I just completed reviewing the Spring 2015 senior exit surveys. Once again, the results were very positive.

Twenty-five students responded to the survey.

- 79.4% indicated they were “Very Satisfied” with their decision to earn a BBA from the RCOB. Another 17.6% noted they were “Satisfied”. There was only one “Very Dissatisfied” student. And, the source of this student’s “dissatisfaction” was not related to our department.
- 70.6% rated the quality of instruction as “Excellent”. Another 26.5% rated the quality of instruction as “Good.”
- 82.4% indicated that it was “Very Likely” they would recommend our program to a friend. The other 17.6% said that it was “Likely” they would recommend our program to a friend.
- 82.4% noted that the balance of on-line verses face-to-face classes was about right.
- 88.2% indicated that they did not have any problems with the availability of classes in their major.
- One student noted, “Enjoyed my time here at UWG. It was a great school to choose.”

Again, excellent results! Thank you for your hard work with our students.

TG
New Faculty

Dr. Tanya Thomas

Adjunct Instructor:
Dr. Thomas will teach four sections of BUSA 2106 for the fall 2015 semester.

She is a successful business owner and an attorney at the “Law Office of Tanya Thomas”

Dr. Thomas finished her Juris Doctorate in 2008 from Georgia State University.

UWG Preview Days

Fall Preview Day — Sunday, November 1, 2015
1. Dr. Erich Bergiel 2. Dr. Douglas Turner

Winter Preview Day — Sunday, January 31, 2016
1. Dr. John Upson 2. Mr. Philip Reaves

Spring Preview Day — Sunday, April 10, 2016
1. Dr. Faramarz Parsa 2. Dr. Susan Velez

Honors Convocation

2016
TBA
Dr. Gainey
Dr. Prince
Dr. DeFoor
Ms. Dukes
Ms. Smith

2017
TBA
Dr. Zachary
Dr. Deng
Dr. Upson
Dr. Green
Dr. Velez

2018
TBA
Dr. Parsa
Dr. Bergiel
Dr. Pridmore
Ms. Sanchez
Mr. Reaves
Dr. Anderson

Graduation Commencement—AY 2015/16

Fall 2015 Graduation — Saturday, December 12, 2015
1. Dr. Faramarz Parsa 2. Dr. Thomas Gainey
3. Dr. Douglas Turner 4. Dr. Jon Anderson
5. Dr. Erich Bergiel 6. Dr. Jeannie Pridmore

Spring 2016 Graduation — Saturday, April 30, 2016
1. Dr. Mary-K. Zachary 2. Dr. Joan Deng
3. Dr. John Upson 4. Dr. Susana Velez
5. Mr. Phillip Reaves

Summer 2016 Graduation — Saturday, July 30, 2016
1. Dr. Kim Green 2. Ms. Monica Smith
3. Dr. Leanne DeFoor 4. Ms. Samantha Dukes White
5. Ms. Mariana Sanchez
### August

**General Faculty Meeting**  
9:00-12:00 noon, Campus Ctr Ballroom  
Aug 19

**RCOB Fall Mtg**  
RCOB Lunch 12:00-1:00 pm, Miller Hall Lecture Hall  
RCOB Meeting - 1:00-5:00 pm—Lecture Hall

**RCOB Fall Party—Georgia Aquarium**  
Aug 22

**Fall 2015 Semester—Classes Begin**  
Aug 24

**Open Drop—Fall 2015 Classes**  
Aug 24-26

**Open Add—Fall 2015 Classes**  
Aug 24-27

**International Pizza Party—Miller Hall, 6:30 pm**  
Aug 27

**Final Fee Payment Deadline — Students**  
Aug 28

### September

**Ice Cream Party, 1:30-3:00 pm, Miller Hall Portico**  
Sept 1

**Town Hall—Open Mtg., Adamson Conf. 9:00-11 am**  
Sept 1

**HR Town Hall—Open Mtg., Adamson 227, 9:00-11 am**  
Sept 2

**HR Town Hall—Open Mtg., Adamson Conf., 9:00-11 am**  
Sept 2

**Roster Verification (Full & Session I)**  
Sept 2-4

**Labor Day—No Classes, Offices Closed**  
Sept 7

**Executive in Residence—Doug Hughes**  
Sept 10

**Management Dept Mtg**  
Sept 18

- 7:30-8:30 am—breakfast with Dr. McIntyre
- 8:30-9:30 am—Open discussions w/ Michael Crafton
- 9:30-2:00 pm - Dept. business—lunch included

**Board of Advisors—7:30-11:30 am**  
Sept 25

**Brown Bag Lunch (MGNT) Adamson LH, 11:30 am**  
Sept 25

### October

**Last Day to Apply for Spring Graduation**  
Oct 1

**Roster Verification (Session II)**  
Oct 21-22

**On-Time Registration Begins—Spring 2016**  
Oct 26

**Economics Forecast Breakfast—Campus Center**  
Oct 27

**Brown Bag Lunch, Adamson 117**  
Oct 30

### November

**Preview Day**  
Nov 1

**RCOB Scholarship Luncheon**  
Nov 13

**Thanksgiving Recess—No classes—Offices OPEN**  
Nov 23-25

**Thanksgiving—No Classes, Offices Closed**  
Nov 26 & 27

### December

**RCOB Holiday Lunch**  
Dec 2

**Fall 2015 Graduation Commencement**  
Dec 12
August 4th, 2015 — A highlight of “Southwire’s Sustainable Business Honors Program (SSBHP)” was posted on the university’s home page. The first cohort was comprised of six students — three of the six are Management majors (Ethan Brown, Garrett Bishop, & Taylor McDermott). The students will part of a year long internship and paired with a member of the Southwire leadership team.

To read more details about this exciting program go to http://www.westga.edu/ for the full details.
Drs. Erich Bergiel, John Upson & Susana Velez-Castrillon directed and participated in the 2015 Dubai Study Abroad Program.

Twenty-seven students enrolled in the program.
Greenway Medical Technologies very generously donated their electronic health records (EHR) software, PrimeSuite, for use in CISM 4350: Enterprise and Decision Support Systems Course. In addition, Tommy Driver from Greenway works with the students by providing the final project for the course. The final project is a Greenway Meaningful Use Project. The students are tasked with developing Meaningful Use Measures for PrimeSuite Meaningful Use Dashboard. Dr. Pridmore took the students to Greenway for their project presentations April 21, 2015. The student presentations were exceptional. It was a hard decision to make, but the Greenway staff awarded the 1st Place to Holly Almon, Brianna Drakeford, Casper Edwards, and Christopher Smith. The 2nd place project award went to Taylor Campbell, Anthony Clonts, Timothy Roberts, and Terrence Sheats.

MIS CLUB—GREENWAY

NOVEMBER 2014

A site visit for Dr. Deng and MIS Club students
CISM 3350—SUMMER 2015
INFORMATION SYSTEM RESEARCH

COMPTIA SECURITY + CERTIFICATION EXAM

The class offered students the opportunity to study for and eventually take the CompTIA Security+ Certification Exam. Those who pass will be seen as having the equivalent of 2-years of experience in the industry. This training and exam vouchers are provided for the students through anonymous grant. After the summer 2015 semester, 30 MIS students passed the pre-test and received a voucher.

PRESIDENTIAL GRANT TO DEVELOP SAP STUDENT CERTIFICATION

Dr. Pridmore received a 2015 Presidential Grant to develop a SAP Student Certification Award. To complete this task, the grant funds were used for Dr. Pridmore to attend the following three training events and successfully complete ERPsim Level 1 Certification. SAP’s Curriculum Congress Americas SAP User Group’s Design Thinking Workshop SAP’s HEC Montreal ERPsim Training

Based on knowledge gained from the training courses and the certification, course changes have been outlined for two courses, Introduction to Management Information Systems and Enterprise and Decision Support Systems, and one new course has been designed, Enterprise Architecture, which will be added to the curriculum in Fall 2016.
HR Certificate
Currently, 57 students have completed the HR Certificate program and we have 89 active applicants. Nine (9) certificates were awarded this summer 2015 (listed below)

1. Lindsey Armour 
2. Jacey Boyd 
3. Kevin Downs * 
4. Amanda Hagan 
5. Andrew Lotspeich * 
6. Rebecca Mccorkle 
7. Timothy Minis 
8. Deandre Stroud 
9. Devin Watts

OM Certificate
This certificate program was approved last summer 2014 and we currently have 14 active participants. The first certificates (two) were awarded this summer and are listed below. Both students completed the HR Certificate *

1. Kevin Downs 
2. Andrew Lotspeich

Please remember to mention both certificate programs to the students in your classes and refer them to Liz for more info and how the required courses will fit in their schedule.
Janelle Parker — Ms. Parker accepted a position with ADP. She will relocate to Charlotte, North Carolina and start her new job August 24, 2015.

Natalie Little
The Georgia Department of Audits offered Ms. Little a Staff Auditor position in their Atlanta office. She will start work on August 3. (AND working with two of our former MBA’s —Isiah Heflin and Laura Medders).

Steven Murphy — Accepted a Web Support Specialist position with the University of West Georgia’s IT Department. He, like Natalie, will start his new job on August 3rd!

MR. & MRS. ANTHONY WHITE
Ms. Samantha Dukes and Mr. Anthony White were married on Saturday June 6, 2015

Summer 2015 Graduates!

Class of 2015
EMILY NEWBORN
IT GRADUATE ASSISTANT

Emily Newborn has earned a Bachelors in Management and Marketing as well as a Certificate in HR. Spending the summer as an Executive Recruiting Coordinator for SunTrust Corporate Headquarters in Atlanta has made her realize that she responds well to being bossed around and that Human Resources is her passion. She proudly claims University of West Georgia Alumni status and looks forward to beginning her MBA in the Fall and working with the Richards College of Business Faculty and Staff.

JESSE “DAVIS” WALLACE
IT GRADUATE ASSISTANT

My name is Davis and I’m from Fayetteville, Georgia. I graduated from Georgia Tech with a Business Administration degree and have primarily focused in marketing. In my spare time, I enjoy watching college football, traveling, and spending time with my friends and family. I’m excited to get started on my MBA here at UWG and certainly look forward to working with what seems to be a great group of people.

JACEY BOYD
GRADUATE ASSISTANT

My name is Jacey Boyd and I am from Rome, Georgia. I recently just graduated from the University of West Georgia in the Summer of 2015 with a degree in Business Management - along with a certificate in Human Resource Management. While completing my undergraduate degree at UWG, I became involved in numerous activities and organizations throughout campus. Not only through my positive experiences with these activities and organizations at UWG, but also my experiences with the terrific facility and staff urged me to stay at this continually growing, exceptional university. I look forward to continuing my experiences and opportunities at the University as a Graduate Assistant in the Richards College of Business. Go West, Go Wolves!
Graduation Commencement
Saturday, July 25, 2015

The following students received their diploma during the summer graduation ceremony.

24 Management—B.B.A.

7 Management/Marketing B.B.A. (Double Majors)

8 Management Information Systems B.B.A.

Devin Watts
BBA—Management
Summer 2015—Graduate

William Barnwell — MBA
Summer 2015—Graduate
Mr. Barnwell participant in the 2015 Dubai Study Abroad program.
2014 ACADEMY OF MANAGEMENT ANNUAL CONFERENCE PHILADELPHIA, PA

This study was presented at the 2014 Academy of Management annual conference in Philadelphia for the Technology and Innovation Management division. Using data from the pharmaceutical industry from the period 1994 – 2006, the study investigates the speed of the new product development (NPD) process and focuses on two NPD project endpoints. Time-to-market is the length of time an NPD project is in development before the first drug is launched from it. Time-to-discontinue is the time before a project is ended without any drug launching from the initiative.

Monica Smith & Kim Green. **If three’s a crowd, how about 300? Case presented at Academy of Business Education 2014 Conference, September 2014, Savannah, GA.**

At the annual conference of the Academy of Business Education in 2014 in Savannah, Monica Smith and Kim Green presented a classroom exercise that examines crowdfunding as a method for financing a start-up business. Using a short case as an analytical framework, students build a description of crowdfunding, compare how it works relative to other methods of financing, and evaluate the suitability of crowdfunding for a specific entrepreneur’s situation. Students gain experience in steps to research financing sources, particularly this new form that is growing in popularity for entrepreneurs.

QUALITY MATTERS’ DESIGNING FOR IMPACT CONFERENCE — SEATTLE, WASHINGTON

In April, Philip attended Quality Matters’ Designing for Impact Conference. Quality Matters is a nationally recognized, faculty-centered, peer review process designed to certify and ensure the quality of online courses. Philip attended workshops dealing with student engagement, gamification, social media marketing and communication strategies for implementation of QM standards, and accessibility standards in course design.

TEAM PERFORMANCE MANAGEMENT

On July 22, 2015, Drs. Erich Bergiel, Thomas Gainey and Blaise Bergiel’s manuscript entitled “Understanding the Relationship Between Mental Models, Conflicts and Conflict Asymmetry” was accepted for publication in an forthcoming Journal edition of Team Performance Management.
Dr. Deng attended the 27th IABD Annual Conference in Orlando, FL with researchers from all over the world. She presented her research entitled “Effects of Regulatory Focus on IT Substitution” at the conference. Her research draws on the Regulatory Focus (RF) Theory to examine the effects of IT users’ regulatory foci on their intention of IT substitution. IT substitution refers to the replacement of one IT with another IT that satisfies identical needs. The decision of IT substitution is likely to evoke considerations of both incumbent and alternative ITs. The RF Theory distinguishes between two motivational orientations – promotion focus and prevention focus, and provides a useful framework to understand IT substitution behaviors. Individuals with a promotion focus are driven by the need for attainment of positive outcomes, and are thereby oriented toward the maximization of gains and advancement. In contrast, individuals with a prevention focus are driven by the need for avoidance of negative outcomes, and hence are oriented toward the minimization of losses and safety. An individual’s RF guides his/her information processing and decision making, thereby influencing which information he/she specifically seeks out and retains when making a decision about IT substitution. Accordingly, the research classifies two sets of factors influencing IT substitution intention along the RF perspective. It proposes that the promotion-focused individuals will draw on the advancement-oriented factors (e.g., the relative advantage of alternative IT and the descriptive norm regarding IT substitution) to make IT substitution decisions; while the prevention-focused individuals will reply on the safety-oriented factors (e.g., the satisfaction with incumbent IT, the perceived risk of alternative IT, the perceived effort expectancy of alternative IT, and the injunctive norm regarding IT substitution) to make IT substitution decisions.

Mariana attended The Teaching Professor Annual Conference in Atlanta, GA with faculty members from around North America. This three-day conference was filled with presentations and hands-on workshops.

Mariana attended the SOBIE Conference in Destin, FL where she presented data collected from students enrolled in CISM 2201 (Fundamentals of Computer Applications). A survey was used to determine students’ knowledge before and after Microsoft Excel was taught in the course. The results were a good indicator to measure previous course curriculum improvements.
Ms. Dukes attended the Society of Business Research conference in Nashville in October 2014. During the conference, Ms. Dukes presented a paper entitled "Enhancing Student Learning of Human Resource Management with Hands-On ERP Exercises", which was co-authored with Dr. Jeannie Pridmore.

Ms. Samantha White and Dr. Jeannie Pridmore conducted a Management Education Workshop at Academy of Management’s 2015 Conference in Vancouver. The workshop covered how to implement hands on technology in a non-technology class. Ms. White outlined how she implemented SAP Human Capital Management hands-on activities in her Human Resources course. Then the participants were given time to walk through how they could do a similar implementation in their courses. The workshop was very successful with about 50 faculty members and industry professionals in attendance.
DR. LEANNE DEFOOR
PRESENTATIONS & JOURNAL ARTICLE

Leanne DeFoor presented research papers at five academic conferences this past year—three papers at international conferences in Venice, Florence, and Rome, Italy in 2014, followed by papers at two international conferences held domestically in San Juan, Puerto Rico in Spring 2015. One of those papers, *Emerging Trends in U.S. Labor Law: Recent National Labor Relations Board Rulings on Employer Courtesy and Confidentiality Policies*, was published in the journal *Global Business & Economics Anthology* last fall. She plans to submit her four other papers to journals for publication this year. Most of Dr. DeFoor’s recent research involves patentability of naturally occurring human gene sequences under various nations’ patent laws. Dr. DeFoor is one a small number of researchers internationally in this cutting-edge area of law. She particularly enjoys this research, because it allows her to combine expertise from her prior undergraduate and graduate studies in biology, chemistry, natural sciences, and medicine with her legal expertise in patent and healthcare law. It is a critical emerging area of law for business, in that U.S. competitiveness in the biotech industry may be impacted long-term by the non-patentability of naturally occurring gene sequences here, compared to most other western-ized nations that have (thus far) upheld the legality of such patents.

Last September, Dr. Upson traveled to the Strategic Management Society Annual Conference in Madrid, Spain to present a paper titled *Understanding market entry through competitive conditions and resources*. Ms. Sanchez, and Dr. Smith were co-authors on the paper. The paper was well received and is being revised for submission to a journal.
Dr. Pridmore attended the Hawaiian Internal Conference on System Sciences 2015. She was invited to speak on a Workshop Panel titled Academic Integrity Research – Can We Change the Culture? She spoke about the use of Course Contracts, and their impact on student performance.

Dr. Pridmore, Ms. Dukes, and Dr. Prince’s March 2015 publication Enhancing Student Learning of Human Capital Management with Hands-On ERP Exercises was voted best paper by the California Business Review. The paper presented the case study of incorporating SAP’s Human Capital Management module into the Human Resource Course delivered by Ms. D. White in Fall 2014.

Dr. Prince attended the Quality Matters Mid-Atlantic Regional Conference, "With Liberty an Quality for All", in March 2015 at Drexel University, Philadelphia and gave a presentation on "Closed Captions Made Easy".
Last spring I had the opportunity to present research at the Appalachian Research in Business Symposium held in Asheville, NC. The research I presented focused on the pressure put on employees by managers at work.

Indeed, humans have an innate sense for recognizing and responding to pressure, particularly when that pressure comes from a direct line manager. Administrative pressure, defined as the pressure placed on employees by managers, has received some attention in the literature. For example, research has shown that administrative pressure correlates with stress, turnover, organizational citizenship behavior, employee health, and organizational performance. Additionally, several antecedents to heightened administrative pressure include the rate of technological change and abusive supervision. With this attention on the antecedents and outcomes of administrative pressure, the literature has overlooked the nuances of administrative pressure itself.

These unexplored nuances of administrative pressure have the potential to unlock our understanding of the organizational culture and organizational performance relationship as well as many aspects of the manager-employee dyad relationship. However, before we can explore those relationships, we need to define the mechanisms that create pressure. The research I presented focused on identifying the construct of administrative pressure as having two countervailing forces, tension and compression. These are the elements of the construct used in the material sciences and engineering literatures. For example, these opposing forces are recognized as the reason that a bridge can sustain weight between piers.

Compression pressure on the surface forces elements together on the top of the bridge while tension pressure on the underside of the bridge pulls elements apart. These countervailing pressures sustain the weight of the bridge as long as they are carefully balanced. If either of these pressures overpower the other, the bridge will become nonfunctional by falling down or buckling up.

Surprisingly, the concept of these countervailing forces has yet to be introduced into research on administrative pressure within organizations. The purpose of my presentation at this conference was to introduce the concept of administrative pressure, identify how compression and tension are created within organizations, and propose the relationship between these pressures and individual and organizational level outcomes. The research seemed to be well received, including feedback from the audience and suggestions about other literature streams that can be integrated into the construct of administrative pressure. My next step is to work through the nuances of writing this paper and balancing (surviving) the compression and tension pressures of the publication process.