E. Miller III Nathan Associates Mr. Robert R. Osgood Mr. J. Don Miller Nathan Associates Mr. Robert R. Osgood Mr. J. Don Miller Foundation Mr. Robert R. Osgood Mr. J. Don Miller Foundation Mr. Robert R. Osgood Mr. Mr. Ralph E. Miller Jr. Mr. Henry L. Neal Ms. Karthyn T. Overton Mr. Ralph E. Miller Jr. Mr. Henry L. Neal Ms. Karthyn T. Overton Mr. and Mrs. Richard G. Miller Mr. and Mrs. John R. Neel Mr. George M. Owens Mr. Charlie L. Milligan Jr. Mr. L. David Neal Ms. Tracy C. Pagano Mr. Warren G. Milnor Mr. Thomas C. Neiman Mr. Winford A. Page Mr. Robert S. Minarik Ms. Laura K. Nelson Ms. Donon N. Paine Dr. George S. Minmier Ms. Dorothy H. Neuf Dr. Hong S. Pak Mr. Albert L. Mitchell New Yeil Mr. and Mrs. William W. Pallme Ms. Deborah A. Mitchell Mr. Carl D. Nguyen Anonymous Donor Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Ms. Eafline W. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. and Mrs. Maynard L. Montgomery Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Mr. and Mrs. Klichael W. Moore Ms. Deffreda L. Norman Mr. Mr. Jern A. Parker Mr. Robert L. Moore Noroe Mr. Andrew D. Nix Mr. Jern A. Mr. Parker Mr. Robert L. Moore Noroe Mr. Selfreda L. Norman Mr. Mr. Mr. P. Parker Mr. Robert L. Moore Noroe Mr. Selfreda L. Norman Mr. Jern L. Parkhurst II Mr. Roy A. Moore Mr. Mortgomery Mr. Leng A. Scoole Mr. Jern P. Defina P. Parker Mr. Robert L. Moore Mr. Jern A. Mortgone Mr. Longing Association Mr. Jern L. Parkhurst II Mr. Roy P. Moore Mr. Andrew D. Nix Mr. Herbert L. Notowich Dr. John A. Parmell Mr. Gary P. Morel Mr. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Mr. Mollim M. Morell Norois Anonymous Donor Mr. Scott Sean Mulliam R. Patterson Mr. and Mrs. Robert E. L. Morgan Mr. S. Linda J. Nowicki Mr. and Mrs. Robert E. L. Morgan Mr. Thomas J. O'Br			
Mr. Edward E. Miller III Nathan Associates Mr. Robert R. Osgood Mr. J. Don Miller Poundation Mr. J. Don Miller Poundation Mr. J. Don Miller Poundation Mr. Albert E. Miller Jr. Mr. Henry L. Neal Mr. Johnnie C. Overton Mr. Ralph E. Miller Jr. Mr. Henry L. Neal Mr. Stathyn T. Overton Mr. Ralph E. Miller Jr. Mr. Henry L. Neal Mr. Kachryn T. Overton Mr. Ralph E. Miller Jr. Mr. Henry L. Neal Mr. George M. Owens Mr. Chaffie L. Milligan Jr. Mr. L. David Neal Mr. George M. Owens Mr. Chaffie L. Milligan Jr. Mr. L. David Neal Mr. Winford A. Page Mr. Robert S. Minarik Mr. L. David Neal Mr. Winford A. Page Mr. Robert S. Minarik Mr. L. David Neal Mr. Dorothy H. Neuf Dr. George S. Minmier Mr. Dorothy H. Neuf Dr. Hong S. Pak Mr. Albert L. Mitchell NexAir LLC Mr. and Mrs. William W. Pallme Mr. Albert L. Mitchell Mr. Carl D. Nguyen Anonymous Donor Mr. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Mr. Earline W. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jene A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Mr. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Mr. Linds C. Park Mr. and Mrs. Michael W. Moore Mr. Robert P. Nieman Mr. Mr. Mark P. Parker Mr. Robert L. Moore Mr. Andrew D. Nix Mr. John B. Parker Mr. Robert L. Moore Nordinksissispi Hotel and Mr. Jenry L. Parkhurst II Mr. Roy P. Moroe Mr. Landy Mr. Jenry L. Parkhurst II Mr. Gary P. Morol Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Mr. Gary P. Morol Mrs. Robert E. L. Morom Mr. Steffer D. Montson Mr. Jenry L. Parkhurst II Mr. and Mrs. Robert E. L. Moran Mr. Fand Mrs. Robert E. L. Moran Mr. Fand Mrs. Robert E. L. Moran Mr. John S. Barker Mr. And Mrs. Herbert L. Notowich Mr. Lenry L. Parkhurst II Mr. Gary P. Morol Mr. Johnson Mr	,	,	
Mr. J. Don Miller Nationwide Insurance Enterprise Mr. Richard J. Oshlag Ms. Marissa J. Miller Foundation Mr. Ralph E. Miller Jr. Mr. and Mrs. Richard G. Miller Mr. L. David Neal Mr. Charilie L. Milligan Jr. Mr. L. David Neal Mr. Thomas C. Neiman Mr. Warren G. Milnor Mr. Warren G. Milnor Mr. Robert S. Minarik Ms. Laura K. Nelson Mr. Borona N. Paine Dr. George S. Minmier Mr. Borothy H. Neuf Dr. Hong S. Pak Mr. Albert L. Mitchell NexAir LLC Mr. and Mrs. William W. Pallme Ms. Deborah A. Mitchell Mr. Carl D. Nguyen Mr. Phuongduy D. Nguyen Mr. Robert S. Minarik Mr. Bebrah M. Mir. Phuongduy D. Nguyen Mr. Robert M. Milliam W. Pallme Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Rownymous Donor Mr. Braine W. Montgomery Mr. Phuongduy D. Nguyen Mr. Robert M. Mir. And Mrs. Milliam W. Pallme Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rizhevskyy Mr. Larry W. Papasan Mr. and Mrs. Michael W. Moore Mr. Andrew D. Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Mr. Andrew D. Nix Mr. John B. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. Andrew D. Novose Mr. Charles M. Parsons Jr. Ms. Judith M. Morell No. Mariyn F. Morgan Mr. Land Mrs. Herbert L. Notowich Mr. Judith M. Morell No. Mariyn F. Morgan Mr. S. Horse Mr. And Mrs. Robert E. L. Morgan Mr. S. Judith M. Morel Mr. S. Anorymous Donor Mr. S. Leia R. Paschall Mr. and Mrs. Sobret E. L. Morgan Mr. Judith M. Morel Mr. Judith M. Morel Mr. Judith M. Morel Mr. Adam Odom Mr. John B. Parker Mr. Carey D. Moss Mr. Adam Odom Mr. Carey D. Moss Mr. Sedministration USA Mr. Scott Sean Mullins Mr. Clariyha O. Ogundare Mr. Clinina C. Pearson			
Ms. Marissa J. Miller Foundation Mr. Ralph E. Miller Jr. Mr. Ralph E. Miller Jr. Mr. Henry L. Neal Mr. And Mrs. Richard G. Miller Mr. and Mrs. Richard G. Miller Mr. And Mrs. John R. Neal Mr. Caorge M. Owens Mr. Charlie L. Milligan Jr. Mr. L. David Neal Mr. Warren G. Milhor Mr. Thomas C. Neiman Mr. Winford A. Page Mr. Robert S. Minarik Mr. Boert S. Minarik Mr. Boert S. Minarik Mr. Albert L. Mitchell Mr. Albert L. Mitchell Mr. Albert L. Mitchell Mr. Carl D. Nguyen Mr. Robert S. Moffitt Mr. Phuongduy D. Nguyen Mr. Robert S. Moffitt Mr. Phuongduy D. Nguyen Mr. Robert Mr. And Mrs. William W. Pallme Ms. Earline W. Montgomery Mr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Mrs. Jessica L. Moore Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. Andrew D Nix Mr. John B. Parker Mr. Robert L. Moore Mr. Robert L. Moore Mr. Robert L. Moore North Mississippi Hotel and Mr. Mr. Jerry L. Parkhurst II Mr. Merry S. Moran Mr. Merry S. Moran Mr. Mary Bllen M. Nourse Mr. Gary P Morel Mr. Gary P Morel Mr. Gary P Morel Mr. Morel Mr. Robert E. L. Morgan Mr. Study A. Noves Mr. Lardy Mr. Patelen Mr. Robert E. L. Morgan Mr. Mr. Gary P Morel Mr. Gary P Morel Mr. Gary P Morel Mr. Mr. William J. Morris Mr. John A. Parrell Mr. Robert E. L. Morgan Mr. Study A. Noyes Mr. Linda C. Patker Mr. and Mrs. Selffery D. Morrow Mr. Study A. Noyes Mr. Nirva Patel Mr. William J. Morris Mr. and Mrs. Sunders Morgan Mr. Thomas M. Farzinger Mr. And Mrs. Robert E. L. Morgan Mr. Thomas J. O'Brien Mr. and Mrs. Sunders Morgan Mr. Thomas M. Farzinger Mr. And Mrs. Sunders Morgan Mr. Thomas J. O'Brien Mr. and Mrs. Sunders Morgan Mr. Thomas J. O'Brien Mr. and Mrs. Sunders Morgan Mr. Mr. Thomas J. O'Brien Mr. and Mrs. Sunders Morgan Mr. Thomas M. Corey D. Moss Mr. Salmer Sunders Morgan Mr. Carey D. Morow Mr. Carey D. Moss Mr. Salmer Sunders Morgan Mr. Robert E. L. Morgan Mr. Carey D. Moss Mr. Sunders Morgan Mr. Sunders Mr. Sunders Mr.			9
Mr. Ralph E. Miller Jr. Mr. Henry L. Neal Mr. George M. Oventon Mr. and Mrs. Richard G. Miller Mr. and Mrs. John R. Neal Mr. George M. Ovens Mr. Charlie L. Milligan Jr. Mr. L. David Neal Ms. Tracy C. Pagano Mr. Warnen G. Milnor Mr. Thomas C. Neiman Mr. Winford A. Page Mr. Robert S. Minarik Ms. Laura K. Nelson Ms. Donna N. Paine Dr. George S. Minmier Ms. Laura K. Nelson Ms. Donna N. Paine Dr. George S. Minmier Ms. David H. Neuf Dr. Hong S. Pak Mr. Albert L. Mitchell Nexàir LLC Mr. and Mrs. William W. Pallme Ms. Deborah A. Mitchell Mr. Carl D. Nguyen Anonymous Donor Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Ms. Earline W. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Pamell Mr. Gary P Morel Dr. May Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. and Mrs. Septent E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. and Mrs. Septent Ms. Marilyn F. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. and Mrs. Septent E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Septent E. L. Morgan Mr. Thomas J. O'Brien Jr. Mr. and Mrs. Seanders Morgan Morton Mr. Thomas J. O'Brien Jr. Mr. Corey D. Moss Mr. Adam Odom P. C'Connor Jr. Mr. William R. Patterson Mr. Stoft Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr.		·	· ·
Mr. and Mrs. Richard G. Miller         Mr. and Mrs. John R. Neal         Mr. George M. Owens           Mr. Charlie L. Milligan Jr.         Mr. L. David Neal         Ms. Tracy C. Pagano           Mr. Warren G. Milnor         Mr. Thomas C. Neiman         Mr. Winford A. Page           Mr. Robert S. Minarik         Ms. Laura K. Nelson         Ms. Donna N. Paine           Dr. George S. Minrnier         Ms. Dorothy H. Neuf         Dr. Hong S. Pak           Mr. Albert L. Mitchell         Nexăr LLC         Mr. and Mrs. William W. Pallme           Mr. Deborah A. Mitchell         Mr. Carl D. Nguyen         Anonymous Donor           Ms. Deborah A. Mitchell         Mr. Carl D. Nguyen         Anonymous Donor           Ms. Jennifer S. Moffitt         Mr. Part D. Nguyen         Mr. Rosell R. Palmer           Ms. Jennifer S. Moffitt         Mr. Part D. Nguyen         Mr. Rosell R. Palmer           Ms. Satilne W. Montgomery         Dr. Ernest L. Nichols Jr.         Mr. Larry W. Papasan           Mr. and Mrs. Montgomery         Mr. Jere A. Nichols         Mr. Larry W. Papasan           Mr. and Mrs. Stephen A. Montgomery         Mr. Robert P. Nieman         Paramount Staffing of Memphis Inc.           Ms. Jessica L. Moore         Mr. Robert P. Nieman         Paramount Staffing of Memphis Inc.           Mr. and Mrs. Starty Moore         Mr. Andrew D Nik         Mr. Jerry L. Parkhurst <td></td> <td></td> <td></td>			
Mr. Charlie L. Milligan Jr. Mr. L. David Neal Mr. Warren G. Milnor Mr. Warren G. Milnor Mr. Thomas C. Neiman Mr. Winford A. Page Mr. Robert S. Minanik Ms. Laura K. Nelson Ms. Donona N. Paine Dr. George S. Minmier Ms. Dorothy H. Neuf Dr. Hong S. Pak Mr. Albert L. Mitchell Mr. And Mrs. William W. Pallme Ms. Deborah A. Mitchell Mr. Carl D. Nguyen Mr. Robert S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Montgomery Mr. Fare A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Mr. and Mrs. Michael W. Moore Mr. Andrew D Nix Mr. John B. Parker Mr. Rohert L. Moore Mr. Andrew D Nix Mr. John B. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Mr. Gary P. Morel Mr. Amd Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P. Morel Mr. Amd Mrs. Herbert L. Notowich Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Charles M. Parsons Jr. Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Tudy A. Noyes Mr. Nirva Patel Mr. And Mrs. Alores Mr. Ratterson Mr. and Mrs. Scounders Morgan Morton Mr. and Mrs. John P. O'Connor Jr. Mr. And Mrs. Saunders Morgan Morton Mr. Corey D. Moss Mr. And Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mr. Corey D. Moss Mr. Stelffan T. Peak Mr. Scott Sean Mullins	·	•	·
Mr. Warren G. Milnor         Mr. Thomas C. Neiman         Mr. Winford A. Page           Mr. Robert S. Minarik         Ms. Laura K. Nelson         Ms. Donna N. Paine           Dr. George S. Minmier         Ms. Dorothy H. Neuf         Dr. Hong S. Pak           Mr. Albert L. Mitchell         NexAir LLC         Mr. and Mrs. William W. Pallme           Ms. Deborah A. Mitchell         Mr. Carl D. Nguyen         Anonymous Donor           Ms. Jennifer S. Moffitt         Mr. Phuongduy D. Nguyen         Mr. Russell R. Palmer           Ms. Jennifer S. Moffitt         Mr. Phuongduy D. Nguyen         Mr. Russell R. Palmer           Ms. Jennifer S. Moffitt         Mr. Phuongduy D. Nguyen         Mr. Russell R. Palmer           Ms. Jennifer S. Moffitt         Mr. Poland Mrs. Michoel S. Mr. Mr. Mr. Mr. Mr. Mr. Mr. Mr. Mr. Mr			· ·
Mr. Robert S. Minarik Ms. Laura K. Nelson Ms. Donna N. Paine Dr. George S. Minmier Ms. Dorothy H. Neuf Dr. Hong S. Pak Mr. Albert L. Mitchell NexAir LLC Mr. and Mrs. William W. Pallme Ms. Deborah A. Mitchell Mr. Carl D. Nguyen Anonymous Donor Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Ms. Earline W. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parmell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Manlyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirora Patel Mr. William J. Morro Mrs. Saunders Morgan Morton Ms. Lori C. O'Brien Ms. John P. O'Connor Jr. Ms. Kathleen Z. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak	· ·		• -
Dr. George S. Minmier Ms. Dorothy H. Neuf Dr. Hong S. Pak Mr. Albert L. Mitchell NexAir LLC Mr. and Mrs. William W. Pallme Ms. Deborah A. Mitchell Mr. Carl D. Nguyen Anonymous Donor Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Ms. Earline W. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. and Mrs. Soehet E. L. Morgan Ms. Lori C. O'Brien Ms. Jorn G. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. John S. Saunders Morgan Morton Mr. Thomas J. O'Brien Ms. Saunders Morgan Morton Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak			9
Mr. Albert L. MitchellNexAir LLCMr. and Mrs. William W. PallmeMs. Deborah A. MitchellMr. Carl D. NguyenAnonymous DonorMs. Jennifer S. MoffittMr. Phuongduy D. NguyenMr. Russell R. PalmerMs. Earline W. MontgomeryDr. Ernest L. Nichols Jr.Mr. and Mrs. Michael J. PaolettiMr. and Mrs. Maynard L. MontgomeryMr. Jere A. NicholsMr. Larry W. PapasanMr. and Mrs. Stephen A. MontoyaMr. Robert P. NiemanParamount Staffing of Memphis Inc.Ms. Jessica L. MooreOleksandr Nikolsko-RzhevskyyMs. Linda C. ParkDr. and Mrs. Larry MooreMr. Andrew D NixMr. John B. ParkerMr. and Mrs. Michael W. MooreMs. Delfreda L. NormanMr. Andrew P. ParkerMr. Robert L. MooreNorth Mississippi Hotel andMr. Jerry L. ParkhurstMr. Roy A. MooreLodging AssociationMr. Jerry L. Parkhurst IIMs. Merry S. MoranMr. and Mrs. Herbert L. NotowichDr. John A. ParrellMr. Gary P MorelDr. Mary Ellen M. NourseMr. Charles M. Parsons Jr.Ms. Judith M. MorellNovo Nordisk Matching Gift ProgramMr. Thomas M. ParzingerMs. Marilyn F. MorganMs. Linda J. NowickiMs. Lela R. PaschallMr. and Mrs. Robert E. L. MorganMs. Tirudy A. NoyesMr. Nirva PatelMr. and Mrs. Sobert E. L. MorganMs. Tirudy A. NoyesMr. Nirva PatelMr. William J. MorrisAnonymous DonorMs. Carol W. PattersonMr. and Mrs. Saunders Morgan MortonMr. Thomas J. O'Brien Jr.Ms. Kathleen Z. PattersonMr. Corey D. MossMr. Adam OdomPCS			
Ms. Deborah A. Mitchell Mr. Carl D. Nguyen Mr. Russell R. Palmer Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Ms. Earline W. Montgomery Dr. Errest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Morel Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Scitl Sean Mullinix Dr. Albert A. Okunade Col. Clinton C. Pearson		·	ŭ
Ms. Jennifer S. Moffitt Mr. Phuongduy D. Nguyen Mr. Russell R. Palmer Ms. Earline W. Montgomery Dr. Ernest L. Nichols Jr. Mr. and Mrs. Michael J. Paoletti Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins			
Mr. Earline W. Montgomery Mr. Jere A. Nichols Jr. Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Mr. Andrew D Nix Mr. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Saunders Morgan Morton Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mphasis Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Scitloty R. Mullinix Dr. Albert A. Okunade Col. Clinton C. Pearson		<b>5</b> ,	•
Mr. and Mrs. Maynard L. Montgomery Mr. Jere A. Nichols Mr. Larry W. Papasan Mr. and Mrs. Stephen A. Montoya Mr. Robert P. Nieman Paramount Staffing of Memphis Inc. Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Saunders Morgan Morton Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Mr. Daniel I. Mullinix Dr. Albert A. Okunade Col. Clinton C. Pearson		<i>5</i> , <i>5</i> ,	
Mr. and Mrs. Stephen A. MontoyaMr. Robert P. NiemanParamount Staffing of Memphis Inc.Ms. Jessica L. MooreOleksandr Nikolsko-RzhevskyyMs. Linda C. ParkDr. and Mrs. Larry MooreMr. Andrew D NixMr. John B. ParkerMr. and Mrs. Michael W. MooreMs. Delfreda L. NormanMr. Mark P. ParkerMr. Robert L. MooreNorth Mississippi Hotel andMr. Jerry L. ParkhurstMr. Roy A. MooreLodging AssociationMr. Jerry L. Parkhurst IIMs. Merry S. MoranMr. and Mrs. Herbert L. NotowichDr. John A. ParnellMr. Gary P MorelDr. Mary Ellen M. NourseMr. Charles M. Parsons Jr.Ms. Judith M. MorellNovo Nordisk Matching Gift ProgramMr. Thomas M. ParzingerMs. Marilyn F. MorganMs. Linda J. NowickiMs. Lela R. PaschallMr. and Mrs. Robert E. L. MorganMs. Trudy A. NoyesMr. Nirva PatelMr. William J. MorrisAnonymous DonorMs. Carol W. PattersonMr. and Mrs. Jeffrey D. MorrowMs. Lori C. O'BrienMs. Joan G. PattersonMr. and Mrs. Saunders Morgan MortonMr. Thomas J. O'Brien Jr.Ms. Kathleen Z. PattersonMr. Adam OdomPCS Administration USAMr. Scott Sean MulliganMr. Olayinka O. OgundareIncorporatedMr. Daniel I. MullinixOzor P. and Joyce OkpahMr. Steffan T. PeakMs. Cindy R. MullinisDr. Albert A. OkunadeCol. Clinton C. Pearson	· ,		
Ms. Jessica L. Moore Oleksandr Nikolsko-Rzhevskyy Ms. Linda C. Park Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Jeffrey D. Morrow Ms. Lori C. O'Brien Ms. Joan G. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins		Mr. Jere A. Nichols	
Dr. and Mrs. Larry Moore Mr. Andrew D Nix Mr. John B. Parker Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Jeffrey D. Morrow Ms. Lori C. O'Brien Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. and Mrs. Stephen A. Montoya	Mr. Robert P. Nieman	Paramount Staffing of Memphis Inc.
Mr. and Mrs. Michael W. Moore Ms. Delfreda L. Norman Mr. Mark P. Parker Mr. Robert L. Moore North Mississippi Hotel and Mr. Jerry L. Parkhurst Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Steffan T. Peak Ms. Cindy R. Mullinis Dr. Albert A. Okunade Col. Clinton C. Pearson	Ms. Jessica L. Moore	Oleksandr Nikolsko-Rzhevskyy	Ms. Linda C. Park
Mr. Robert L. Moore Mr. Roy A. Moore Lodging Association Mr. Jerry L. Parkhurst II Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Thomas M. Parzinger Ms. Judith M. Morell Novo Nordisk Matching Gift Program Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. Adam Odom PCS Administration USA Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Dr. and Mrs. Larry Moore	Mr. Andrew D Nix	Mr. John B. Parker
Mr. Roy A. Moore Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. And Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Jeffrey D. Morrow Ms. Lori C. O'Brien Ms. Kathleen Z. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mphasis Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. and Mrs. Michael W. Moore	Ms. Delfreda L. Norman	Mr. Mark P. Parker
Ms. Merry S. Moran Mr. and Mrs. Herbert L. Notowich Dr. John A. Parnell Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Jeffrey D. Morrow Ms. Lori C. O'Brien Ms. Joan G. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mphasis Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Col. Clinton C. Pearson	Mr. Robert L. Moore	North Mississippi Hotel and	Mr. Jerry L. Parkhurst
Mr. Gary P Morel Dr. Mary Ellen M. Nourse Mr. Charles M. Parsons Jr. Ms. Judith M. Morell Novo Nordisk Matching Gift Program Mr. Thomas M. Parzinger Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Jeffrey D. Morrow Ms. Lori C. O'Brien Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Ocl. Clinton C. Pearson	Mr. Roy A. Moore	Lodging Association	Mr. Jerry L. Parkhurst II
Ms. Judith M. Morell  Ms. Marilyn F. Morgan  Ms. Linda J. Nowicki  Ms. Lela R. Paschall  Mr. And Mrs. Robert E. L. Morgan  Ms. Trudy A. Noyes  Mr. Nirva Patel  Mr. William J. Morris  Anonymous Donor  Ms. Carol W. Patterson  Mr. and Mrs. Jeffrey D. Morrow  Ms. Lori C. O'Brien  Mr. Thomas J. O'Brien Jr.  Ms. Kathleen Z. Patterson  Mr. Corey D. Moss  Mr. and Mrs. John P. O'Connor Jr.  Mr. William R. Patterson  Mr. Adam Odom  PCS Administration USA  Mr. Scott Sean Mulligan  Mr. Olayinka O. Ogundare  Mr. Daniel I. Mullinix  Ozor P. and Joyce Okpah  Mr. Steffan T. Peak  Col. Clinton C. Pearson	Ms. Merry S. Moran	Mr. and Mrs. Herbert L. Notowich	Dr. John A. Parnell
Ms. Marilyn F. Morgan Ms. Linda J. Nowicki Ms. Lela R. Paschall Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Mr. and Mrs. Jeffrey D. Morrow Ms. Lori C. O'Brien Ms. Joan G. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mphasis Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. Gary P Morel	Dr. Mary Ellen M. Nourse	Mr. Charles M. Parsons Jr.
Mr. and Mrs. Robert E. L. Morgan Ms. Trudy A. Noyes Mr. Nirva Patel Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Ms. Joan G. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Col. Clinton C. Pearson	Ms. Judith M. Morell	Novo Nordisk Matching Gift Program	Mr. Thomas M. Parzinger
Mr. William J. Morris Anonymous Donor Ms. Carol W. Patterson Ms. Joan G. Patterson Ms. Joan G. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mr. Scott Sean Mulligan Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Ms. Marilyn F. Morgan	Ms. Linda J. Nowicki	Ms. Lela R. Paschall
Mr. and Mrs. Jeffrey D. Morrow Ms. Lori C. O'Brien Ms. Joan G. Patterson Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. William R. Patterson Mr. William R. Patterson Mphasis Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. and Mrs. Robert E. L. Morgan	Ms. Trudy A. Noyes	Mr. Nirva Patel
Mr. and Mrs. Saunders Morgan Morton Mr. Thomas J. O'Brien Jr. Ms. Kathleen Z. Patterson Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. William J. Morris	Anonymous Donor	Ms. Carol W. Patterson
Mr. Corey D. Moss Mr. and Mrs. John P. O'Connor Jr. Mr. William R. Patterson Mphasis Mr. Adam Odom PCS Administration USA Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. and Mrs. Jeffrey D. Morrow	Ms. Lori C. O'Brien	Ms. Joan G. Patterson
MphasisMr. Adam OdomPCS Administration USAMr. Scott Sean MulliganMr. Olayinka O. OgundareIncorporatedMr. Daniel I. MullinixOzor P. and Joyce OkpahMr. Steffan T. PeakMs. Cindy R. MullinsDr. Albert A. OkunadeCol. Clinton C. Pearson	Mr. and Mrs. Saunders Morgan Morton	Mr. Thomas J. O'Brien Jr.	Ms. Kathleen Z. Patterson
Mr. Scott Sean Mulligan Mr. Olayinka O. Ogundare Incorporated Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. Corey D. Moss	Mr. and Mrs. John P. O'Connor Jr.	Mr. William R. Patterson
Mr. Daniel I. Mullinix Ozor P. and Joyce Okpah Mr. Steffan T. Peak Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mphasis	Mr. Adam Odom	PCS Administration USA
Ms. Cindy R. Mullins Dr. Albert A. Okunade Col. Clinton C. Pearson	Mr. Scott Sean Mulligan	Mr. Olayinka O. Ogundare	Incorporated
	Mr. Daniel I. Mullinix	Ozor P. and Joyce Okpah	Mr. Steffan T. Peak
Ms. Kathryn M. Murchison Mr. and Mrs. Glen J. Olberding Ms. Valerie C. Peavy	Ms. Cindy R. Mullins	Dr. Albert A. Okunade	Col. Clinton C. Pearson
	Ms. Kathryn M. Murchison	Mr. and Mrs. Glen J. Olberding	Ms. Valerie C. Peavy

Dr. Barbara L. Peery Anonymous Mr. Andy F. Reeves Mr. and Mrs. Marvin R. Pender Sr. Mr. and Mrs. Stuart Poston Regions Bank Ms. Linda K. Peppers Mr. Joseph E. Poston Regions Morgan Keegan Trust Mr. Douglas A. Pera Dr. Robin S. Poston Dr. John J. Reid Mr. and Mrs. Lewis W Perkins II Ms. Jane W. Poulos Mr. and Mrs. W. Woodson Reid Mr. and Mrs. Richard W. Perkins Ms. Jacqueline Powell Ms. Mary E. Reinitz Ms. Jill Powelson Perkins Restaurant and Bakery Mr. Philip L. Rencher Mr. Gerald B. Powers Ms. Benedicte Retrou-Weissman Mr. Austin C. Perry Ms. Dorothy B. Kay Price Ms. Gena J. Reuss Ms. Mary M. Perry Mr. and Mrs. Steven M. Perry Mr. W. Richard Price Ms. Erin W. Reynolds Ms. Tameka T. Perry Mr. Forrest C. Priddy and Mrs. Barbara Ms. Jill Reynolds Thomason Priddy Dr. Mars A. Pertl Ms. Mandy L. Reynolds Mr. Richard A. Pride Ms. Patricia W. Petkosek Ms. Melissa A. Rhea **Prodigy Accounting Solutions LLC** Dr. Timothy L. Pett Mr. Elvis M. Rias Mr. Grayson A. Pruitt Pfizer Foundation Mr. and Mrs. William H. Rice Sr. Mr. and Mrs. John W. Pryor Mr. Thomas A. Phelps Mr. W. Harold Rice Ir. Mr. Richard A. Pugh Mr. Ronald F. Rich Mr. Arville B. Phillips Ms. Janice Jakes Putnam Mr. Drew F Phillips Ms. Rita R. Richardson Ms. Susan M. Puwalski Mr. Kenneth B. Phillips Dr. Sandra Richardson Dr. C. S. Pyun Mr. P. Michael Phillips Mr. Drew E. Richcreek Mr. Robert A. Quilliams Mr. and Mrs. William E. Pickens Dr. John T. Rigsby Laura and Joseph Rach Ms. Wendy D. Pickett Mr. Roy C. Riley III Ms. Lois Rainey Ms. Cathy W. Pierce Ms. Geraline Rixter Mr. Vilas Rajanna Mr. Charles A. Pierce Robbye Noonan and Associates Inc Dr. James P. Rakowski Mr. Josef A. Pierce Ms. Misty L. Roberson Mr. Andrew C. Rambo Mr. and Mrs. Jonathan R. Pike Ms. Bettina S. Roberts Ms. Risa D. Ramsey Mr. Al Pilcher Ms. Elizabeth J. Roberts Mr. and Mrs. Stephen L. Ramsey Pinnacle Airlines Inc Ms. Karen Roberts Dr. and Mrs. E. James Randall Mr. Robert V. Pirani Mr. Herman G. Robertson Mr. Thomas R. Rankin Mr. Jason L. Pittman Ms. Ida L. Robertson Ms. Sandra S. Ransome Mr. and Mrs. Lewis Pittman Mr. Terry A. Robertson Mr. R. Waine Ratliff Ms. Gloria M. Robinson Mr. Jerry E. Pitts Ms. Emilie G. Ratner Mr. Kenneth B. Robinson Mr. Max A. Piwonka Mr. David K. Rea Ms. Melissa P. Robinson Ms. Lynn D. Pleasants Mr. David F. Read Mr. and Mrs. Wayne A. Podgorski Mr. Ronald A. Robinson Readi Tax Solutions Dr. and Mrs. Daniel J. Poje Ms. Dixie Y. Rockholt Ms. Audrea Reaves Mr. and Mrs. Boyd A. Pollard Mr. Norman Rodriguez Ms. Rachel E. Redfearn Ms. Rita M. Pomtree Mr. Mark H. Rogan

Mr. Oscar Edwin Reece

Ms. Jamie M. Reed

Mr. and Mrs. Claude C. Rogers Jr.

Ms. Elizabeth B. Rogers

Ms. Rebecca A. Pope

Ms. Ramona M. Popescu

Mr. Jeffrey G. Rogers Mr. and Mrs. Harry E. Seratt Mr. Olen L. Spencer Laura and Ray Rosas ServiceMaster Property Restoration Dr. J. David Spiceland Mr. and Mrs. Michael D. Rose Mr. Timothy Seymour Sr. Spiceland Inc Yasir Rosli Ms. Dana M. J. Shankle Mr. Eric J. Spiegel Mr. James H. Ross Joe and Sharon Sharp Ms. Gail H. Spragins Mr. and Mrs. John S. Ross Ms. Marcia Y. Sharp St Jude Children's Research Hospital Mr. Louis M. Ross Spang Ms. Mary L. Sharp St. Peter Villa Inc. Mr. John T. Rowe Mr. Charles S. Sharrocks Jr. Van Dinh Khanh Stacks Alan Skid Rowe Dr. Martha Kay Hedley Shaw Ms. Holly J. Stanford Mr. Larry S. Rowland Ms. Nemet Shazly Ms. Andrea Stark Ms. Catherine H. Stark Mr. Maxwell Rowland Mr. Daniel F. Shear Mr. James S. Ruby Jr. Mr. and Mrs. Carl A. Shedlock Jr. Mr. and Mrs. Joel A. Stark Mr. and Mrs. E. Kenneth (Ziggy) Siegfried Mr. Patrick Ruckh State Farm Companies Foundation Mr. Nikhil Rughoonundon Mr. and Mrs. Donnie A. Sills Ms. Jennifer L. Steele Dr. Judith C. Simon Mr. Gary M. Rutherford Mr. Kenneth A. Steinberg Mr. Michael B. Rye Mr. Steven L. Simpson Ms. Jill Marie Stem Mr. and Mrs. John R. Sanders Jr. Ms. Jordan K. Stephens Mrs. Tona Jackson Simpson and Mr. W. Lloyd Sanders Mr. Randy Simpson Ms. Sophia V. Stevenson Mr. Michael D. Sanford Ms. Madison M. Sites Mr. David K. Stewart Sara Lee Foundation SKAL Club of Memphis Mr. and Mrs. Dougley E. Stewart Mr. and Mrs. J. Robert Sasser Mr. and Mrs. Irvin S. Skopp Mr. G. Edward Stewart II Mr. and Mrs. Sidney H. Scheinberg Mr. Bryan D. Smith Mr. and Mrs. Glen W. Stewart Jr. Mr. and Mrs. John L. Schifani Mr. Bryan P. Smith Mr. Eric Stockburger Mr. and Mrs. Richard N. Schiff Mr. Donald R. Smith Mr. Charles E. Stone Jr. Mr. Jonathan Schmitt Ms. Ernestine Berry Smith Mr. Matthew Stone Mr. David M. Schottel Mr. G. Henry Smith Mr. Luke H. Stribling Mr. Frank V. Schriner Jr. Mr. Herman W. Strickland Jr. Mr. Harry L. Smith Ms. Stefanie Ann Littlejo Schwegman Ms. Latasha D. Smith Mr. Jason T. Stumph Mr. D. Joshua Scobey Mr. Stanley C. Smith Ms. Bridget M. Sullivan Mr. and Mrs. Thomas M. Sullivan Mr. David J. Scobey Mr. Steve R. Smith Ms. Mary M. Scofield Wendy Geurin and Michael D. Smith Ms. Brittany Sumrall Mr. and Mrs. David A. Scott Dr. William T. Smith II Sunshine International Corp Anonymous Donor Smith & Nephew Inc SunTrust SunTrust Foundation Murray and Susie Scott Ms. Bettye P. Snipes Mr. Ronald B Scroggins Mr. James C. Snyder Mr. and Mrs. Robert A. Svoboda Securian Foundation Mr. Thomas F. Svoboda Dr. Jared Soileau Sedgwick Incorporated Dr. Young-Seob Son Ms. Anne A. Swank Mr. and Mrs. Oscar N. Seelbinder Jr. Mr. Romulo B. Sosa Mr. Darol L. Swords Southeast Foundation Incorporated

Ms. Margaret S. Spain

Ms. Marcy W. Seligstein

Ms. Deborah Dugas Sellers

Mr. L. Franklin Swords

Syntel

Mr. and Mrs. Matthew Thornton III Sysco Memphis LLC Unilever United States Foundation Dr. Irvin L. Tankersley Mr. Hubert R. Threlkeld Incorporated Ms. Heather L. Thweatt Mr. Rickie A. Tankersley Mahmood Hasan Usmani Ms. Reba F. Tidwell Mr. Daniel Utevsky Mr. John H. Tarwater Dr. Lois W. Tate and Mr. James W. Tate Mr. John T. Tilmon Ms. Teresa N. Van Frank Ms. Tabitha D. Bean Mr. David B. Tobin Dr. Bonnie F. Van Ness and Ms. Sharron D. Todd Mr. Elvin L. Taylor Jr. Dr. Robert A. Van Ness Mr. James M. Taylor III Ms. Rhonda W. Tolbert Ms. Glyn Helen Vandenberg Mr. William S. Tomlinson Dr. and Mrs. Robert R. Taylor Ms. Brenda B. Vanderslice Dr. Thomas T. Teague Ms. Anteneda J. Toney Vanick Group LLC Mr. Eric M. Teal Mr. Chris P. Tonn Mr. John O. Vannucci Jr. Temple Israel Total Control Logistics LLC Mr. and Mrs. Dexter L. Varnell Mr. and Mrs. Loyd C. Templeton III Mr. and Mrs. William E. Townsend Mr. Lionel G. Varner Mr. Joel K. Tracv Ms. Jane A. Venson-Taqlford Dr. Wen Y. Teng Mr. Jeffery S. Tenhundfeld Mr. and Mrs. T. G. Traicoff Mr. Anthony C. Ventrini Mr. Jed G. Tennison Mr. John E. Trainum III Mr. Jan P. Verhage Ms. Laura R. Trezevant Verizon Foundation Ms. Karen G. Tennyson Mr. Bradley Terhune Triumph Bank Mr. Clark G. Vernon Terrebonne Trawl, Inc. Mr. Richard G. Vinson Mr. Corey B. Trotz Ms. Sandra C. Terrell Dr. Jennifer L. Troyer and Ms. Beverly A. Volman-Kaufman The Clayton Family Foundation Mr. John R. Teague Mr. John M. Vosse The Kemmons Wilson Ms. Heather W. Truesby Ms. Molly S. Vowell Family Foundation Dr. Marilyn M. Helms and Mr. and Mrs. James D. Van de Vuurst The Marston Group PLC Mr. Lee A. Tubbs Ms. Felicia A. Waage The Morgan Morton Family Foundation Mr. and Mrs. Jack Tucker Wachovia Foundation Mr. Kenneth F. Tucker Ir Ms. Donna L. Wade Incorporated The Wilson Group Ms. Laurie A. Tucker Mr. James E. Wade Ms. Cynthia M. Therrell Mr. Thomas K. Turgeon Mr. and Mrs. Brian S. Waggener Mr. Bracton Thoma Ms. Lisa S. Turman Mr. David F Walker Mr. and Mrs. Elbert L. Thomas Jr. Mr. Jacob L. Turner Mr. and Mrs. Dusty R. Walker Mr. Frank D. Thomas Ms. Megan C. Turner Mr. G. Lee Walker III Mr. Lance E. Walker Ms. Gloria J. Thomas Mr. Julius C. Turnipseed Ms. Jackie A. Thomas Mr. and Mrs. Jonathan C. Tutor Silu L. Wang Thomason Hendrix Harvey Johnson Mr. and Mrs. William A. Tuttle Ms. Caresse N. Ward Mitchell Dr. Floyd N. Tyler Jr. Col. and Mrs. Floyd E. Ward Jr. Ms. Jennifer F. Thompson Mr. Jeffrey L. Tyler Ms. Hope J. Warden Mr. Michael P. Tyler Ms. Geraline Wardlow Ms. Jessica A. Thompson Mr. Mack D. Thompson U S Learning Incorporated Ms. Carol S. Warren Thompson Dunavant PLC **UBS Employee Giving Program** Mr. William H. Watkins II

Dr. William Terry Umbreit

Watkins Uiberall PLLC

Mr. Don Thomson

Mr. Theodore C. Watts

Mr. Raymond H. Weatherly

Mr. and Mrs. James G. Webb

Ms. Jo Ann C. Webb-McNutt

Ms. Nicole D Webb

Ms. JoAnn Wells Webber

Mr. A. Jay Weber IV

Ms. Daphne Wei

Burton and Cathy (Lapides) Weil

Ms. Daphne G. Cochrane

Mr. Craig L. Weiss

Mr. and Mrs. S. Lewis Weiss

Mr. and Mrs. Joseph M. Welch

Dr. Orion J. Welch Jr.

Mr. Nick Wells

Ms. Mary C. Wells

Ms. Pamela L. Wells

Mr. Keith Welty

Loren A. Wenzel Ph.D.

Ms. Lee S. Wessels

Mr. Charles H. Wexler

Ms. Mary S. Wheeler

Mr. David A. White

Mr. John D. White Jr.

Ms. Judy C. White

Mr. Keith R. White

Mr. and Mrs. Larry N. White

Mr. Stephen Dennis White

Mr. C. Thomas Whitman

Ms. Clara S. Whitney

Ms. Jaime L. Whitsitt

Ms. Doris J. Whitson

Mr. and Mrs. Stanley C. Wildeboer

Wilder Systems LLC

Ms. Carolyn H. Wilhite

Ms. C. Ellen Williams

Ms. Kathleen S. Williams

Mr. Kevin A. Williams

Sharon and Robert H. Williams Jr.

Ms. Sharon L. Bridges

Mr. Charles D. Williamson

Dr. Steven A. Williamson

Mr. Gregory L. Willis

Mr. Jeffrey S. Willis

Ms. Marlene L. Wilson

Mr. Timothy N. Wilson

Mr. Michael T. Winburn

Mr. Charles E. Winfrey Jr.

Mr. Middleton B. Wingfield III

Mr. and Mrs. Robert L. Winstead Jr.

Mr. Dan Witherspoon

Ms. Sandra C. Witherspoon

Ms. Faye L. Wolfkill

Tom and Paula Wood

Ms. Patricia L. Woodman

Dr. Gregg S. Woodruff

Mr. and Mrs. R. L. Woodie Woodward

Mr. David S. Work

Webnet Memphis Inc

Mr. and Mrs. Joseph W. Wright

Ms. Laura A. Wright

Dr. and Mrs. Peter Wright

Mr. Richard M. Wright

Rev. Walker D. Wright

Mr. and Mrs. Louis E. Wylie

Mr. William B. Wylie

Ms. Pingping Xie

Mr. Bili Yang

Mr. and Mrs. Philip Yelvington

Mr. Darryl L. Yochem

Mr. Blake Young

Mr. Dennis K. Young

Dr. and Mrs. Mark S. Young

Mr. Matthew L. Younger

Ms. Susan C. Yount

Ms. Ningsha Zhang

Mr. Xinhang Zhu

Mr. Scott P. Zimmerman

Ms. Lena M. Zodda

#### YOUR GIFT IS IMPORTANT TO US!

We have made every effort to report gifts correctly; however, if we

have made an error, please bring it to our attention by contacting

Ziggy Siegfried at 901/678-3068 or

ksiegfrd@memphis.edu.



Fogelman College of Business & Economics 432 Fogelman College Administration Building The University of Memphis Memphis, TN 38152-3121