

# PRICE

*m a g a z i n e*

Fall 2011



The University of Oklahoma



Price College of Business

# Letter from the Dean

## Dear Alumni and Friends,

With this fall issue of *Price Magazine* we focus on the role that the business of energy plays in Price College. This ever-evolving resource is present throughout campus in research and state-of-the-art lab facilities as well as with OU graduates moving on to work in such areas as oil, gas, mining, environmental and water resource industries and in government agencies.

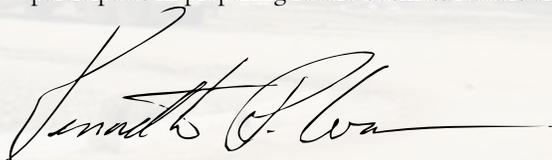
Price College's Energy Management Program (formerly Petroleum Land Management) has successfully prepared undergraduates for exciting opportunities in the energy industry for almost 54 years. It is coupled with other OU schools and colleges such as the highly regarded Mewborne College of Earth and Energy, which prepares undergraduates and graduate students in petroleum engineering and geophysics. The program places OU in a distinctive position within a select few universities in the world that have both the scope and legacy of preparing future leaders in the energy industry.

We have added an energy specialization in the MBA program, which has become one of the more popular options among incoming students. This emphasis highlights the distinct characteristics of the energy industry through classroom, hands-on and executives-in-residence exposure. The internship programs in London and Houston along with the Institute of French Petroleum in Paris are distinguishing features of this new offering.

Both our undergraduate and graduate energy opportunities have been augmented by an Ernst & Young Foundation grant that has made it possible for the college to add two valuable courses in energy accounting taught by associate professor Terry Crain.

You also will find a discussion in this issue about our recently formed Business Energy Solutions Center's primary mission, under the leadership of executive director Dipankar Ghosh, to serve as a forum for thought, leadership and education. Already, the center's research director, Chitru Fernando, and other Price College faculty collaborations have secured federal grants addressing national policy issues surrounding energy and financial markets. The center also is involved in executive management education focusing on developing upcoming energy industry leaders by providing them a unique opportunity to explore integrative business strategies, sharpen leadership skills, network and gain exposure to leading-edge practices in their field. Early reaction to our offerings in executive education have been extremely positive, resulting in scheduling additional classes as well as developing advanced program design.

Finally, the reality of our continued progress in the energy education and thought leadership space is all due to our incredible alumni, faculty and students. Our graduates have gone on to amazingly successful careers. The abundance of prominent alumni are too numerous to highlight in one issue. Faculty with expertise in the business-energy interface are vital to our curriculum delivery. We are fortunate to have a very talented faculty, some of whom are featured. Additionally, the students who seek out Price College to secure their business energy education are those who continue to make OU the school of choice for top recruiters in the energy industry. One of our energy management students, Alex Kaiser, is highlighted in this issue of *Price Magazine* along with a recent alumna of energy management, Vanessa Wind Thompson. Our excellent faculty and students participate in education and research in a wide array of business arenas, yet a point of distinction is our university's valuable legacy in providing leadership for the energy industry. We thought you would enjoy reading about how Price College participates in preparing future business leaders and advancing our understanding of this critical sector of the global economy.



Ken Evans  
Dean and Fred E. Brown Chair



*Celebrating the four winning OU teams at this year's Governor's Cup Business Plan Competition, from left, Lowell Busenitz, Dean Ken Evans, Amy Henderson, Ashley Zumwalt, Kaelyn Lu and Jim Wheeler.*



Photo courtesy of Devon Energy.

## Executive Education Energized

The newly developed Energy Executive Education Program, launched in March, continues to expand while providing an overview of the business side of an energy enterprise in order to enable participants to be better managers within their companies.

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# PRICE

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## PRICE COLLEGE OF BUSINESS ADMINISTRATIVE OFFICES

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Throughout this issue of *Price Magazine*, the artwork on the exterior of Adams Hall is featured. It was sculpted by faculty artist Joseph Richard Taylor (1907-1999) in 1936 when Adams Hall was built. The stonework embodies the ideals of business and industry.

**On the cover:** From left, Jimmy Stevens, OU football player; Travis Hill, OU Boomer Sooner Mascot; Peta Lancaster, OU Women's Tennis Player; and Michelle Alexander, OU Women's Soccer Player - all are Energy Management seniors. Photo by Joanne Stoy.

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# Energizing the Next Generation of Industry Leaders:

## *Price College's Energy Executive Management Program*

By Brooke Barnett

Price College offers the next generation of energy industry leaders a unique opportunity to integrate business knowledge, sharpen leadership skills and gain a better understanding of the management process necessary for success in a highly competitive global industry.

The Energy Executive Management Program is an intensive, five-day program that seeks to accelerate the development of these upcoming leaders and prepare them for advancement into senior management positions. The program specifically targets high-potential energy professionals who hold technical degrees in petroleum engineering, geology, geophysics, chemical engineering or related areas with three to five years of professional experience in the field.

"In the process of putting together the energy specialization for our MBA program, we realized there was a need in the industry for a program of this nature," explains Dipankar Ghosh, David C. Steed Professor of Accounting. "There are a large number of



Louis Ederington instructs the inaugural class of the Energy Executive Education Program.



senior executives in the industry who are closing in on retirement, and because of the unusual hiring pattern in the industry over the past decade, there is a gap between those who are retiring and the next generation of leaders. We have the faculty and industry support to put together such a program and in Dean Evans, a leader who had the vision to see the relevance of this program and championed it from the outset.”

Designed to provide an overview of the “business side” of an energy enterprise, this challenging, fast-paced program enables 20 participants to become better managers and gain a clearer understanding of the issues and opportunities facing the energy industry today.

“Our friends in the industry helped get our professors ready for the course by providing real-world insight,” Ghosh continues. “We worked directly with senior leaders in the industry, so it is truly a collaborative effort.”

The learning experience combines lectures keyed to the energy industry, class discussions, case analyses and an interactive exchange of ideas, concepts and best practices with Price College faculty in finance, management and entrepreneurship, accounting and the Business Energy Solutions Center, as well as faculty from the University of Oklahoma College of Law and industry specialists.

“The faculty of Price College have great experience and research expertise on energy matters and are able to give energy professionals effective training in modern business skills that are directly relevant,” explains Bill Megginson, Rainbolt Chair, professor of finance and program instructor. “The program delivers cutting-edge business skills and knowledge of best business practices in a manageable amount of time away from daily tasks.”

The program’s inaugural session was held in March, with a second session completed in September. For participants such as John Argo, manager at HighMountain Exploration and Production, the program was worth the time away from his busy schedule. “The amount of knowledge pushed into a one-week period was amazing and very gratifying. Between the faculty and the industry experts, it has been not only educational, but engaging,” Argo says. “What we covered really hit home for me in my development as a manager.”

Scott Quillin, a supervisor at Devon Energy, agrees. “I think this is the kind of program that’s going to be beneficial to people from all different kinds of backgrounds, from large independent companies like



*Students and faculty begin the week of the Energy Executive Education Program with a reception and dinner at the Sam Noble Oklahoma Museum of Natural History.*

Devon to smaller companies as well. [It’s beneficial] for those who want a greater understanding of the big picture and how the individual components fit together,” Quillin adds.

“The first program received rave reviews from participants and also provided useful feedback about how it can be improved. Many of the energy professionals who participated were very happy to be on campus for advanced training,” Megginson adds. “Many were OU graduates, but even those who were not valued spending a week in a university environment, learning and interacting with faculty.”

Looking toward the future, Ghosh envisions offering the program about three times each year, expanding regionally and offering a follow-up program with more in-depth exploration on a focused set of topics.

By developing business acumen, strengthening strategic decision-making abilities, and updating and expanding management skills, participants of the Energy Executive Management Program are better equipped to lead their companies to greater success. “We will continue to listen to what the industry needs and fine tune our program,” Ghosh concludes. “We want to offer the very best program of this type for energy professionals.”





## DOLMAN FAMILY SCHOLARSHIP GIVES STUDENTS OPPORTUNITY TO STUDY ABROAD

A new scholarship has been established by the James B. Dolman family of Ardmore to award Price College students who want to participate in the Price College



*The Dolman Family at the fall reception when the new Dolman Family Scholarship was announced.*

Study Abroad program. James Dolman served as president of the OU Senior Class in 1960 and in honor of his long-standing affiliation with Rotary International, priority consideration is given to business students who are from a county in Rotary District 5770. The first scholarship awarded this year was to Robert Elliott, energy management senior, who studied abroad in the United Kingdom. Each year the Dolman family plans to hold a reception to honor the scholarship winner(s) for that year, starting off with Elliott this November.

Ana Bolino, international programs coordinator for Price College, says, "We are thankful for the new scholarship that the Dolman family created. Because of their generosity, additional students will now be able to participate in a study abroad experience that will have a long-term impact on their personal and professional development."

The Price College Study Abroad program began in 2008, with students studying in locations such as France, Italy, Spain and the United Kingdom.

## ANNUAL CAMPS FOR HIGH SCHOOL STUDENTS A SUCCESS IN MIS AND ENTREPRENEURSHIP

The Third Annual I.T. Is Hot Camp and the Second Annual E-Week both provided interesting and unique endeavors for many high school students across Oklahoma. The I.T. Is Hot Camp took place March 25 and 26 with students having the opportunity to hear about careers in management information systems from alumni, team up to work in groups on case studies and



*Nate Stout, clinical assistant professor of MIS, works with students during the I.T. Is Hot Camp.*



*A student team makes its case presentation during this year's E-Week Camp.*

meet with industry representatives before presenting their cases to win scholarships.

E-Week is a one-week camp held on campus during the summer to allow high school students to explore entrepreneurship. From June 6 through 10, they participated in classroom learning, including a simulation augmented with case and book discussions led by successful entrepreneurs, corporate visits to BancFirst, Sonic Corp. and Chesapeake Energy, and planned activities on campus.

## AT&T CHAIRMAN AND CEO RANDALL STEPHENSON SERVES AS PRICE COLLEGE CONVOCATION SPEAKER

Spring Convocation took place May 14 at Lloyd Noble Center, where more than 400 undergraduate and 60 graduate students received their degrees from Price College. After Dean Evans welcomed everyone and introduced the evening's guests, AT&T Chairman and CEO Randall Stephenson delivered the keynote address to the 2011 graduating class. Stephenson, also a Price College alumnus, shared some of his professional experiences with the audience and offered advice from what he had learned after graduating college. Matt Deimund, graduating senior majoring in accounting and finance, gave the undergraduate address to his fellow classmates, encouraging everyone to maintain a healthy work-life balance. Brian Lepak, Academic All American and a graduating senior of Price College, sang the National Anthem and led the OU Chant to conclude the evening's festivities.



Randall Stephenson addresses graduating Price College students at Convocation last May.

## ARCHIE DUNHAM GOLF INVITATIONAL HELD AT JIMMIE AUSTIN OU GOLF CLUB

This year's annual golf invitational marked 29 years of Price College hosting the event. More than 150 alumni and friends of the college participated this year on June 23. Even with the heat, everyone enjoyed the Jimmie Austin OU Golf Club course, considered one of the best in the area. Teams won from ConocoPhillips, Chesapeake Energy Corp., SandRidge Energy and Grant Thornton in flights Top Dog, Boomer, Sooner and Schooner. Additionally, Larry Houchin, alumnus, Price College supporter and multiple Archie Dunham Golf Invitational golfer, was posthumously honored at this year's tournament.



Pete Adamson, BBA 1964, putts with Dean Ken Evans and Lindsay Perkins, BBA 1963, looking on during the Archie Dunham Golf Invitational.

## VICTORIA'S SECRET CEO RETURNS TO HER ALMA MATER AS A DISTINGUISHED SPEAKER



Sharen Jester Turney takes questions from the audience during her visit to OU.

Sharen Jester Turney, president and CEO of Victoria's Secret, spoke to a well-attended audience of Price College students, alumni and friends April 26 in Meacham Auditorium of Oklahoma Memorial Union. Turney earned her degree in business education from OU and went on to work in retail, serving in several executive positions for Neiman Marcus, including president and CEO of NM Direct, before

joining Victoria's Secret in 2000. She discussed the different facets of the company, including Victoria's Secret Stores, Victoria's Secret Direct, Victoria's Secret Pink and Victoria's Secret Beauty, and the important role of customer service in business and the retail industry. While on campus, she interacted with MBA students and the JCPenney Leadership associates in an executive mentoring session and luncheon.

The Distinguished Speaker Series presents top-level business executives from a broad range of backgrounds, industries and geographies. It is designed to promote face-to-face interaction between global leaders, the Oklahoma business community and Price College students.





## MARY LURRY JOINS PRICE COLLEGE AS NEW HEAD OF DEVELOPMENT



With more than 18 years of fundraising experience and specializing in strategic development of major giving, the college welcomes Mary Lurry as executive director of development.

She most recently served as the director of development for the National Cowboy and Western Heritage Museum. Additionally, Lurry led development efforts at the Van Cliburn Foundation in Fort Worth and spent many years as a senior fundraiser for the United Ways in Houston, Baltimore and Dallas. She is a native of central Louisiana and graduate of Louisiana State University. She and her husband, Dan, live in Norman.

## EDDIE EDWARDS NAMED DIRECTOR OF PRICE COLLEGE MBA PROGRAM

Career-long entrepreneur and adjunct faculty in entrepreneurship, Eddie Edwards joins Price College in a new capacity as executive director of the MBA Program.



He graduated from OU in 1978 with his bachelor's of business administration in accounting and earned his master's of business administration in finance and real estate from the University of Texas. This provided the foundation for him to immediately cofound his first company, Edwards and Williams Group, which served as a financial partner for a number of real estate developers. Throughout the years, he was involved in several additional companies, including Intersouth Partners, Commercial Technology Group, Price Edwards & Co., Accord Human Resources and Candid Color Systems. He is married to Amy and they have two grown sons, Johnson and Andrew, both OU graduates who work in the energy industry.

## ONEOK SPENDS EVENING COACHING STUDENTS FOR INTERVIEWS

The MIS Student Association hosted an event with ONEOK called "What Not to Say," an information session open to all business students looking to improve their interviewing skills for internships and full-time positions. Clifton Gray, senior development analyst at ONEOK, presented three main topics: recruiting from the employer's perspective, how image affects the job search and how to handle a behavioral interview.



Andrew Watters conducts a mock interview with MIS students and OneOK.

Marcy Howerton, manager of NGL applications at ONEOK, conducted a mock interview with three brave students in front of the 39 students who attended. Andrew Watters, Sloan McNulty and Taylor FitzGerrell all prepared as they would for a real interview, and after each session feedback was provided regarding what the students did well and what could be improved upon for the future.

Students found the April 11 evening presentation helpful. Watters, MISSA president, said, "It was a great and informative evening with a large crowd. ONEOK did a great job informing students about interviews, and even though I've been through many of them, I still learned some things that will help me as I look for full-time employment in my field."

## EXXONMOBIL PROVIDES SUPPORT TO COLLEGES AT THE UNIVERSITY OF OKLAHOMA

Members of the OU community gathered at Whitehand Hall on April 22 for the generous gift presentation from ExxonMobil to the university. Price College was one of many areas on campus that benefited from the company's program in matching employee donations. The college received contributions in the areas of scholarships, the Adams Society and scholars programs.



Dean Ken Evans, on behalf of everyone at Price College, appreciates the generosity of ExxonMobil and thanks OU's executive sponsor and reservoir studies manager with the company, Bob McKenny.

## ACCOUNTING RESEARCH ASSISTANT SANAZ AGHAZADEH RECEIVES RESEARCH FUNDING FROM CAQ

Sanaz Aghazadeh, research assistant for the Steed School of Accounting, received funding from the Center for Audit Quality to aid her research on the topic "Confidence Matters: The Effect of Expressed Client Confidence on Auditor Judgment." The CAQ's Research Advisory Board chose five research projects to fund after reviewing 48 proposals on such topics as audit quality, financial statement fraud deterrence and detection, professional judgment, and professional skepticism.



Sanaz Aghazadeh

## NEW OU WOMEN IN ENERGY SCHOLARSHIP FORMED BY RECENT GRADUATES

While attending the University of Oklahoma and majoring in Energy Management, a group of women students were provided invaluable support through the opportunities offered by the Energy Management Program. Additionally, the Energy Management Student Association exposed them to the energy industry through scholarships, internship opportunities, industry mentoring through the William M. Majors Mentoring Program, a multitude of networking sessions, a variety of guest speakers and unlimited guidance from the EMSA office and curriculum professors. Each of these opportunities provided them with the ability to pursue their career goals and transition into the energy industry as professional young women. The program made an impact in their lives and in turn they are giving back to the program.

These young women who have graduated and now work in the energy industry created the OU Women in Energy



*The women contributing to the formation of the scholarship as well as the first recipient, include, from left, Kelsey Voytovich, Claire Peterson, Dianna Endicott, Kristin Thompson, Emma Frates, Neda Nevabha, KK Frates, Kelly Dickerman and Johnna Austin. Photo provided courtesy of Party Pics.*

Scholarship. Their gift will allow female students who are involved in the Energy Management Program and in pursuit of a career in the energy industry to receive financial assistance. This past spring, they honored their first recipient, Emma Frates, and plan to raise \$20,000 this year to allow for a \$1,000 scholarship and then ultimately raise \$50,000, which will allow for a \$2,500 yearly scholarship. This unique group of alumna include Brett Jennings with BP American Production Co., Claire Peterson

with Anadarko Petroleum Corp., Dianna Endicott with Williams Production Co., Johnna Austin with ConocoPhillips, Julie Friday with Occidental Petroleum Corp., KK Frates with Stephens Land Services Inc., Kelly Dickerman with Apache Corp., Kelsey Voytovich with ConocoPhillips, Kristin Thompson with Pioneer Natural Resources Co., and Neda Navabha with BP America Production Co. Special recognition is given to Serena Evans of Chesapeake Energy Corp., Tarah Fagen Angelidis of XTO Energy Inc. and Larry Patrick of Devon Energy for their support.

## UNION PACIFIC CEO VISITS PRICE COLLEGE AS PART OF THE KANALY LECTURE SERIES

James Young, chairman, president and CEO of Union Pacific Corp., spoke to Price College students, alumni, faculty and staff April 5 in Oklahoma Memorial Union. He informed his audience of the many industries the railroad impacts and how freight railroads are important in today's market. Young's presentation focused on the tremendous impact Union Pacific makes on a global scale, stating that the railroad stimulates the economy with more than 1.6 million freight cars travelling on 180,000 miles of track. He also discussed the different goods and services transported, including 850 million tons of coal annually, and maintained that trains are the safest option for chemical transportation. In addition, he met with members of the Supply Chain Management Student Organization, MBA students and JCPenney Leadership associates during student breakout sessions.

The Kanaly Lecture Series, which began in 2008, is named in honor of the late E. Deane Kanaly, founder and chairman of Kanaly Trust Co., who earned his OU business degree in 1952 and his MBA in 1953. The lecture series is funded through the generous support of his wife, Virginia L. Kanaly, also an OU business graduate.



*James Young speaks to a diverse audience about Union Pacific and today's industry.*





## OU STUDENTS WIN TOP HONORS AT GOVERNOR'S CUP COMPETITION

University of Oklahoma student teams won top honors, including the OG&E Positive Energy Award, at the 2011 Donald W. Reynolds Governor's Cup Collegiate Business Plan competition in Oklahoma City April 14. Students from OU's Center for the Creation of Economic Wealth and Price College spent months developing business plans for real-world technologies that it is hoped will create jobs for the state of Oklahoma.



*The Undergraduate Division first-place winning team, LumiDX, accepts the top award at the Governor's Cup Competition.*

Almost 40 teams from college campuses across the state were given the opportunity to write business plans and make a pitch for investments that can be used to implement their ideas. These teams competed for more than \$120,000 in cash prizes in the Seventh Annual Donald W. Reynolds Governor's Cup Competition, and OU teams swept the competition.

Simtra Tools was named the winner of the \$7,000 OG&E Positive Energy Award, recognizing the team that developed the best business plan around energy generation, conservation, new delivery methods or other technology to enhance efficient energy use. Their plan focused around a technology that provides utility linemen a versatile tool called TrueTight, which helps them easily tighten power lines to the correct tension without carrying more cumbersome and expensive equipment. The team was composed of Brandon Mikael, team leader, and Matthew Huber, and mentored by their faculty advisor, Lowell Busenitz, academic director for the Center for Entrepreneurship.

Undergraduate Division first-place winner was LumiDX, which developed a business plan around a novel diagnostic test, which detects up to five indications of upper respiratory infections in just 30 minutes. LumiDX team members were Amy Henderson, team leader, Ashley Zumwalt, Mimi Nguyen and Kaelyn Lu. Jim Wheeler, executive director for the Center for Entrepreneurship, was their faculty advisor. Winning second place in the undergraduate division was OU team Vita Rhythm. Team members included Jessica Wills, Brett Gudgel, Brittany Myers and Erikka Roberts.

Winning first place in the graduate division was OU team CerebroGen Pharmaceuticals. The team's plan was built around a new antibody-based drug treatment for epilepsy. CerebroGen was led by Benjamin West, and composed of Chase Roberts, Tobi Olusola and Majed Gharfeh. The team's faculty advisor was Elaine Hamm, director for the Office of Technology Development.

## ANNUAL LUNCHEON HONORS OUTSTANDING PRICE STAFF

Featuring guest speaker and former Oklahoma governor, George Nigh, the Annual Staff Luncheon—held June 20 at Oklahoma Memorial Union—awarded numerous staff for their outstanding contributions to the college over the past year. Years of service awards were given to Pat Wickham for 30 years of working at Price College; Charlene McCright, 25 years; Steve Wilson, 10 years; and Mary Stephens, 10 years. Emily Kuenzi was awarded the Staff Member of the Year honor, while Lauren Keely and Adam Clinton received the Dean's Excellence Award for Support Staff and Professional Staff, respectively. Cindy Lopez was presented with the Bruce Magoon Service Award, and at an OU Staff Awards reception, Lisa Vassmer was honored with the OU Distinguished Performance Award.



*Emily Kuenzi, Staff Member of the Semester honoree, and guest speaker George Nigh attend the Staff Luncheon. Emily accepts her award while on maternity leave with 3-week-old Cooper.*

## DISTINGUISHED ALUMNI, FACULTY AND STUDENTS RECOGNIZED AT PRICE COLLEGE HONORS LUNCHEON



The 2011 Price College Honors Luncheon took place May 6 in the Molly Shi Ballroom of Oklahoma Memorial Union to recognize the outstanding achievements of its alumni, faculty and students. All divisions honored outstanding students who have achieved excellence in their areas of study. The Bruzzy Westheimer Leadership Award was awarded to Jefferson Powell and a new award, the Price College Student Service Award, was given to Wade Brockway.

The alumni honored with the Distinguished Alumni Award include David Bole, managing director of Quantum Energy Partners; Mary Cochran, audit partner with Ernst & Young LLP; Barry Davis, managing general partner of Davis, Tuttle Venture Partners, managing partner in Davis Affiliates, managing general partner of Davis Venture Partners and president and CEO of Alliance Business Investment Co.; and W.R. Howell, chairman emeritus of JCPenney Co. Michael Kopelman, vice president of investor relations at Timer Warner, was awarded the Recent Alumni Award of Distinction.

The faculty members awarded at the Honors Luncheon included Ning Nan, Dean's Excellence Research Paper Award; Matt Jensen, Bruce Magoon Master Teacher Award; Shelly Grunsted, Hurley Roberson Award for Teaching Excellence; Fran Ayres and Louis Ederington, Harold E. Hackler Outstanding MBA Professor Awards; Lowell Busenitz, Houston & Mary Jo Johnson Master Teacher and Partners in Learning Awards; Vahap Uysal, Price College Ethics Teaching Fellowship and Dean's Excellence Research Paper Award; Anthony Klotz, Outstanding Graduate Research Award; Sanaz Aghazadeh, Outstanding Graduate Teaching Award; and Carol Knapp and Suman Basuroy, Price College Ethics Teaching Fellowships.



David Bole



Mary Cochran



Barry Davis



W.R. Howell



Michael Kopelman



Sanaz Aghazadeh



Fran Ayres



Suman Basuroy



Lowell Busenitz



Louis Ederington



Shelly Grunsted



Matt Jensen



Anthony Klotz



Carol Knapp



Ning Nan



Vahap Uysal

## AGIO TECHNOLOGY PROVIDES SCHOLARSHIPS FOR MIS STUDENTS

AGIO Technology, a provider of managed IT services for hedge funds, announced it will be providing scholarships to four OU students seeking a career in the technology field. The \$1,000 scholarship awards are offered through Price College's MIS Division, with one of the awards being an opportunity to participate in an MIS fellowship program. These scholarships are part of AGIO's efforts to strengthen the company's recruitment efforts at Price College and establish relationships students who may accept a position with AGIO in the future.

"AGIO is deeply committed to making a significant contribution toward the success of students enrolled in OU's MIS program," said CEO Bart McDonough. "We are delighted to be involved in this scholarship program, which we view as an exciting opportunity to assist those students in achieving their academic and career goals."

AGIO's recent scholarship helped the MIS Division reach a record \$90,000 in scholarship support for the current academic year.





FAN CHEN

**Fan Chen**, Price College Finance Ph.D. student and Business Energy Solutions Center doctoral fellow, presented his paper “Energy Futures Prices and Drilling Activity” at the August Commodity Futures Trading Commission Conference on Commodity Markets. He also will present it in October at the 2011 Financial Management Association Annual Conference in Denver. Previous studies have documented a positive relation between crude oil spot (or cash market) prices

and drilling activity. However, since drilling activity today only impacts possible future production, he hypothesizes that drilling activity should be more a function of expected future oil prices than current spot prices. Using NYMEX crude oil futures prices as a measure of expected future oil prices, he finds that futures market prices positively impact U.S. drilling activity independently of current oil prices. Indeed, while U.S. drilling activity is positively related to both spot (or cash market) and futures prices, he finds that drilling activity in the Middle East, the U.K. and Canada is more a function of futures prices than spot prices. Chen further shows that relating drilling activity to current spot prices only, as previous studies have done, leads to a serious under-estimation of how drilling activity responds to higher or lower oil prices.

**Louis Ederington**, Michael F. Price Chair in Finance; **Chitru Fernando**, John and Donnie Brock Chair and research director of the Business Energy Solutions Center; **Scott Linn**, R. W. Dick Moore Chair in Finance Economic Development; and former finance doctoral student **Anthony May** presented their final report, “Factors Influencing Oil Prices: Current State of Knowledge and Future Research Directions,” on their 2010-11 Business Energy Solutions Center research contract with the U.S. Department of Energy, Energy Information Administration. A second BESC-EIA research contract titled “The Effect of Futures Trading on Spot Oil Prices” led by Ederington and Fernando, and including finance doctoral student **Kate Holland**, was awarded by the DOE in June. Additionally, the BESC research proposal, “Enhancing the Transparency and Efficiency of U.S. Energy and Financial Markets,” led by Ederington, Fernando and Linn, is the first Price College proposal to be included in OU’s annual congressional funding request. If funded, this proposal will result in the largest research grant ever received by the college.

For the second consecutive year, **Ederington** and **Fernando** were invited to represent the University of Oklahoma at the U.S. DOE’s annual workshop on energy and financial markets in Washington, D.C. They also presented their paper with Michael Dewally titled “The Determinants of Trader Profits in Energy Futures Markets” at the U.S. Commodity Futures Trading Commission and the FDIC-Cornell University-University of Houston Conference on Derivatives and Risk Management.

**Fernando**, **May** and **William Megginson**, Rainbolt Chair in Finance, published their paper, “The Value of Investment Banking Relationships: Evidence From the

Collapse of Lehman Brothers,” in the *Journal of Finance*. They also presented this research at several leading conferences and universities around the world, including the American Finance Association meetings in Denver; Financial Intermediation Research Society Conference in Florence, Italy; and the U.S., European and Asian meetings of the Financial Management Association. Additionally, Megginson presented academic studies at Massey University in New Zealand and also advised the country’s Treasury on the privatization program they are preparing to launch.



LOUIS EDERINGTON



CHITRU FERNANDO



SCOTT LINN



ANTHONY MAY



KATE HOLLAND



WILLIAM MEGGINSON



**Bret Bradley**, assistant professor of management, has his article, “Reaping the Benefits of Task Conflict in Teams: The Critical Role of Team Psychology Safety Climate,” forthcoming in the *Journal of Applied Psychology*. He and his coauthors, Bennett Postlethwaite, Anthony Klotz, Maria Hamdani and Kenneth Brown, focus on one of the most fundamental challenges managers face, which is dealing with conflict within their team. Rigorous debate and task-focused conflict should lay the foundation for great team performance, yet too often, conflict distracts the team, derails task performance and thoroughly annoys everybody. So, when does conflict help, not hurt, a team’s performance? To answer this question, they studied how teams that benefited from conflict were different from teams that were damaged by conflict. They discovered that the primary element was an internal team climate characterized by what they term psychological safety. This climate refers to an internal team environment where members feel free to express the full range of their ideas and opinions, without the



**BRET BRADLEY**

fear of embarrassment or punishment. Hence, team leaders who foster this type of climate can expect performance gains from increases in task conflict.

Bradley also presented a paper titled “Personality and Leadership Composition in Top Management Teams: Implications for Organizational Performance” at the Academy of Management Conference in San Antonio in August. He and his coauthors, Amy Colbert and Murray Barrick, studied about 100 top management teams and discovered that the average level of the personality trait of conscientiousness within a top team had a positive impact on an organization’s subsequent financial performance.

They also found that the average level of transformational leadership among these top members, not just the CEO, was related to organizational financial performance. These findings show that the personalities of members of the top team impact how well the organization performs financially. Additionally, they show the importance of the entire top team, not just the CEO, to an organization’s success.



**DANIEL OSTAS**

**Daniel Ostas**, James G. Harlow, Jr. Chair in Business Ethics and professor of legal studies, presented his article, “The Ethics of Corporate Legal Strategy: A Response to Professor Mayer,” in August at the National Conference of the Academy of Legal Studies in Business in New Orleans. The article summarizes a decade of Ostas’ scholarly writings, responds to a recently published critique of those writings and offers an extension.

It has been accepted by and is forthcoming in the *American Business Law Journal*, the leading journal within the legal studies field.



**CRAIG RUSSELL**

**Craig Russell**, professor of management, and the late Mary Van Sell of Oakland University, have their paper, “A Closer Look at Decisions to Quit,” forthcoming in the journal, *Organizational Behavior and Human Decision Processes*. They mathematically modeled how 532 newly hired nurses decide to quit in a simulation at their time of hire in a large hospital chain. Each was asked how likely she was to quit hypothetical jobs that varied high,

moderate and low levels of five job characteristics. Survey measures of these job characteristics over the next two years were multiplied by weights derived from individual nurse’s simulations to yield turnover likelihood estimates, which predicted voluntary turnover 127 percent more accurately over an eight-year period than the best predictors previously reported in the literature. A biographical information inventory also predicted turnover meaningfully better than the best existing predictors. Average job tenure for future nurses hired on the basis of the biographical information inventory was expected to exceed those hired under the old selection system by 18 months, saving the hospital more than \$800,000 annually in recruiting and training costs.

**Jeremy Short**, Rath Chair in Strategic Management and new to the Division of Management and Entrepreneurship, along with his co-authors Dave Ketchen, James Combs and Duane Ireland, had their *Organizational Research Methods* article “Research Methods in Entrepreneurship: Opportunities and Challenges” honored as the most downloaded article in 2010 in this journal of all articles published in 2009 and 2010. To read this article, go to: [http://orm.sagepub.com/cgi/reprint/13/1/6?ijkey=z9WmTPwSzMs3Q&keytype=ref&siteid=sporm&utm\\_source=eNewsletter&utm\\_medium=email&utm\\_campaign=1J22](http://orm.sagepub.com/cgi/reprint/13/1/6?ijkey=z9WmTPwSzMs3Q&keytype=ref&siteid=sporm&utm_source=eNewsletter&utm_medium=email&utm_campaign=1J22).



**JEREMY SHORT**



# Claims to Fame

*Price College's long history of successful graduates.*

By Tara Malone

**THE OU COLLEGE OF BUSINESS HAS ALWAYS PIONEERED** the exploration of innovative new frontiers. More than half a century ago, the college established the first petroleum land management curriculum in the entire world. It was a program far ahead of its time, and was the forerunner of today's famous Energy Management Program, which draws curricula from the colleges of Law, Business, Atmospheric and Geographic Sciences, and Earth and Energy. This unique program, along with other such initiatives as the college's high-ranked MBA program, has set the stage for the futures of some

*Photo courtesy of Devon Energy.*

## Stephen Dernick, Dernick Encore LLC

For Steve Dernick, success is a family business. Immediately upon graduating with his MBA from OU in 1977, he joined Dernick Resources Inc., an oil and gas exploration and production company founded by his father in 1976. By 1979, Dernick and his brother, Dave, purchased the company, which continued to grow.

"By 2008, its reserves base had grown to more than 1.1 trillion (net) cubic feet equivalent of natural gas reserves," Dernick says. Torn between selling the company and pursuing an IPO, Dernick instead merged Dernick Resources into Cinco Resources Inc., another private company that had a "management team desirous of forming a public company." This merger allowed Dernick to pursue new ventures, including the formation of his most recent energy company, Dernick Encore LLC.

"This company not only offers me the opportunity to again start and build a new venture, which is where all the fun and satisfaction is for me," Dernick says, "but it allows me to keep my independence, which I would have largely forfeited running a public company." He also says it affords him the chance to continue working closely with his family, including his son, Matt, and son-in-law, Chris — an OU energy management graduate. "This new venture will give them invaluable experience, and hopefully allow them to develop their own entrepreneurial skills," Dernick says.



*Steve Dernick served as an executive-in-residence in 2008 and visited with many student groups, including JCPenney Leadership associates.*

Although he graduated almost 35 years ago, Dernick has not forgotten the valuable lessons he learned in the OU College of Business. "Of course, my graduate studies at OU helped me to develop some of the knowledge, tools and analytical skills needed in my business career," he says. "More importantly, I was challenged to broaden my horizons, which led to me gaining the confidence I needed to take the entrepreneurial risks associated with buying and building Dernick Resources."

A generous benefactor to OU, Dernick has returned to the Price College to share his expertise with budding entrepreneurs as part of the Executive-in-Residence Program. For students eager to follow in his successful footsteps, he offers this advice:



of the most luminary entrepreneurs in the world. These alumni have one thing in common: they all started their road to success in the OU College of Business.

Price College students have much to look forward to in their careers, but the path to success often appears daunting. Fortunately, students have the opportunity to avail themselves of the excellent resources and inspiration of the many outstanding OU business alumni who have come before them.

“First, your reputation will always be your most valuable asset, so never succumb to any temptation that might put it at risk. Second, regardless of whatever career path you decide to take, especially if it is entrepreneurial in nature, you need to maintain a good balance between your business and private life. Not only will success be unfulfilling if you sacrificed your family and friends along the way, but it will be a lot tougher and lonelier to make it through the rough times that all entrepreneurs encounter.”

## Rod Roberts, Lancer Resources L.P.

A member of the class of 1974, Rod Roberts majored in finance and management with a specialization in petroleum land management and minors in marketing, law and geology. Ten years later, after working for Exxon and the exploration company Patrick Petroleum, he went on to found Lancer Resources, L.P., an oil and gas company of which he remains the sole owner.

“My company is one of my passions, and I love making deals in the oil and gas industry,” Roberts says.

Roberts’ years in the OU College of Business were formative indeed. “OU gave me an excellent perspective into the oil and gas industry,” he says. In recognition of the education and experience he gained in the college, last year he made a \$1 million commitment in honor

of a beloved professor: the V. Ross Brown Professor of Industry endowment. According to Roberts, it was Brown who “laid out the initial path for my business career.”

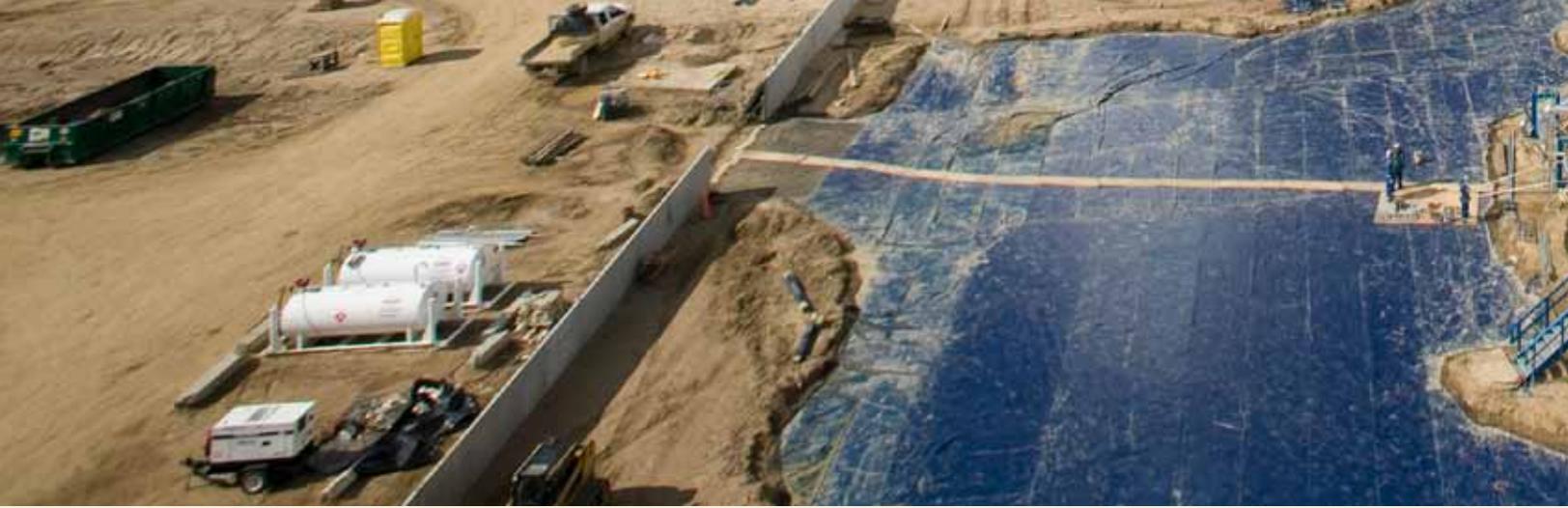
After nearly 30 years at the helm of a successful business, Roberts has some practical suggestions for today’s energy management students. “Go to work for a large company first,” he says, “and align yourself with the best talent in the organization. Determine the real winners and stay close to them while learning as much as you can about all facets of the company. If it’s your desire, you can then go to work for a smaller boutique company and later down the road start your own business.

“The most important thing to do is ask a lot of questions, know yourself and be very respectful to the key players in your industry,” he continues. “In most cases, they are happy to share their experiences and advice with you. Don’t waste your energy trying to impress them with your knowledge. Most people don’t care what you know; they want to impress you with what they know.”



*Rod Roberts with his former professor, V. Ross Brown, after announcing to him the gift he made to Price College in the retired faculty member’s name.*





## Jerry Sheets, Vitruvian Exploration LLC

Upon graduating from the Petroleum Land Management Program in 1979, Jerry Sheets wasted no time jumping right into the business. After joining Gulf Oil as a



*Jerry Sheets, Vitruvian Exploration LLC*

petroleum landman in Houston, he moved to the Kilgore, Texas, office. It was in this small district branch, Sheets says, where he found his true passion.

“Even though Gulf Oil was a huge company, the Kilgore district operated much more like a small operator would,” he explains.

“I knew then that I didn’t want to be a part of a large oil and

gas exploration entity and handle a small portion of the process. I wanted to be involved in the entire process.”

This desire for a hands-on approach led Sheets to several positions with start-up oil and gas exploration companies after his time with Gulf Oil. “Each of these companies grew while I was there into much larger companies,” he says. “I really enjoy the process of developing oil and gas assets and watching them grow in value.”

In late 2009, he helped develop Vitruvian Exploration LLC, a small, privately held oil and gas exploration and production company that already is achieving significant growth. The name, he says, comes from Leonardo da Vinci’s drawing of the Vitruvian man, which “exemplifies the blend of art and science in the right proportions.”

For much of his success, Sheets credits the preparation and education he received in the Petroleum Land Management Program. “I believe the College of Business at OU was very instrumental in preparing me for the business world and the advancements I have made in my career,” he says.

And for current students of the college, his advice for business – and life – is simple. “Find something that you have a passion for and apply good work ethics toward it.”

## Tom Ward, SandRidge Energy

When searching for a textbook model of success, one need look no further than

Tom Ward. A 1981 OU graduate in petroleum land management, it was less than a decade later that Ward co-founded Chesapeake Energy Corp., for which he served as president, chief operating officer and director until 2006. That June, he formed what is now SandRidge Energy, where he serves as chairman and CEO.



*Tom Ward, SandRidge Energy*

Since moving operations to Oklahoma City five years ago, he says production has increased twenty-fold. Of SandRidge’s success, he says, “I am proud of the accomplishments that our team has made in such a short amount of time to grow into one of the leading oil producers in the United States.”

Ward credits OU and classes in the business college for preparing him realistically for the business world. “My



years at OU helped me to mature to a point that I was ready to enter the business world,” he says. “Even though I was married during college, I needed to grow mentally to compete. The business classes that I took helped me to understand other facets of life away from the small-town environment that I grew up in. Even the difference between ‘hanging out’ with a few thousand people, which was more than my whole town by several factors, was very helpful in moving forward outside of school. Without university life, I would not have been prepared to face the business world.”

To young entrepreneurs, Ward cautions, “Be careful what you ask for. Most of the time, having a great job with a company is more fulfilling than trying to do something on your own. I encourage young people to give larger business a try before starting out on their own. However, the key is to be content with your life; then your business life also will be content. This usually starts with seeing what you can do for others, which is the real key to a successful life.”

## Robert Zinke, Zenergy Inc.

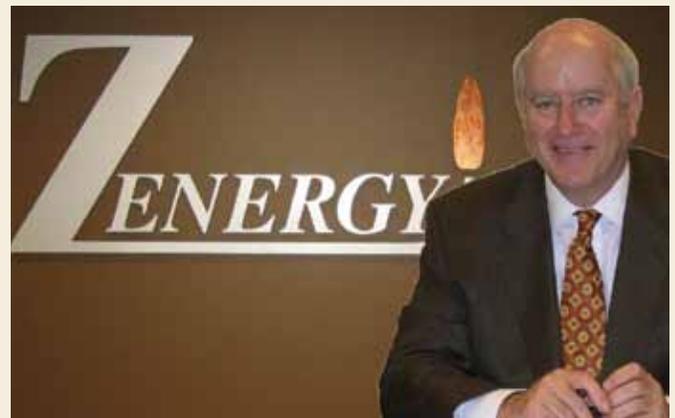
A 1975 graduate of the Petroleum Land Management Program, Robert Zinke worked for five years after graduation in various positions with ARCO, Northern Natural Gas Co., and Hawkins Oil and Gas Co. It wasn’t long before he struck out on his own, and it’s been straight up ever since. Today, Zinke is the president and CEO of Zenergy Inc., an international exploration and production company co-founded by Zinke as Zinke and Trumbo Inc. a scant five years after graduating from OU.

“It is extremely important in my life,” Zinke says. Although Zenergy Inc. and Robert Zinke are now famous names across the globe, he credits the College of Business as the wellspring of his success.

“My years at the College of Business at OU were really the spark that lit the fire that ultimately became my passion and career,” Zinke says. “I came away from my experience at OU with the tools that have enabled me to critically think and assess – and ultimately become a successful entrepreneur. For this, I will be forever grateful.”

Zinke has demonstrated this gratitude and his committed support of the Price College of Business by serving as chairman of the Price College Energy Management Advisory Board and on the Price College of Business Board of Advisors. In addition, his support of the Energy Management Program has manifested through such endeavors as the Robert M. Zinke Chair for Energy Management and the establishment of an endowment to support the program and its director.

Zinke warns the business students of today that they must learn to think on their feet. “I think one of the best bits of advice that I can pass along to young entrepreneurs is that management of any business is a 24/7 effort. Paradigms rarely exist in this dynamic world of business today, and if they do, they surely involve constant change – so be prepared.”



Bob Zinke, Zenergy Inc.





# Mentoring Relationship Cultivates Futures in the Energy Management Program

Photo provided courtesy of SandRidge Energy.

THE ENERGY MANAGEMENT PROGRAM (formerly called Petroleum Land Management) started in 1958 as the first major of its kind. The curriculum is designed to educate students in the business and commercial disciplines of the energy industry and offers a diversified curriculum that draws from OU's business, engineering, geosciences, geography, meteorology and law disciplines.

A star in the crown of the Energy Management Program is the William M. Majors Mentoring Program. Placing students in direct contact with an industry professional, the program was the brainchild of PLM alumnus and former Oklahoma City Association of Professional Landmen President Kim Swyden, currently a pastor at Henderson Hills Baptist Church in Edmond, Okla. "In 2000, the students were invited by Robert Hefner and Kim Swyden (Hefner's land manager at the time) on a field trip to visit a drilling rig location in eastern Oklahoma. During the bus ride, Swyden asked the students if they had any questions. The floodgates were opened, and the students peppered him with inquiries about every aspect of the industry. "I was actively preparing for the ministry at this time and was paired with another pastor as a mentor," Swyden said. "I thought about the concept of pairing an industry professional with a student might be as beneficial for these students, in converting the theoretical to the practical, just as my mentor had helped me."

The program was created in 2001 and named for William "Bill" M. Majors Jr., who was 92 at the time. Bill Majors graduated with a bachelor of arts degree from OU in 1931 and from OU law school in 1934. He worked closely with OU President George Lynn Cross in 1958 in designing and creating the original PLM curriculum. Majors passed away in 2005.

The mentoring program is now in its 10th year of industry-student pairings and has grown in popularity and prestige under the leadership of Larry Patrick, a senior landman at Devon Energy. Mentees number from

40 to 50 a semester, and it's an honor and a privilege to be accepted into the program. Students are selected based upon a point system regarding active participation in the Energy Management Student Association. Steve Long, director of the Energy Management Program, and Patrick meet with the student

mentoring co-chairs the summer before school starts to try to best match mentors and mentees who have similar interests and goals.

The mentors and mentees meet monthly for lunch at the Oklahoma City Petroleum Club, where they network with other industry professionals and hear educational presentations. Each semester, the group attends planned social functions, including bowling, Oklahoma Thunders basketball games, Red Hawks baseball games and other

*"As the energy management major continues to grow, Price College wants to send a clear signal to prospective students and to the industry we serve. We want students with a genuine interest in this country's energy future, excellent academic credentials, and, most important, the work ethic and integrity to become industry and community leaders."*

*—Nim Razook, Price College Associate Dean of Undergraduate Programs*





*Energy Management mentors and mentees at the Oklahoma City Petroleum Club.*

*“The Energy Management Program exemplifies the innovative curriculum and programming the University of Oklahoma has long embraced. With quality students, dedicated faculty and staff, collaborative industry partners and passionate alumni, the Michael F. Price College Energy Management Program has all the ingredients for success.”*

*—David Boren, OU President*



*At a recent mentor and mentee luncheon, from left, Chuck Lundeen, mentor with Devon Energy; Steve Long, director of the Energy Management Program; William M. Majors III; Lane Gibbs, mentee; and Katie Chisholm, mentee.*

informal events to let the mentors and mentees get to know each other in a fun and comfortable setting.

The relationships between the mentors and students can become close and generate friendships of a lifetime. Through the years, a number of life-changing situations have occurred that are directly attributable to the nurturing relationships established in the William M. Majors Mentoring Program. The students have someone in the industry they can call for help, advice and direction.

Mentors and mentees often see each other for more than the scheduled events. “It’s all about the relationship,” says Julie Woodard, 2005 energy management graduate, who serves as a mentor. “I love giving back to the students and to the program. I love helping one student, then another. Quite frankly, it’s addictive. The mentoring program jump-started my career at Chesapeake Energy. I hope to do the same for others.”

Mentee Dianna Endicott, landman with Williams Production Co., spoke highly of her mentoring experience with Woodard before graduating last spring. “One of the highlights for me this past semester was when I made a trip to Chesapeake during the work week to meet with Julie. We ate in the company cafeteria and she took me on a tour of Chesapeake’s campus. I enjoyed the time that she gave me in answering questions about her job and other professional activities. Because of this mentoring relationship, I can call her in the future if the need arises.”

William Majors III continues to be a part of the mentoring program and regularly attends the luncheons. “Dad is up in heaven beaming,” said Bill Majors III. “I know he was really proud about having his name on the program, but also kind of embarrassed. He just did what he did because he enjoyed doing it. He always said he really got more than he gave.”



# Alex KAISER

ALEX KAISER is a senior energy management and finance double major who is enjoying many of the opportunities that Price College offers. After starting out as a marketing major followed by a brief stint as a petroleum geology major, Kaiser was introduced to Steve Long, director of the Energy Management Program. “I met with Steve about two weeks into my sophomore year and he told me about all of the amazing opportunities available in the Energy Management program and to this day, I have never looked back,” says Kaiser. “Talking to him for 30 minutes certainly changed my college career and, in turn, changed my life. I could not have imagined the endless possibilities that lie ahead after that conversation.”

After choosing to pursue energy management and finance as his majors, Kaiser sought an internship and to study abroad. During summer 2010, he accomplished both of these endeavors by interning at Jones Energy, Ltd. out of Austin, Texas, and studying abroad in Reading, England. During his internship, he worked closely with two people whom he now considers mentors, Mike McConnell and Jody Crook, both Price alums. In fact, Crook is what led Kaiser to apply and be involved in the JCPenney Leadership Program. Kaiser says, “He told me all about what it has to offer students and that it was one of the best decisions he made at OU, with lasting impacts on his career.” Additionally, the study abroad program at Price College allows students to choose from six different programs representing different areas of study, with energy management being located in Reading, England. Kaiser took the Financial Reporting Issues in Energy class and visited many corporations in London during his study abroad experience, which was possible because of a scholarship from BP and a President’s International Travel Fellowship he received.

During the 2011 summer, Kaiser served as a land intern at Anadarko Petroleum Corp. in Houston. He was tasked with several long-term projects, including one involving leasing and working with the landowners and another preparing title work on different areas to which he was assigned, along with many additional day-to-day activities.



*Kaiser, second from right, visits Wall Street during a recent trip with fellow energy management students to New York.*



*Anadarko offers a unique leadership program to undergraduate and law students such as Kaiser, second from left, who intern at the company.*

Kaiser, who is originally from Dallas, learned the importance of education from his parents. Like his parents, Kaiser took his education seriously, and fully utilized many of the Price College programs that assist in building the necessary groundwork. Between study abroad, internships, the JCPenney Leadership Program, and serving as secretary this year of the Energy Management Student Association, he is on the right path leading to his graduation this May and his future career in the energy industry.

# Vanessa THOMPSON

VANESSA WIND THOMPSON, originally from Edmond, Okla., is representative of many recent Price College alumni. She majored in energy management and minored in finance while involved within the college as a student. She is a third-generation University of Oklahoma student. And Thompson interviewed for a job as a landman with ConocoPhillips in fall 2007 through OU Career Services and was offered the position. She graduated from OU in 2008 and immediately went to work in the industry in which she hoped to be employed.

The energy arena began to interest her during her sophomore year when she discovered the diversity of the classes offered in the energy management curriculum. “I was really impressed with the great opportunities available for energy management students, such as internships, interaction with alumni and industry professionals, scholarships and an active student association,” says Thompson. “Another thing that was special about the Energy Management Program is that it was a close-knit group of students, where the director was accessible and interested in each student.” This involvement and feeling of togetherness continued into the Energy Management Student Association, of which Thompson was heavily engaged and served as secretary her senior year.

While a student at Price College, Thompson was involved not only in EMSA, but also in her sorority – in addition to holding an extremely competitive internship.



*Thompson works as a senior landman for ConocoPhillips.*



*Thompson at the 2010 Four Corners Association of Professional Landmen Annual Scholarship Golf Tournament, which she coordinated.*

She held several offices in her sorority, Delta Delta Delta, including president her senior year, which taught her time-management and leadership skills, especially, she says, in project management. Additionally, during the summer after her junior year, she interned with Morgan Stanley in New York City. She worked as a financial analyst supporting the commodities trading floor, where she witnessed a different side of the business, another great learning experience.

Three years later, Thompson is a senior landman for ConocoPhillips, working the San Juan Basin in Farmington, N.M. As a landman, she is responsible for the acquisition, management and divestiture of the company's mineral rights. This entails drafting contracts, negotiating with external parties, determining ownership and analyzing title, and handling the unitization or pooling of mineral interests, among other things. She is a member of the American Association of Professional Landmen and the Four Corners Association of Professional Landmen. Thompson married her high school sweetheart, Trey, shortly after they both graduated from OU. She says she is happy with her career and the life they have created in New Mexico. “We love to ski, especially in Durango, as it is an hour from our home and we enjoy hiking and camping. In the end, I am really glad I chose to work for ConocoPhillips as a landman.”





## The Business of Energy: **THE MBA ENERGY SPECIALIZATION**

By **Brooke Barnett**

In response to the energy industry's significant demand for well-trained leadership in energy finance, Price College offers an energy specialization to the traditional MBA program. "About three years ago, we set a goal for ourselves to become the No.1 school of choice for students pursuing an MBA with an interest in the energy industry," explains Dipankar Ghosh, past executive director of the MBA program and David C. Steed Professor of Accounting. "After speaking to many senior executives in the energy industry, we designed the curriculum to better prepare our students to become successful leaders in the industry."

This new emphasis augments the traditional MBA program with four additional classes designed to enlighten students about the fundamentals of the energy industry, as well as providing an opportunity for internships and other first-hand experiences with energy-related companies. "Our MBA program is the first in the country that has this specialization," continues Ghosh. "Oklahoma and energy just go hand-in-hand."

The energy specialization examines regulatory and tax issues, while providing students with an overview of the major accounting issues and regulations affecting

the energy industry. "The benefits of the specialization for those wanting to enter the energy industry are many," comments Eddie Edwards, executive director of Price College's MBA program. "One goal is to greatly broaden our students' exposure to this very complex and multifaceted industry, one that has totally transformed itself in the last five to 10 years. Meeting industry personnel in class and through out-of-class activities and experiences will help jumpstart their careers."

The additional courses in the energy specialization offer an in-depth understanding of the principles of the energy industry and the market for energy assets and commodities, while also teaching about energy product financing, asset valuations, risk management for energy firms and more. "We attract students with an energy background, as well as those with non-energy backgrounds, who are interested in becoming future industry leaders," Ghosh explains. "The energy specialization is finance-focused and students will be well-prepared to get a job in the energy industry."

The specialization also provides more than just classroom knowledge—students receive practical experience as well. "Students are not just sitting and looking at books,"

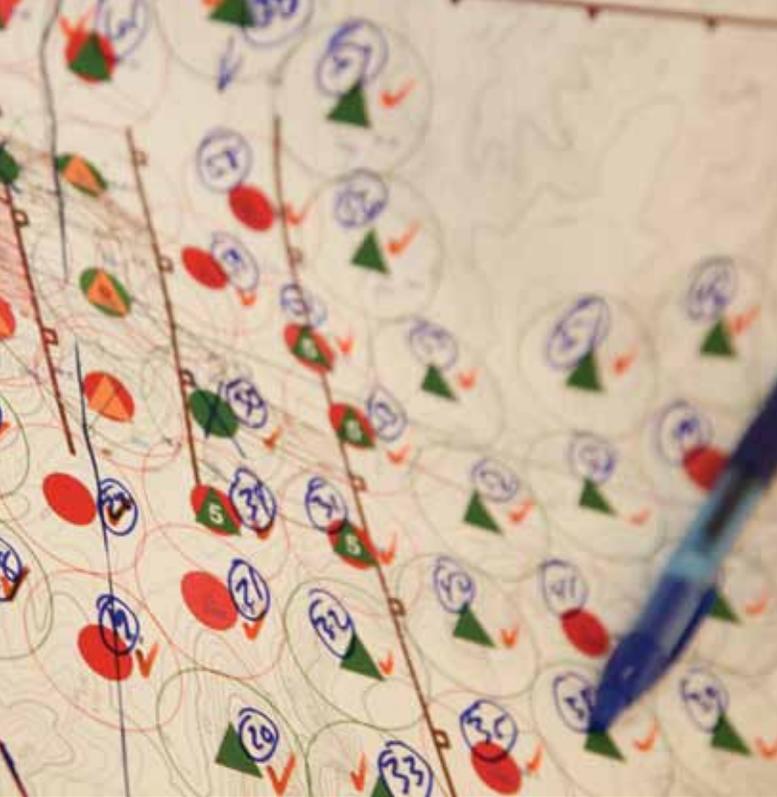


Photo provided courtesy of SandRidge Energy.

Ghosh explains. “There is no substitution for actually being on site in steel-toed boots and hard hats, getting an idea of what really goes on at a well head. We partner with industry to give our students industry-specific knowledge to complement their classroom learning.”

The energy specialization also allows for beneficial summer opportunities, including eight-week internships in London and Houston. “Our Dunham Scholars and Energy Scholars Programs offer unique internship opportunities for our energy MBA students,” Edwards explains. “Both offer fully funded summer experiential learning through the generous support of alumni. These students are carefully matched with their respective corporate sponsor and a local OU alum to serve as a mentor. In many cases, a post-graduation job is offered, which we believe is a win-win for both the company and our student.”

In addition to internships, an exchange program is available with the Institute of French Petroleum in Paris. Selected on the basis of academic standing, professionalism and ability to serve as an ambassador

for Price College and the University of Oklahoma, the student can transfer credit hours back to OU and also may also be eligible for a degree from IFP. With valuable support provided by the Jon R. Withrow MBA Scholarship Fund, students receive assistance with a significant portion of travel and living expenses while studying abroad. “For students interested in working in the oil and gas industry, the hardest step is getting a foot in the door,” comments Christopher Robertson, a recent graduate from the Price College MBA Program and future graduate from IFP. “Having a degree from IFP and this international exposure will open doors for me and help me to get that first position in an oil company.”

The future goals of the energy specialization include looking at ways to attract students from non-energy backgrounds and addressing alternative energy options. “Going forward, we want to work even closer with our industry partners to design additional course offerings and develop more internship and job placements,” Edwards concludes. “Our underlying goal is to deliver our graduates to the industry market-ready. We are all about ‘the Business of Energy’ at Price College.”

“There is no substitution for actually being on site in **steel-toed boots and hard hats . . .**”

— Dipankar Ghosh



# THE FUTURE IS NOW

An innovative new initiative in Price College is paving the way for a new age in energy solutions.

By Tara Malone

Without a doubt, the planet as a whole faces continuing energy challenges in the years to come. As nations and companies scramble to cope with shortages and explore new initiatives, a new institute in the University of Oklahoma Price College of Business is poised to tackle the needs of energy research and scholarship: the Business Energy Solutions Center.

Initiated in 2009 to foster research and collaboration between the five academic divisions of the college, as well as both for-profit and nonprofit organizations with a vested interest in the future of energy, the center acts as an interdisciplinary forum for scholars and students dedicated to exploring new frontiers in energy science and technology.

The center's objective is twofold — research and education — according to its executive director, John T. Steed Professor of Accounting Dipankar Ghosh.

“In energy research, we have made very good progress in a short span of time, and we will continue to strive for excellence in that area,” Ghosh says. “From an education standpoint, the new MBA energy specialization and the Energy Executive Management Program have considerably enhanced our visibility in the energy industry. For the center to really differentiate itself and make a mark, we have to excel in both areas and benefit from the synergy that comes about when education and research complement each other.”



*The Alternative Energy Panel held in September 2010 drew a large crowd.*



Since its inception two years ago, the center already has garnered several research contracts from the U.S. Department of Energy (with more developing), initiated a doctoral research fellowship program and attracted scholars from multiple fields to its mission to lead the energy initiatives of tomorrow.

“The Business Energy Solutions Center has progressed from a concept to a vibrant and integral part of Price College, gaining recognition inside and outside OU as a forum for thought

leadership and the exchange of ideas, a catalyst for faculty and student research, and a leader in providing insight into important national policy issues surrounding energy and financial markets,” says Chitru Fernando, John and Donnie Brock Chair of Finance and

research director for the center. “In this role, the center complements and supports the many other energy-related programs at Price College, including the storied Energy Management Program.”

The center’s fellows program already is helping to attract some of the most promising energy scholars in the nation. Yun Fan, former Price doctoral student and assistant professor of accounting at the C.T. Bauer College of Business at the University of Houston, was one of the first researchers to benefit from the fellows program.

“In my study, I examine factors related to the costs and benefits of voluntary disclosure that affect oil and gas firm managers’ decision to issue cash-flow forecasts,” Fan says. “Research on the oil and gas firms is particularly important because of the influence the oil and gas industry has on the world’s economy and because of the unique nature of the industry, characterized by unstable prices, diminishing supplies and increasing demand.

“I feel extremely honored to have been selected as a doctoral fellow at the center,” she says. “I am grateful for

the opportunity the doctoral fellowship has provided for me to pursue the research that I am interested in.”

But while the center already is a beacon for the best and brightest minds in energy research and scholarship across the nation, the largest benefit will be for the students of Price College — a college that is prepared to meet the challenges of the future head-on.

“With the economy sputtering, the Price College of Business faces increasing competition in a myriad of

ways,” explains Mark Sharfman, Puterbaugh Chair in American Enterprise, professor of strategic management and director of the Division of Management and Entrepreneurship. “We face more competition on the ‘input’ side for the best students, and once

we have these high-quality students, we face increasing competition for the best internships and, ultimately, job placements for them. We serve our students most effectively by helping them develop unique skills and capabilities that will provide them a competitive advantage both today and in their future.

“The Business Energy Solutions Center is a mechanism by which we can provide students with such unique advantages,” Sharfman continues. “The energy education ‘footprint’ of the Price College of Business is one of the oldest and most respected in the country. Through what the programs, the center and the academic units provide, we prepare our students effectively for the new energy future. Through co-curricular and extracurricular events, these students can begin to develop more effective networks that will serve them throughout their careers.”

Thanks to operations like the Business Energy Solutions Center, when the nation looks for the premiere minds and initiatives in energy leadership and research, it need look no farther than Price College.



*Chitru Fernando speaks during a panel discussion sponsored by the BESC.*



# Terry CRAIN

## Dale Looper Chair in Accounting and Associate Professor of Accounting



Terry Crain, originally from Wichita Falls, Texas, is a true Texan who grew up in the oil patch. He pursued his education at three

state colleges: Midwestern State University for his bachelor of arts degree in mathematics, the University of Texas at Arlington for his master of professional accounting degree and Texas Tech University for his doctoral degree in accounting. He even chose to work at Arthur Andersen in Dallas during the years when the television show, “Dallas,” was popular.

While his interest in energy arose from his upbringing in north Texas, his passion for accounting came from an unlikely source. “While commissioned as a lieutenant in the U.S. Army stationed at Fort Polk, La., I shared a trailer with another lieutenant who had a degree in accounting. In his time off, he studied for the CPA exam. Once he passed and got out of the Army, he had outstanding job offers available to him. I decided to use the GI bill to go back to school to become an accountant,” explains Crain.

Crain’s life as an accountant in Texas began to change when he started teaching classes for the Texas Society of CPAs while working in public accounting. He enjoyed the

educational aspect of it so much that he decided to earn his doctorate at Texas Tech. When he graduated in 1989, he left Texas behind for the University of Oklahoma. When asked why OU, Crain replies, “I was really impressed by the faculty, students and the campus at OU.”

In his 22 years at the college, Crain’s work has centered not only on accounting but in the area of energy accounting as well. He was integral in the development and creation of the Ernst & Young

Energy Accounting Center in 2009, as well as designing an undergraduate and graduate course in energy accounting. He currently teaches Income Tax I and Oil and Gas Accounting and has taught more than 10 others in the course of the past two decades. Crain’s research has been published 20 times, he has presented findings on 10 occasions and currently is working on six additional research projects. He has received numerous awards for his teaching and research while at Price College, including the Homer A. Brown Teaching Award (twice), the Halliburton Teaching Award and the Grant Thornton Accounting Fellow Award. He considers the highlight of his career at Price as

being able to serve as associate dean from 1998 to 2002.

Crain enjoyed running marathons in his younger days. He now plays guitar and collects the instruments while spending time with his wife, Janet. They have two grown children – Phillip, who lives with his wife and their two children in Astoria, N.Y., and Melanie, along with her husband and daughter, who live in Louisville, Ky.



Janet and Terry Crain enjoy last year’s Big 12 Championship game.

# Evgenia GOLUBEVA

Renewable Term Assistant Professor in Finance

Evgenia “Janya” Golubeva grew up in the Soviet Union, now Russia, in a family deeply entrenched in the energy industry. Starting generations ago, Golubeva’s family on both her father and mother’s side worked in some capacity within the realm of energy, so she was introduced to the industry early in life. Golubeva says, “I spent time in geology camps during the summer as I wanted to become a geologist. I thought it seemed very romantic, to wander in the mountains in search of earth’s wonders during



*Golubeva prepares for the day’s visit to a well site with her class of MBA students.*

the day and camp by the fire in the woods under the stars playing guitar and singing at night.” This notion of geology spurred her to earn her degree in exploration geophysics at the Gubkin Academy of Oil and Gas in Moscow.

At the time of her graduation in 1992, the Soviet Union had just collapsed. Jobs were scarce, so when a Canadian oil service company offered her a job in 1993, she seized the opportunity. Russian oil was of great interest in the

West and the boom continued through 1998. Golubeva considers herself lucky during this time, as she was able to work between Moscow and Siberia on what she terms as “exciting” projects. While enjoying her position and learning about the varied areas of the industry, she felt the need to return to school to study business in order to better understand western practices.

Golubeva earned her MBA at the University of Utah with every intention of returning to the energy industry. She became interested in finance while pursuing her graduate degree, however, and stayed to earn her doctorate in 2002. Golubeva had acquired a taste for teaching as a tutor during high school and college. She was even honored with the Doctoral Student Teaching Excellence Award in 2002 - the year she joined the faculty in the Division of Finance at the Price College of Business.

Since arriving at Price, many programs have grown, evolved or been created, including the energy focus at the college and the newest major, risk management. Golubeva has designed and taught many classes in risk management and energy, including Financial Risk Management, and in the MBA program, Introduction



*Golubeva visits with her son, Vladislav.*

to Energy, and Energy Assets and Commodities. She has taught eight courses at all levels, serves as an Honors College research supervisor and the undergraduate coordinator for the Division of Finance, has won awards for her teaching, and has published and presented numerous research findings.

In her spare time, Golubeva translates poetry between Russian and English, with most of it into English. She maintains a poetry website (<http://stihi.ru/avtor/eportnia>), where she has published more than 100 translations and will most likely publish a book of translations in the future. Golubeva enjoys singing; playing the piano; running; and spending time with friends and family, including her husband, Nikolay, who lives and works in Houston, and her son, Vladislav, who is studying at McGill in Canada. She uses Skype to keep in touch with the rest of her family in Russia.



# CLASSnotes



*Hodges keeps OU prominent in his office while stationed with the Navy in Japan.*

wife and three children moved to Florida after evacuating Japan due to the March 11 earthquake and aftermath. Since the earthquake, Hodges has been working with a team that is the logistics information integrator for U.S. Navy relief efforts, known as Operation Tomodachi. In addition to the relief efforts, Hodges' team is involved in daily efforts to conserve taxpayer dollars while efficiently supplying U.S. Navy fleet-, air- and shore-based organizations with the materials needed to carry out their missions. Hodges credits the education he received through his MIS and Supply Chain Management degree at Price College for his ability to successfully perform the day-to-day operations of his position, such as directing the movement of materials and appropriate accounting of several million dollars' worth of supplies.

"Needless to say, my MIS/SCM background at Price has proved a perfect foundation for this and previous positions," says Hodges.

During his time at OU, Hodges participated in the Baccalaureate Degree Completion Program, a program distinct from ROTC that pre-committed him to the Navy. After graduating from Price, he completed his supply officer courses in Athens, Ga., followed by the Submarine Officer Basic Course in Groton, Conn. He then reported as supply officer of USS Louisville in Pearl Harbor, Hawaii, where his tour included a very successful integrated logistics overhaul in conjunction with a two-year engineered overhaul at Portsmouth Naval Shipyard in Kittery, Maine.

Before serving his current duties in Japan, Hodges volunteered for a global war on terrorism support assignment in Camp Taji, Iraq. There, he served as the contracting officer's representative for several life-support contracts supporting the joint Counterinsurgency and Stability Operations Center.

**Lt. Luke Hodges**, BBA 2005, is a U.S. Navy supply officer stationed at the NAVSUP Fleet Logistics Center in Yokosuka, Japan. He serves as the director of the Yokosuka Naval Base Hazardous Materials Minimization Center, working to fully implement the Navy's Consolidated Hazardous Materials Reutilization and Inventory Management Program. This program targets the elimination of excess stock on hand and reduction of waste, both to protect the environment and slash HAZMAT-related costs by improving efficiency.

He has lived in Japan since March 2010, while his



**George Robertson**, BBA 1953, is the co-founder of Padgett-Thompson, a business seminar training firm based in Kansas City that reached unprecedented success in the early 1980s. Robertson's firm created,

produced, directed and marketed one-day business seminars that covered such subjects as hiring, firing, interviewing, warehousing, secretarial work and supervision. By the time the firm was sold to H&R Block in 1985, Padgett-Thompson was earning annual revenues of \$30 million and training 325,000 people in 400 cities, not only in the United States, but also in Canada, Europe, Australia and Puerto Rico. Before founding Padgett-Thompson in 1978, Robertson was vice president of Riss International after working for the Ford Motor Co. from 1948 to 1970 and serving in the U.S. Army from 1954 to 1956. He currently resides in Linn Creek, Mo., with his wife, Shirley, and owns homes at the Lake of the Ozarks, Mo., and Prairie Village, Kan.



**Daniel Keating**, MBA 1972, is this year's recipient of the Chittom Challenge Award, an honor given to an individual who has shown tireless dedication to enhancing the educational environment of Tulsa students. Keating helped introduce a golf program at McLain High School by not only making it his mission to teach golf, but provided the school golf program with the resources to sustain itself and has worked diligently to mold the students into successful golfers. Because of the program's success, McLain High School's golf team is considered one

of the best in the state and has won more than 100 tournaments in California, Minnesota, Kansas, Tennessee, Alabama and Oklahoma. The team members also excel academically, maintaining a cumulative GPA of 3.95, and several students have received scholarships based on their exceptional golf skills.

**Richard Rivoira**, MBA 1975, recently retired after a 23-year tenure as an airline captain for UPS, flying DC-8 and MD-11 aircrafts.



**Steve Corley**, BBA 1977, was named one of “Oklahoma’s Most Admired CEOs” by *The Journal Record* for 2011. He is partner-in-charge of Eide Bailly LLP’s Oklahoma practice,

directly overseeing its offices in Norman, Oklahoma City and Tulsa. Corley has more than 30 years of tax and retirement planning experience, working with personal service business owners, high-net-worth individuals and closely held businesses throughout his career. While he provides tax and consulting services to general business entities, Corley specializes in assisting health care providers, architects, engineers and other professional service providers. He is on the board of directors of the Norman Economic Development Coalition, and is a member of Price College’s Board of Visitors for the Steed School of Accounting, as well as the Moore-Norman Technology Foundation Board. He also is past president and executive committee member of the Norman Chamber of Commerce and a past board member for the United Way of Norman.

**David Gross**, BBA 1977, has been promoted to associate vice president of Laboratory Corp. of America in Dallas. He has been employed by LabCorp for 29 years and this is his seventh promotion. He is the author of “The Most Important Thing” and an attorney and member of the State Bar of Texas and the Bar of the Supreme Court of the United States.



**Lisa Steele Heise**, BBA 1978, is a 2011 Institutionally Related Foundation award winner. The IRF awards are given by the Council for Advancement and Support of

Education and recognize individuals who have made extraordinary contributions to the advancement, quality and effectiveness of their foundations and the community of institutionally related foundations as a whole. Heise earned this prestigious recognition serving as controller of the Great Basin College Foundation in Nevada. During her nine years with the foundation, she has helped move the organization into the ranks of the most successful small college foundations in the country and advocated for a biennial audit review policy with her state’s board of regents, a step that will result in considerable savings for small foundations.

**Jon Graham**, MBA 1983, was named vice president of the global environmental, health and safety organization for Apache Corp. Before assuming this position, he held the role of region vice president and country manager of Argentina for Apache. Graham has served Apache in various roles for a multitude of regions, including vice president of reservoir engineering in Canada, reservoir engineering manager in the Rockies Region, reservoir engineering manager for the Western and Gulf of Mexico regions, and engineering general manager for Apache Egypt Cos. Prior to joining Apache in 1994, he was associated with Hunt Oil Co., Pacific Enterprises Oil Co., Santa Fe Minerals and Amoco.

**Curt Harrington**, MBA 1985, serving as a tax and patent attorney, was appointed to the California Board of Legal Specialization of the State Bar of California as an at-large member for a three-year term. He just completed five years on the Tax Law Advisory Committee of the California Board of Legal Specialization, serving as chairman

this past year. Harrington continues his practice of taxation, patent and trademark law as one of few attorneys in California holding a specialization in taxation law, as well as being a registered patent attorney with master’s degrees in both electrical and chemical engineering and business.

**Judy McReynolds**, BBA 1985, has been appointed to OGE Energy Corp.’s Board of Directors. She currently is president and CEO of Arkansas Best Corp., headquartered in Fort Smith, Ark., whose largest subsidiary is ABF Freight System Inc. Before assuming the title of president in 2010, McReynolds served as senior vice president, CFO and treasurer from 2006 to 2009, and as vice president and controller from 2000 to 2006. She is a member of the Board of the Westark Area Council of the Boy Scouts of America, the Sparks Health System Board of Trustees, the University of Arkansas Fort Smith Foundation Board, the Dean’s Executive Advisory Board of the Sam M. Walton College of Business at the University of Arkansas, the Arkansas Business Hall of Fame Board and Selection Committee, and the American Transportation Research Institute Board. McReynolds also serves on the American Trucking Association board of directors and the American Trucking Association executive committee and serves as chair of its audit committee.

**Grant Collingsworth**, BBA 1986, has been appointed general counsel for SciQuest, a leading provider of on-demand strategic procurement and supplier management solutions. He joins SciQuest after 14 years with Morris, Manning & Martin, serving as SciQuest’s primary outside counsel for many years and working in mergers and acquisitions, securities law and legal project management.

**David Merkel**, BBA 1986, has returned to the United States after being based in Europe for the past two years. He served as deputy assistant secretary of state for European and Eurasian affairs and director with the National Security Council in the White House, as well as deputy assistant secretary for international affairs with the U.S. Treasury Department and international counselor to the chairman of the *continued on next page...*





# CLASSnotes

Securities and Exchange Commission. He now heads up Summit International Advisors, an international advisory firm focusing on the Caspian and Black Sea region. Merkel received the Exceptional Service Award from the U.S. Treasury Department and the NATO Star from the president of Lithuania. He serves as a member of the Board of Trustees of Nazarbayev University in Astana, Kazakhstan, and the Josef Korbel School of International Studies Social Science Foundation at the University of Denver. Merkel is a visiting faculty member in the Geopolitics of Energy at the Azerbaijan Diplomatic Academy.

**Gary Williamson**, BBA 1986, was named the new plant manager of Bridgestone Americas' facility in Wilson, N.C. He has 31 years of experience in tire manufacturing operations, including various managerial roles in Oklahoma City, and most recently in the Aiken County, S.C., plant, where he served as group leader before assuming the position of operations manager. While in Aiken County, Williamson was active in the community. He served on the board of directors for the Greater Aiken Chamber of Commerce and as a member of the Aiken Career and Technology Education Board. He also actively supported the United Way, the Golden Harvest Regional Food Bank and the American Cancer Society-Relay for Life committees while living in the Aiken County area.

**Todd Chandler**, BBA 1987, is a partner at Weil, Gotshal & Manges, LLP, where he is a member of the capital markets practice. He advises both issuers and underwriters in connection with public and private offerings of securities and other capital markets transactions. Chandler has significant experience in representing private equity firms and portfolio companies in leveraged finance transactions and in high-yield debt offerings in a variety of industries, including telecommunications, media, home building, manufacturing and health care. He also has experience in representing foreign issuers in cross border securities offerings and spent a substantial amount of time in the firm's London office.

**Don Lepp**, BBA 1990, has joined the Tulsa team of Drummond Law, PLLC. His practice will focus on commercial litigation and all aspects of banking law. After graduating from OU, Lepp earned his law degree from the University of Michigan School of Law in 1993.

**Lt. Col. Glen Chancellor**, BBA 1991, recently returned from a combat advisor mission, where he was embedded with the Iraqi Army. Subsequently, he was selected to attend the U.S. Army War College in Carlisle, Pa., the Army's senior educational institution. Students include senior military officers of the Army, Navy, Marines, Air Force and Coast Guard along with foreign military officers and senior civilian managers of federal agencies.



**Chase Quinn**, BBA 1994, has been promoted to manager of government, education and major account sales for Toshiba Business

Solutions in Los Angeles/Orange County.

**D. Kyle Wilson**, BBA 1994, JD/MBA 1998, has been named a partner at BroadOak Capital Partners. Wilson comes to BroadOak, a life science-focused merchant banking firm, with more than 13 years of investment banking experience. He previously served as a principal and head of tools and diagnostics investment banking for Canaccord Genuity.

**Angela Nagy**, BBA 1995, was appointed as vice president and controller of AGL Resources, an Atlanta-based energy services company. Nagy recently joined AGL after serving in various roles at Mirant Corp., including vice president and controller, assistant controller, director of corporate accounting and reporting, and controller of its energy trading and marketing subsidiary. Prior to AGL, she spent several years with Arthur Andersen LLP. Nagy was named by *Treasury & Risk* magazine as one of corporate America's

outstanding finance executives under the age of 40 in October 2010.

**Richard Fetyko**, MBA 1999, was hired in June as a director in equity research for Janney Capital Markets in New York City. Before joining Janney, he served as managing director of equity research at Merriman Capital. Fetyko has more than 15 years of industry experience, ranking second in ratings performance in the Internet Software and Service space by *StarMine* in 2010. He also was recognized by the *Wall Street Journal* as a "Best on the Street Analyst" in both 2007 and 2008.

**Steven Goodspeed**, MBA 1999, recently joined the law firm Taylor, Burrage, Foster, Mallett, Downs, Ramsey & Russell in Claremore, Okla. He focuses his practice on civil litigation, wills, probates and property law. Previously, he held the position of general counsel for Southwestern Seminary.



**Jennifer Hamer**, BBA 2000, gave birth to her second son, Dane Rockwell Hamer, on April 11. Jennifer serves as an assistant vice president for MidFirst Bank in treasury management

sales and has been working in corporate banking for the past 11 years.

**Danny O'Connell**, BBA 2000, MBA 2006, is a partner with the Dallas-based Benefit Resource Group, a benefits consulting firm that provides creative, custom solutions for companies. Recently, O'Connell has been looking to diversify his services and include life insurance needs for owners and more individualized middle management. In a recent *Agent's Sales Journal* article, he expressed the importance of assessing a client's entire financial picture. "We don't want to go in and just sell a policy - we want to find out what's truly important to them and if their current policies are really meeting their objectives."

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*Danny Heatly, BAcc 1978, Course Instructor and retired Senior Vice President of Accounting at Devon Energy*

“This course puts students ahead of the pack when it comes to understanding how energy companies work. The successful company builds teams that have an appreciation and understanding of the roles of each of the team members. By learning both what information accountants need and what they can provide, the course provides insights on how success will be measured no matter what role they may have within the company.”

*Deborah Kitchens, BBA 1978, Course Instructor and Chief Financial Officer at Peregrine Group*

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