



ANDERSON  
UNIVERSITY

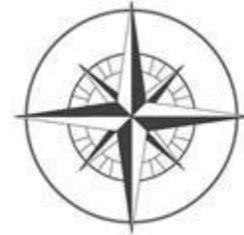
MBA

# College of Business Graduate Student Handbook



“And what does the Lord require of you?  
To **Act Justly** and to **Love Mercy**  
and to **Walk Humbly** with your God.”

**Micah 6:8**



**2021-2022**

316 BOULEVARD

ANDERSON, SOUTH CAROLINA

*This College of Business Graduate Handbook serves as a tool for informing graduate candidates about the policies, guidelines, and procedures necessary for successful completion of the MBA and MOL programs. In a situation where the College of Business Graduate Handbook stipulates a different policy due to commonly accepted professional standards, the College of Business faculty and the graduate students will follow the College of Business Graduate Handbook policy.*

<b>INTRODUCTION</b>	<b>4</b>
<b>ACADEMIC POLICIES</b>	<b>5</b>
Program Learning Outcomes	5
Academic Advising	5
Admission Requirements	6
Registration for Courses	7
Grade Appeals	8
Peregrine Assessment Test	9
Good Academic Standing	10
Grading Scale	10
Academic warning, probation, suspension and termination	10
Probation	10
Termination	12
Attendance Policy	12
Attendance Policy for Online Courses	12
Online Courses	12
AU Email Account	14
AU Canvas – online platform	14
Textbooks	14
APA style	14
Application for Graduation	14
<b>ACADEMIC INTEGRITY &amp; HONESTY</b>	<b>15</b>
Anderson University’s Business Graduate Code of Honor	15
Penalties for Violations of Business Graduate Code of Honor	16
<b>BUSINESS GRADUATE CURRICULUM</b>	<b>17</b>
<b>MBA Curriculum</b>	<b>17</b>
MBA Concentrations	18
Master of Organizational Leadership Curriculum	19
<b>INTERNATIONAL STUDENTS – I 20 VISA</b>	<b>20</b>
US Government – F1 Visa Regulations	21
<b>FACULTY RESEARCH FOCUS</b>	<b>22</b>
Dr. Evie Chenhall Maxey	22
Dr. John Frazier	23
Dr. William Hanson & Dr. Jeffrey Moore	24
Dr. Chris Neuenschwander	25
Dr. Kent Saunders	25
Dr. Kim Whitehead	26
<b>MBA ADVISORY BOARD &amp; ACCREDITATION</b>	<b>28</b>
<b>TABLE OF CONTENTS</b>	

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## INTRODUCTION

The purpose of the College of Business, also referred to as “COB,” is to provide academic study and training to persons seeking business careers in the field of public, private, or non-profit organizations. The graduate Business programs at Anderson University are fully approved by the ACBSP.

**Degree Programs Offered:** Two programs are offered: the Master of Business Administration (MBA) as well as the Master of Organizational Leadership (MOL). The MBA has four concentrations: Healthcare Management, Supply Chain Management, Human Resource Management, and Digital Marketing and Online Media. The MBA program is provided completely online or in hybrid (in-person) format at the University Center of Greenville. The MOL program is offered online, but some courses may be taken in person at the University Center of Greenville.

**Program Mission Statement:** The Anderson University Graduate Business Programs produce professionally-prepared graduates through courses that integrate the Christian faith with business concepts. The College of Business fulfills the University’s mission by challenging the students in an atmosphere of sound professional ethics which affirm biblical teachings in a secular business world. The degree is designed to allow graduates to satisfy goals such as professional development, career advancement, personal growth, or job mobility.

## ACADEMIC POLICIES

### Program Learning Outcomes

#### Development of Business Knowledge

*Students will be able to demonstrate an understanding of:*

1. Advanced business concepts and theories.
2. The relationships between business disciplines in domestic and global environments.

Where outcome is addressed: Each of the MBA, MOL and Concentration courses.

Means of measurement: Course-embedded assessments, Simulations, Discussions, and Case Study Analyses.

#### Analyze and Apply Business Knowledge

*Students will be able to demonstrate the ability to:*

1. Apply management tools to solve problems.
2. Integrate business disciplines to analyze & interpret business issues.
3. Effective communication in written and oral values.

Where outcome is addressed: Each of the MBA, MOL and Concentration courses.

Means of measurement: Course-embedded assessments, Projects, Simulations, Discussions, and Case Study Analyses

#### Integration of Ethical Principles

*Students will be able to demonstrate the ability to:*

- Integrate Christian leadership principles in business operation practices, and decision-making.
- Recognize and analyze ethical dilemmas in all business areas & to apply ethical principles in resolving issues with integrity.

Where outcome is addressed: Each of the MBA, MOL and Concentration courses.

Means of measurement: Course-embedded assessments, Simulations, Discussions, Case Study Analyses, Bible Verses, and weekly ethical discussions/forums.

### Academic Advising

The Academic Success Advisor (ASA) develops a course schedule to assist the graduate candidate in meeting the respective degree requirements. The student will be provided with a Schedule at the beginning of the program. It is important to note that it is the student's responsibility to contact the academic success advisor by e-mail for any change or assistance with changing the Schedule. Graduate business administration reserves the right to change the course offerings listed on a student's Schedule. These changes sometimes happen due to faculty availability, university registrar mandated changes, or program restructuring.

# Admission Requirements

## Regular Admission

- Submit a “College of Business Graduate Studies Admission Application” with the non-refundable application fee (<https://link.andersonuniversity.edu/apply/>).
- Baccalaureate degree from a regionally or nationally accredited institution of higher learning.
- Appropriate cumulative college GPA (2.75) or GMAT score exceeding 510.
- Have previous relevant work experience. If a student is lacking this experience the student may satisfy this requirement by completing an internship or working while in the MBA/MOL program.
- For International Students: If English is not the student’s first language, minimum TOEFL score of 550 (paper), 220 (computer) or 75 (internet) will be required, and proof of current Visa for International students. International candidates will need to have an interview via Zoom with the director of the MBA/MOL program before being accepted. Anderson University does provide the appropriate US student visas to those coming to study on campus. International students receiving their undergraduate degrees from institutions abroad must submit their transcripts to be evaluated by WES, who will then transmit the results to Anderson University.

The application form and other requisite information as noted should be submitted to the Graduate Admission Office as soon as possible due to the competitive nature of the program. Student applications, which are incomplete or are missing any of the items described above, may not be processed. All applications are initially screened by the Associate Dean of Business and students will be informed in writing of their admission status.

## Non-degree Seeking Students

Applicants who desire to take a limited number of courses, but are not seeking a degree from Anderson University may be admitted with temporary status and as such are limited to three courses or nine hours. Separate admission procedures for Non-Degree status are as follows:

- Application form indicating non-degree status: <https://link.andersonuniversity.edu/apply/>; Including the application fee.
- Official transcripts will be required from school where undergraduate degree was conferred and, when appropriate, transcripts from all other colleges attended. If a non-degree seeking student wishes to apply who has not attended an undergraduate school but has adequate work experience, then their high school transcripts will be required.
- If English is not the student’s first language, minimum TOEFL score of 560 (paper), 220 (computer) or 75 (internet) is required, and proof of current Visa for International students. International MBA candidates will need to have an interview via Zoom with the director of the MBA program before being accepted.

## Registration for Courses

Candidates are notified of the course registration schedule for a forthcoming semester, term, or session through campus e-mail. Candidates are expected to send an email to their Academic Success Advisor prior to beginning the start of classes to discuss their upcoming semester courses and confirm their attendance. The Academic Success Advisor will advise students on which courses they should register for.

### Reading Course Section Codes: Hybrid and Online Course

A **Hybrid** course is a class that meets live in-person one evening a week for 4 hours. In addition, the student will also be assigned various assignments to complete over the week online.

An **Online** course is a class in which all activities are conducted remotely online.

In registering for a course, it is important for students to understand how to read a Course Section Code to ensure they are registering for the correct class. Please see below:

	Course	Date	Session	Credits	Fees	Schedule
	Strategic Human Resource Management BUS 505/Lecture/HG1	1/18/2021 - 3/8/2021	2021 Spring 7 Week A	3.00		Monday 5:30 PM - 9:30 PM; University Center of Greenville, University Center, Room Online 12:00 AM - 12:30 AM; Anderson University, Online, Room
<b>Instructors:</b>	Nail, Steven					
	Strategic Human Resource Management BUS 505/Lecture/OG1	3/15/2021 - 5/3/2021	2021 Spring 7 Week B	3.00		Online 12:00 AM - 12:30 AM; Anderson University, Online, Room
<b>Instructors:</b>	Goodwin, Douglas J.					

In the above image, both classes are for BUS 505 Strategic Human Resource Management. However, each class has a different delivery. Immediately under the name of the first course a 3-digit code of HG1 is present. Under the second course a 3-digit code of OG1 is present. This is a course section code. This is how you read this code:

1. First digit represents delivery. **H** means this is a Hybrid course that meets live in-person. **O** means this is an online course in which all activities are remote.
2. Second digit represents course level. **G** means this is a graduate level class. **A** or **T** means this is an undergraduate class. Graduate students should only take courses with a **G** in the code.

3. Third digit represents the section number. If a course is filled to capacity, it is often broken into two separate sources – a Section 1 and a Section 2. This third digit represents the section number.

### 7 Week vs 14 Week Courses

The majority of courses in your MBA / MOL program will be 7 weeks long. In each semester, there are two separate 7 week sessions. The first 7 weeks of a semester is referred to as session 7A. The second 7 weeks of a session is referred to as session 7B. It is advised for students to take one class in session 7A, and then a second class in session 7B.

In addition to 7 week courses, select courses are 14 weeks long. These courses take the same amount of content in a 7 week course, but expand it over 14 weeks to provide the student with more time to absorb the information. Students who wish to graduate sooner may take one class in session 7A, a second class in session 7B, as well as a third 14 week semester long course.

For a rotation of when courses are offered, please contact your Academic Success Advisor.

**IMPORTANT:** The academic advisor is not responsible to ensure the completion of the candidate's program. Anderson University places the responsibility of fulfilling all requirements for graduation solely on the candidate. The candidate should be familiar with the appropriate graduation requirements as stated in the Anderson University catalog and COB Graduate Student Handbook. The candidate may not graduate or participate in commencement exercises unless all academic and extra-academic requirements have been satisfied. The candidate is responsible for completing all the necessary paperwork and submitting it to the Office of the Registrar before the graduation deadlines.

## Grade Appeals

It is preferred by the MBA / MOL Director that all grade disputes be handled between the student and the professor in a professional format. In a rare occasion in which an official appeal will need to reach the desk of the MBA / MOL Director, the following process will take place:

1. Student Initiates Grade Appeal Email within 1 Month of Grade
  - 1) The student will send a formal email to the MBA / MOL Director containing:
    - i. The assignment in question.
    - ii. The current grade.
    - iii. The reasoning why the student feels this grade is not proper. This reasoning **must** state why the given grade was not in line with the description of the assignment and/or in line with the rubric.
    - iv. The actions the student attempted to take to rectify the dispute with the professor in a professional manner.
2. Professor Reply
  - 1) Professor will then have 5 business days to provide their response to the grade appeal.

### 3. 3rd Party Grading

- 1) If there still is not a resolution, the MBA / MOL Director will ask a 3rd party professor (most likely the creator of the course) to blindly grade the assignment according to the rubric within 5 business days.
- 2) The 3rd party grade will then be entered as the official grade.

## **Peregrine Assessment Test**

The Anderson University graduate programs utilize the Peregrine Assessment test to monitor the skill development of our students.

Entrance Exam – As students begin their first class, most likely BUS 501, they will take the Peregrine Entrance Exam. The student does not need to meet a particular standard in taking this exam, it is simply to assess the student's skills as they enter the program.

Exit Exam - As students nears the completion of their final class, most likely BUS 590 for MBA programs and BUS 586 for the MOL program, they will take the Peregrine Exit Exam. This will be a comprehensive exam that will assess the student's growth in business knowledge throughout the program. In the exit exam, students will be expected to meet a particular standard in taking this exam, which will be clearly addressed in the syllabus of the said class in which the exam is administered.

## Good Academic Standing

It is the University's desire that all candidates successfully complete their programs of study. To remain in good academic standing, the graduate candidate must maintain a specific cumulative grade point average.

<b>College of Business Graduate Programs Academic Good Standing</b>	
<b>Program</b>	<b>Minimum Cumulative Grade Point Average</b>
Master of Business Administration	3.0
Master of Organizational Leadership	3.0

### Grading Scale

A = 90 – 100    B = 80 – 89    C = 70 – 79    D = 60 – 69    F = Below 60

In the MBA and MOL programs, a passing grade is considered an A, B, or C. Any course that receives a grade of a D or F must be repeated the next session the course is available. Though a C is considered a passing grade, a student must maintain a 3.0 GPA to graduate.

## Academic warning, probation, suspension and termination

Students not receiving a B (3.0) in a course are in jeopardy of academic probation and possibly suspension. Courses a student has earned a B in may not be repeated. Students may not repeat a course outside of Anderson University and bring it back in as a transfer course.

### Probation

When a student's GPA falls below a 3.0, the student will be placed on academic probation. Students facing academic probation will be notified by the university's Office of the Provost or the appropriate Academic Dean, as well as the length of the probation. Please see the Anderson University Graduate Catalog under Academic Policies for more details.

### Suspension

A student who fails to maintain the 3.0 grade-point average by the end of the probation period will be placed on academic suspension. Students facing academic suspension will be notified by the university's Office of the Provost or the appropriate Academic Dean, as well as the length of the suspension. Please see the Anderson University Graduate Catalog under Academic Policies for more details.

### **Re-Admission Following Suspension**

If a student wishes to enroll at Anderson University following the period of suspension, a formal Intent to Continue must be sent to the MBA / MOL Director. This is an email that contains the following: Student's name, end of suspension date, reason why student felt was the cause of the poor academic performance, and an articulated plan as to why the student feels they will be able to improve their academic performance to a satisfactory manner. Decisions regarding re-admission will be based on evidence supporting the probability of successful completion of the academic program at Anderson University.

Students re-admitted following suspension are admitted on academic probation. Upon review at the conclusion of the probation period, if the student's cumulative grade-point average meets the minimum of requirement for good academic standing, they will be removed from probation. If the student's cumulative grade-point average does not meet the minimum requirement, he/she will be suspended a second time.

### **Academic Suspension (Second)**

A student who has been suspended for the second time, may not be readmitted until a designated time period set by the Provost office (normally at least one calendar year). Re-admission following a second suspension is not likely and would be granted only under unusual circumstances. Should a student reapply for admission following a second suspension, he or she will need to write a letter to the appropriate College Dean outlining a detailed plan for successfully completing the academic program.

Students re-admitted following a second suspension are admitted on academic probation and their academic record is reviewed at the conclusion of the designated probation period. Upon review, if the student's cumulative grade-point average meets the minimum of requirement for good academic standing, they will be removed from probation. If the student's cumulative grade-point average does not meet the minimum requirement, he/she will be removed from the academic program with no opportunity to reapply. Please see the Anderson University Graduate Catalog under Academic Policies for more details.

### **Repeating a Graduate Course (Initial)**

If a student receives a grade of D or F in a course, the student may repeat the course one time without obtaining permission from the College Dean/Director. Only one course attempt will be calculated into the grade point average although both course attempts and grades will appear on the student's transcript. Only the higher grade will be calculated into the GPA. If a student does not meet the minimum GPA requirement for their respective college, the student may petition to take a course with a grade of C for a better grade.

### **Repeating a Graduate Course (Second)**

After repeating a course and a student fails to earn a grade of a C or better, the student may petition the Dean of the College requesting to retake the course a third time. The Dean of the College reserves the right to refuse a third attempt. If after the third attempt and the student fails to obtain a C or better, no additional attempts will be allowed.

## Termination

Termination will result when a student has failed to uphold the MBA code of honor. See section on academic integrity for details.

## Attendance Policy

Candidates registering for graduate courses are expected to make a serious commitment to regular attendance. All candidates are required to attend the first schedule day of class. Candidates who cannot attend the first class are responsible for contacting the instructor. It is the responsibility of the candidate to drop a course. Enrollment in a course obligates the candidate not only for prompt completion of all work assigned but also for punctual and regular attendance. It is the candidate's responsibility to be informed concerning all assignments made during a class. Candidates who experience illness or a family or business emergency must contact their instructor as soon as possible to discuss options regarding missed coursework. Absences, whether excused or unexcused, do not absolve one from this responsibility.

Type of Course	Maximum Number of Absences
<b>Business Graduate Program Course (7 weeks)</b>	1
<b>Business Graduate Program Extended Course (14 weeks)</b>	3

### Attendance Policy for Online Courses

Online "attendance" requirements differ from onsite attendance requirements due to the unique nature and compressed time frame of online learning. Online courses are designed to evaluate outcome-based achievement. Therefore, the emphasis falls on fulfilling the course objectives, rather than the amount of time it takes to complete the course. Candidates are expected to complete all assignments in accordance with the due dates and instructions published in the course syllabus. The course instructor will designate in the syllabus any online or onsite events (e.g., Final Exam) for which attendance is required. Appeals regarding attendance follow the same procedure as that related to grade appeals.

### Online Courses

It is important to stress that even though a course is online, it is not a self-paced course. Assignments have deadlines, and graduate candidate is expected to participate in all online activities.

### Dropping and Withdrawing from a Class

Sometimes for one reason or another, a student may start a class but be unable to complete it. In this case, it is important for the student to understand the difference between a drop and a withdrawal.

For assistance in dropping or withdrawing from a course, please contact your Academic Success Advisor.

#### Last Day to Drop with NO GRADE

- The last day to drop a class is on or before the third (3) business day from the start of class
- No tuition will be charged for course(s) dropped on or before this day
- The exact Last Day to Drop for each course is presented in the course syllabus
- Course will not appear on transcript, and no grade will be issued

#### Last day to Withdraw with a Grade of “W”

- The last day to withdraw from a class will be presented in the course syllabus
- Full tuition will be charged if student remains in the class past the official drop date, even if they withdraw
- Course will appear with grade of “W” on transcript

#### Administrative Withdrawal

- If a student fails to participate in 25% of the class activity consecutively, the instructor will issue an automatic withdrawal for the student
- Failure to participate means the failure to complete the assigned activities of a class, which can include (but not limited to): discussions, assignments, tests, projects, group meetings, ect.

Requests to drop a course must be conveyed to the Office of the Registrar by noon on the date indicated. A course drop fee applies once Self-Service is closed.

Requirements for a course withdrawal include a Course Withdrawal Form, a course withdrawal fee, and approval (email or written) from both the instructor and the academic advisor.

**For forms and Registrar information, please visit:**  
<https://andersonuniversity.edu/academics/registrar>

## **AU Email Account**

Every university faculty member and every candidate is assigned an email address. All candidates, faculty, and staff are required to abide by the Internet Use and Email Policy guidelines found at <https://andersonuniversity.edu/resources/it/policies>. If the candidate experiences a problem of any kind, the IT Help Desk should be notified at [help@andersonuniversity.edu](mailto:help@andersonuniversity.edu).

All correspondence from Anderson University offices is sent to the student's AU e-mail account.

Candidates are expected to check their e-mail frequently each week during the fall, spring, and summer semesters. Candidates are required to use their Anderson University email address when sending messages via that medium to faculty or staff members. Email messages should be written in a professional manner that is indicative of a professional educator. **All material sent by email to the candidate's university email address shall be deemed as received, and it is the candidate's responsibility to check the university email account regularly to ensure that the mailbox is not full. Emails are automatically purged from your email account after 30 days.**

## **AU Canvas – online platform**

Every MBA / MOL course has an online platform where class lectures, assignments and other course materials are posted. If the course is a completely online program or a hybrid course all classes will have a Canvas website. Canvas can be accessed through <https://au.instructure.com/login/> using your AU email and password.

## **Textbooks**

Purchasing textbooks is the responsibility of the student. Students can see what books are required for upcoming classes through Self-Service under the student's class list.

## **APA style**

MBA students are required to submit their essays and case studies in the appropriate APA format. APA formatting is required whether or not the graduate course specifies it.

## **Application for Graduation**

Students nearing completion of their degree must complete an Application for Graduate Studies Graduation. Applications are accepted in the fall for spring graduation and in the spring for summer and fall graduation. Deadlines for application are set by the University Registrar and distributed to students. Failure to meet the stated deadline may result in a delay in time of graduation.

Students may apply for graduation by accessing the digital Application for Graduation located on the web page of the Office of the Registrar: <https://andersonuniversity.edu/academics/registrar>. Official degree audits are sent to the student's Anderson University email account. All students applying for spring and fall graduation are expected to participate in the commencement ceremony at the end of the semester. Students applying for summer graduation are invited to participate in the December commencement. Appropriate Graduate Studies application fee will be applied. Caps and gowns are ordered through the University Bookstore.

## ACADEMIC INTEGRITY & HONESTY

### Anderson University's Business Graduate Code of Honor

Each student, as an integral member of the academic community at Anderson University, must make the ethical and moral commitment not to act dishonestly. If one becomes aware of a likely Business Graduate Code of Honor violation, a student must take responsible action. The maximum penalty will be levied for academic dishonesty. Examples of academic dishonesty are giving below.

The College of Business has used the Biblical reference from Exodus 20: 16 to guide our actions and decisions in this area. You shall not steal. You shall not give false testimony against your neighbor. To love God is to obey with a joyful attitude His commands. Part of His command is not to steal other's work and ideas, which we call plagiarism in academia. Furthermore we are called not to lie. As bearers of God's image we are to reflect who He is. Truth, hope and service are essential to the way we live if we are to honor God.

#### Honor Code Pledge

"In keeping with Anderson University's ethical standards of academic integrity and institutional values guided by its Christian mission, on my honor I pledge that I have not given, received, and/or witnessed any unauthorized assistance on this work."

#### Statement of the Honor Code

Students and faculty at Anderson University are expected to conduct themselves with integrity and to be honest and forthright in their academic endeavors. Just as academic honesty is vitally important to the value of a college education, academic dishonesty is a serious offense because it diminishes the quality of academic scholarship and defrauds other students, faculty, the institution, and society. Additionally, academic dishonesty by students and faculty undermines the efforts of those who may eventually depend upon our knowledge and integrity.

By enrolling at Anderson University, students agree to uphold the standards of academic honesty and integrity described in Anderson University's Catalog. Students commit to refrain from all forms of academic dishonesty and, by their example, promote the ideals of honesty, responsibility, trust, fairness, and respect that are central to Anderson University's mission and values.

1. All work submitted for a course is accepted as a student's own work, unless otherwise understood and approved by the instructor.
2. Students may not, without proper citation, submit work that has been copied, wholly or partially, from another student's paper, notebook, or exam. Nor may students without proper citation submit work which has been copied, wholly or partially, from a book, article, essay, newspaper, the Internet or any other written or printed or media source whether or not the material in question is copyrighted.
3. Written work that paraphrases any written or printed media material without acknowledgment may not be submitted for a course. Ideas from books and essays may be incorporated in students' work as starting points, governing issues, illustrations, and the like, but in each case the source must be cited.
4. Any on-line materials students use to gather information for a paper are also governed by rules about plagiarism, so students need to cite electronic sources as well as printed and other sources.

5. A student may not turn in the same work for two or more different courses he or she is taking in the MBA program unless each professor involved has authorized students to do so in advance.
6. Students may not submit for one course any work that has been used to fulfill the requirements of another course previously taken at this or any other school without obtaining permission of the current professor in advance.

## **Penalties for Violations of Business Graduate Code of Honor**

Students who break the Business Graduate Code of Honor will have the offense reported to the Provost office for documentation. The faculty will notify the student of the violation and discuss the situation. After this faculty student discussion, the faculty will notify the Provost office and Business Graduate Associate Dean of the infraction and administer the appropriate consequence.

- First offense anywhere in the program - zero for the assignment
- Second offense anywhere in the program - zero for the course
- Third offense anywhere in the program - termination from the program

**The Full Academic Integrity Policy can be found in the Anderson University Graduate Catalog. It is highly advised for students to read and understand the definitions of potential academic integrity infractions to be aware of as they complete their studies.**

## BUSINESS GRADUATE CURRICULUM

### MBA Curriculum

The Anderson University MBA consists of 2 foundational courses (6 credit hours), 12 core courses (36 credit hours) and an optional elective concentration with 3 courses (9 credit hours). Additionally, MBA students may take a 1 credit hour a semester internship course.

#### Foundation courses (6 credit hours):

An MBA is a rigorous program designed to enhance the business skills of future leaders at a high level. To ensure the success of the student, it is essential that incoming students have a core foundation in order to properly adapt to the course material. Some students come into the MBA with an undergraduate degree in business, others have extensive business knowledge from work experience. While others may find it beneficial to take AU provided foundation courses to build the proper skillset to be a successful MBA student. The foundation courses are as followed:

- Principles of Accounting
- Quantitative Methods (algebra and statistics)

The prospective MBA student may elect to meet the foundational courses in one of three ways. No graduate academic credit will be granted for such courses passed.

- 1 Complete the appropriate leveling courses offered by Anderson University. The classes are offered on a Pass/Fail grading scale.
- 2 Complete the appropriate undergraduate courses at Anderson University or other accredited institutions with a “C” or higher.
- 3 Pass the CLEP test(s) or other test provided by Anderson University for the appropriate courses(s).

#### Core courses (36 credit hours):

Once the foundation requirement is satisfied, the MBA student now engages in the core curriculum of their studies, this is the basis of the program. The core classes include:

- BUS 501 Management Thought and Application
- BUS 505 Strategic Human Resource Management
- BUS 510 Quantitative Analysis
- BUS 515 Financial Management (510 & 525 prerequisite)
- BUS 520 Organizational Behavior
- BUS 525 Managerial Accounting
- BUS 530 Leadership and Ethics
- BUS 550 Operations Management and Data Analytics (510 prerequisite)
- BUS 555 Product Delivery and Strategic Marketing (510 prerequisite)
- BUS 560 Global Business and International Trading
- BUS 580 Six Sigma, Lean, and Agile Systems (BUS 510 prerequisite)
- BUS 590 Business Analysis and Strategic Management (Capstone course)

#### Optional Internship (1 credit hour):

- Internship available Fall, Spring and Summer semesters

Students may transfer up to 6 hours of graduate credits from other regionally or nationally accredited institutions. These courses must have been taken within the last six years. Each transferred course must carry a grade of B or better. A “Request for Transfer Graduate Course Credit” form should be completed prior to the student’s enrollment in the MBA Program.

## **MBA Concentrations**

In addition to the MBA Core, students have the option to special in various areas of business by adding a concentration. The Anderson University MBA concentrations consist of the required MBA 12 core courses (36 credit hours) in addition to 3 concentration courses (9 credit hours). This is a total of 45 credit hours. The concentration courses as followed:

### **MBA Healthcare Management**

BUS 571 - Healthcare Structure and Policy

BUS 572 - Healthcare Finance and Economics

BUS 573 - Improving Healthcare Quality, Safety, and Outcome

### **MBA Human Resource Management**

BUS 561 - Talent Acquisition

BUS 562 - Compensation Management

BUS 563 - Current Topics and Issues in Human Resource Management

### **MBA Digital Marketing and Online Media**

BUS 611 - Marketing Analytics and Customer Behavior

BUS 612 - Strategic Advertising

BUS 613 - Strategic Digital Marketing

### **MBA Supply Chain Management**

BUS 601 - Project Management

BUS 602 - Supply Chain Management and Procurement (550 prerequisite)

BUS 603 - Logistics and Distribution (550 prerequisite)

# Master of Organizational Leadership Curriculum

The Master of Organizational Leadership (MOL) is a comprehensive leadership program which emphasizes an integration of the leadership disciplines within a Christian, ethical framework. It is designed for students with an undergraduate degree in either business or in a non-related field. Thirty hours are required for graduation. The program explores employee engagement and morale, leading organizational change and development, effective communication in the digital age, business ethics, developing and leading teams, survey of finance and budgeting. The program is designed for the working professional who is seeking to advance in a supervisory role within the organization and is offered online or in hybrid format.

## Core courses (30 credit hours):

The MOL core curriculum classes include:

- BUS 501 – Management Thought and Application
- BUS 505 – Strategic Human Resource Management
- BUS 520 – Organizational Behavior
- BUS 530 – Leadership and Ethics
- BUS 586 – Leading Organizational Change
- BUS 587 – Finance for Non-Financial Managers
- BUS 588 – Effective Executive Communication in the Digital Age
- 3 Elective Courses from the selection of MBA Courses offered

## Elective Course

As mentioned above, the MOL program includes 3 elective courses. Students may select any COB Graduate course at random to fulfill these electives, or they may use these electives to specialize in a particular area of business. These specializations are:

### **Healthcare Management (Additional Graduate Certificate Available)**

BUS 571 - Healthcare Structure and Policy

BUS 572 - Healthcare Finance and Economics

BUS 573 - Improving Healthcare Quality, Safety, and Outcome

### **Human Resource Management (Additional Graduate Certificate Available)**

BUS 561 - Talent Acquisition

BUS 562 - Compensation Management

BUS 563 - Current Topics and Issues in Human Resource Management

### **Digital Marketing and Online Media**

BUS 611 - Marketing Analytics and Customer Behavior

BUS 612 - Strategic Advertising

BUS 613 - Strategic Digital Marketing

### **Data Analytics and Business Analysis (Advanced Statistics)**

BUS 510 – Quantitative Analysis

BUS 550 – Operations Management and Data Analytics

BUS 580 – Six Sigma, Agile, and Lean Systems

**INTERNATIONAL STUDENTS – I 20 VISA**

International MBA students who would like to receive an I-20 VISA through Anderson University to study in the MBA program have a number of additional entrance requirements as well as two main restrictions during their stay in America.

The primary legal point of contact for an international Anderson MBA student with an AU sponsored I-20 VISA is the director of international programs at AU, Mrs. Ann Themistocleous  
athemistocleous@andersonuniversity.edu



## US Government – F1 Visa Regulations

Congratulations on being accepted and admitted in the Masters of Business Administration program at Anderson University. In order for you to stay in the program you must abide by the United States government restrictions on your F1 Visa.

These restrictions are from § Sec. 214.2(f) Students in colleges, universities, seminaries, conservatories, academic high schools, elementary schools, other academic institutions, and in language training programs:

(6) (i) (G) “For F-1 students enrolled in classes for credit or classroom hours, **no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted if taken on-line or through distance education** in a course that does not require the student’s physical attendance for classes, examination or other purposes integral to completion of the class.”

(9) (i) “On campus work is limited to no more that **20 total hours per week** while school is in session, inclusive of any work undertaken pursuant to a scholarship, fellowship, or assistantship.”

Source:

<http://www.uscis.gov/ilink/docView/SLB/HTML/SLB/0-0-0-1/0-0-0-11261/0-0-0-17197/0-0-0-17636.html>

Please sign that you agree and accept to follow these restrictions.

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

*Failure to abide by these regulations will automatically withdraw you from the Anderson University MBA program and terminate your F1 US visa supervised by Anderson University.*

Dr. Giovanni Calise, College of Business Graduate Associate Dean

## FACULTY RESEARCH FOCUS

### **Publications by MBA Faculty:**

At Anderson University, our faculty are not only former C – Level Executives and business professionals, but they are also esteemed members of the academic community engaging in cutting edge research. The following provides a list of research conducted by our faculty:

#### **Dr. Evie Chenhall Maxey**

Moore, J. Maxey, E.C., Waite, A.W., & Wendover, J. (2020). Inclusive organizations: developmental reciprocity through authentic leader-employee relationships. *Journal of Management Development*.

Moore, J., Hanson, W., & Maxey, E.C. (2020). Disability Inclusion: Catalyst to Adaptive Organizations. *Organizational Development Journal*. 38 (1).

Maxey, E.C. and Moore, J. (2017). Impetus for Culture Transformation: Pre-hire training for Employees with Disabilities. In Frasad, S., & Prasuhn, F. C. (Eds), *Training Initiatives and Strategies for the Modern Workforce* (pp. 116-126). Hershey, PA: IGI Global. doi:10.4018/978-1-5225-1808-2

Goodwin, D., Chenhall, E., and Bilbrey, J. (2013). Statistical analysis of religious discrimination complaints through the Equal Employment Opportunity Commission. *Journal of Legal Issues and Cases in Business*, 3. Retrieved from <http://www.aabri.com/manuscripts/131636.pdf>.

Chenhall, E. (2011). Review of the book *Instructional design for action learning*. *Journal of European Industrial Training*, 35 (5).

Chenhall, E. (2010). Assessing safety culture values, practices, and outcomes. (Doctoral Dissertation). Colorado State. Available through ProQuest Digital Dissertations and Theses database: AAT 3419027.

Chenhall, E. & Chermack, T. (2010). Models, definitions, and outcome variables of action learning: A synthesis with implications for HRD. *Journal of European Industrial Training*, 39 (7).

Brinkman, L., & Chenhall, E. (2008). Mergers and Acquisitions. In Gilley, Gilley, Quatro, Dixon, (Eds), *The Praegar Handbook of Human Resource Management* (pp. 468-471). Westport Ct: Greenwood Publishing Group.

## **Dr. John Frazier**

Frazier, J. W. 2007. Existence of Economies of Scale within Athletic Departments at Private, Four-Year Institutions. Doctoral Dissertation, Anderson University, 1988.

Frazier, J. W. 2007. America Cries Out for Visionary Leaders. GSABusiness.

Frazier, J. W. 2009. Existence of Economies of Scale within Athletic Departments at Private, Four-Year Institutions. Proceedings of the fifth annual SC Upstate Research Symposium, USA, 169-170.

Frazier, J. W. 2009. Existence of Economies of Scale within Athletic Departments at Private, Four-Year Colleges and Universities. Proceedings of the 2009 International Conference on Learning and Administration in Higher Education, USA, 376-384.

Frazier, J. W., R. Caines, 2009. Gender Equality in Private College Athletics: Is Title IX Having an Impact? Proceedings of the 2009 Southeastern Chapter of the Institute for Operations Research and the Management Sciences, USA.

Frazier, J. W. 2011. Hedging Metals in the Automotive Industry. Proceedings of the 2011 International Academy of Business and Public Administration Disciplines (IABPAD) Winter Conference, USA, 127-137.

Frazier, J. W. 2011. A Consideration of Purchasing Power Parity. Proceedings of the 2011 International Academy of Business and Public Administration Disciplines (IABPAD) Winter Conference, USA, 138-150.

Frazier, J. W. 2012. Using a Single Product Cost Function to Predict Economies of Scale in College Athletic Departments: The Case of Private Four Year Institutions. Proceedings of the 2012 International Academy of Business and Public Administration Disciplines (IABPAD) Winter Conference, USA.

Frazier, J. W. 2012. Using a Single Product Cost Function to Predict Economies of Scale in College Athletic Departments: The Case of Private Four Year Institutions. *Journal of Business and Economic Perspectives*, 7 (1), 21-32.

Frazier, J. W. (2014). Hedging currency in the automotive industry: A manufacturing case study. *International Journal of Business, Accounting, and Finance*, 8 (1), 149-159.

Frazier, J. W., W. R. Caines (2015). Gender Equality in Private College Athletics: Is Title IX having an Impact? *International Journal of Education Research Volume 10, Number 1*.

Frazier, J. W. (2016). Existence of Economies of Scale within Athletic Departments at Power Five Conferences Colleges and Universities. *International Journal of Business and Economics Perspectives, Volume 11, Number 1*.

Smith, G., Frazier, J. W. (2019) Currency hedging between the US dollar and the Chinese Yuan: A lead effect. *Journal of Accounting and Finance*, Volume 19, Number 5.

**Dr. William Hanson & Dr. Jeffrey Moore**

Moore, J., Maxey, E., Waite, A., & Wendover, J. (2020). Inclusive organizations: developmental reciprocity through authentic leader-employee relationships. *Journal of Management Development*, Vol. 39 Issue: 9/10.

Moore, J. R., Hanson, W. R., & Maxey, E. C. (2020). Disability Inclusion: Catalyst to Adaptive Organizations. *Organizational Development Journal*, Volume 38, Number 1 Spring 2020 issue.

Moore, J. & Hanson, W. (2019). Book title: *Moral Development and Behavior: New Research*. Book chapter: "University Business Student Moral Development". Nova Science Publishers, Hauppauge, NY.

Moore, J., Amorim Neto, R.C. (2018) Model of Teacher Moral Development. *Revista @mbienteeducação*. São Paulo: Universidade Cidade de São Paulo, v. 11, n. 1, p. 11-28 Jan./Abr. 2018.

Moore, J., Cruz, G., Del Bosque, A. (2017) Book title: *Transforming your company's culture: creating eternal ROI*. Best practices from the journey of four CEOs. WOR-K-SHIP Publishing, Spartanburg SC.

Moore, J., Hanson, W. (2017). "Model of Business Ethics in Morocco: raising honor or preserving honor". *Journal of Leadership, Accountability and Ethics*, Vol. 14, Issue 2, p. 62-80.

Hanson, W. & Moore, J. (2014) Business student moral influencers: Unseen opportunities for development? *Academy of Management Learning & Education*, December 2014, Vol 13, No 4. p. 525-546.

Moore, J., Hanson, W., Jiang, X., Rivera, C., McDonald, P., Moore, R. & Messana, C. J. (2014). Why go to Minor Care? A Patient Decision Making Process. *International Journal of Management Excellence*, Vol. 3, No. 3, p. 487-493, Aug. 2014.

Hanson, W., Moore, J., Whitesides, C., Foxx, M., Ramirez, M., Hickman, J. & Jordan, E. (2014). Why go to the Emergency Room? A Patient Decision Making Process. *International Journal of Management Excellence*, Vol. 3, No. 3, p. 480-486, Aug. 2014.

Hanson, W., Moore, J. "Ethical decision-making by business students: factors of influence" (2013). *Electronic Journal of Business Ethics and Organization Studies* (EJBO), Jyväskylä, Finland, Spring 2013 issue.

Moore, J. "Marketing na contabilidade solidifica a marca do profissional" (2013) (Your marketing brand in the accounting profession) *Gestor Contabil, Professional CPA Journal of Sao Paulo Brazil* (CRCSP), Issue 5 2013.

Moore, J., Kizer, L., Jeon, P. "Leading groups to create healthy culture through accomplishing tasks aligned to strategy" (2011). *International Journal of Management & Information Systems* – Second Quarter 2011, Volume 15, Number 2.

### **Dr. Chris Neuenschwander**

Rush, K., & Neuenschwander, C. (2015). Not all prepayment penalties are created equal. *Journal of Finance & Accountancy*, 19. Retrieved from <http://www.aabri.com/jfa.html>

Kaufinger, G., & Neuenschwander, C. (2015). The use of gift card Breakage as an earnings management tool. *International Journal of Business, Accounting, and Finance*, 2, 31-43.

Kaufinger, G., & Neuenschwander, C. (2016). Harold's Stores, Inc. *International Journal of Business Cases and Applications*, 16. Retrieved from <http://www.aabri.com/jfa.html>.

Ziegler, P., & Neuenschwander, C. (2016). Over-The-Counter delivery failures: Characteristics which predict naked short selling. *Journal of Finance and Accountancy*, 21. Retrieved from <http://www.aabri.com/jfa.html>

Kaufinger, G., & Neuenschwander, C. & Peddicord, C. (2019). The Economic Consequences of the Retail Inventory Method. *Journal of Finance and Accountancy*, 24. Retrieved from <http://www.aabri.com/jfa.html>.

Kaufinger, G., & Neuenschwander, C. (2020). Retail Apocalypse. Maybe Blame Accounting. Investigating inventory valuation as a determinant of retail firm failure. *American Journal of Business*, Accepted May 5, 2020.

### **Dr. Kent Saunders**

Casting Lots, Gambling, and Artificial Intelligence with Larry G. Locke  
*Journal of Biblical Integration in Business*, 2020, 23, 58-69  
<https://cbfa-jbib.org/index.php/jbib/article/view/557/560>

Entrepreneurial Finance: Analyzing the Demand for the Personal Guarantee with Walter W. Brown  
*Journal of Entrepreneurial Finance*, 2020, 22(2), 1-29  
<https://digitalcommons.pepperdine.edu/jef/vol22/iss2/1/>

Analysis of International ETF Tracking Error in Country-Specific Funds  
*Atlantic Economic Journal*, 2018, 46(2), 151-160.  
<https://doi.org/10.1007/s11293-018-9574-x>

Reconsidering Interest and Lending in a World with Negative Interest Rates

*Journal of Biblical Integration in Business*, 2017, 20(2), 54-62.

<https://cbfa-jbib.org/index.php/jbib/article/view/471>

Bible Readings or New Articles in Undergraduate Corporate Finance: A Teaching Methodology Comparison

*Christian Business Academy Review*, 2017, 12, 123-132

<https://cbfa-cbar.org/index.php/cbar/article/view/452>

Is There a Difference between Investing and Gambling? A Christian Perspective

*Journal of Biblical Integration in Business*, 2016, 19, 57-71

<https://cbfa-jbib.org/index.php/jbib/article/view/434>

### **Dr. Kim Whitehead**

An Introduction to Supply Chain Management: A Global Supply Chain Support Perspective, by Edmund Prater and Kim Whitehead; published by Business Experts Press; February 2013, ISBN: 9781606493755.

Whitehead, K., Zacharia, Z. and Prater, E. (2019) "Investigating the role of knowledge transfer in supply chain collaboration," *International Journal of Logistics Management*, Vol. 30, Issue 1, pp 284-302, <https://doi.org/10.1108/IJLM-07-2017-0184>,

Whitehead, K., Zacharia, Z. and Prater, E. (2016) "Absorptive capacity versus distributive capability: The asymmetry of knowledge transfer," *International Journal of Operations and Productions Management*, Vol. 36 Issue 10, pp. 1308-1332.

Whitehead, K. (2014) "Sustainable development: Legitimization to internalization," *International Journal of Sustainable Strategic Management*, Vol. 4, Issue 3, pg. 247-263.

Whitehead, K. and Spencer, J. (2019) "New Product Development Integration: Investigating the Role of Buyer-Supplier Knowledge Transfer," *target International Journal of Production Management*, in process.

Whitehead, K. Zacharia, Z. and Prater, E. "Distributive capability: Effects on relationship outcomes in supply chain collaboration," *target Journal of Business Logistics*, in process.

Whitehead, K. and Zacharia, Z. "Qualitative examinations of supply chain collaboration and their contribution to the research stream," in process

Whitehead, K. "The Behavioral Antecedents of Supply Chain Agility", in progress.

Whitehead, K. "The Impact of Parcel Carriers on the Health Care Supply Chain", **awarded a research grant** by the Council of Supply Chain Management Professionals to support research, in progress, will be presented at the International Conference of CSCMP in Kissimmee, Florida in September 2020, targeted for publication in *Supply Chain Quarterly* and the *Journal of Business Logistics*.

**Dr. Miren Ivankovic**

Ivankovic, M. "Golfers' Motives to Compete," presented at the poster session at CBFA meeting in Chattanooga, TN, October 2018.

Author: Contributed chapters 12, 13, 14 and 15 for Lind's Statistics for Business and Economics Study Guide; Leap Publishing Services, Inc., December 2020.

Author, "Golfers' Motives to Compete," *International Journal of Current Multidisciplinary Studies* (Feb, 2020).

## **MBA ADVISORY BOARD & ACCREDITATION**

The Anderson University MBA / MOL programs are advised by a board of business executives to ensure the rigor of the program in presenting cutting edge business strategies to our students. The MBA Advisory Board evaluates all courses in the program on a regular rotation to ensure course content is in line with current practices utilized by business executives and presented in a manner to advance the student's skillset. Members of the board are as followed:

### **Ross Walters**

Mr. Walters joined BB&T in 2001 as the Regional Director of Wealth Management for the Upstate of South Carolina. Prior to joining BB&T Ross spent 25 years with Bank of America in various sales leadership roles in the areas of Trust, Retail Banking, and Commercial Lending. Ross has a BBA in Finance from Florida Atlantic University in Boca Raton, FL, a MAR from Westminster Seminary in Philadelphia, PA., and a MBA from Anderson University in Anderson, SC. Mr. Walters is a Certified Financial Planner(r).

Ross holds NASD licenses Series 7, 24 and 63. "My top priority is meeting the unique needs of our clients by leading a team of highly skilled client-focused financial professionals who provide a comprehensive array of customized wealth solutions."

### **Thomas Alsborg**

Mr. Alsborg has over 25 years of business experience in the fields of accounting and finance, largely with Fortune 500 companies and a major international CPA firm. He served as Executive Vice President & Chief Financial Officer of SYNEX Corporation from 2007 into 2013. Prior to SYNEX, he spent 10 years in the electronics manufacturing services industry where Mr. Alsborg last served as Vice President and Chief Financial Officer of Solectron Global Services, a division of Solectron Corporation. Previous to this he held various management positions in corporate accounting & finance, investor relations, treasury and financial reporting and analysis. Prior to Solectron, he was with McDonald's Corporation and earned his CPA while at Ernst & Young.

Mr Alsborg has served on the Board of Western Oilfields Supply Corporation, d.b.a. Rain for Rent, since 2014. He has chaired the board since 2019 and is a member of the National Association of Corporate Directors. Mr. Alsborg holds a Bachelor of Science degree in Business Administration with an Accounting concentration from Oral Roberts University and a Master in Business Administration degree with concentrations in Finance and International Business from the Leavey School of Business at Santa Clara University.

## **Larry Gamble**

Mr. Larry J. Gamble has filled a number of Financial and Accounting roles during his career. He was the Director of Financial Planning and Analysis at Hubbell Lighting in Greenville, SC of which he retired in 2020. He obtained his BBA in Accounting from Georgia State University in Atlanta, GA and an MBA with a concentration in Finance from Rollins College in Winter Park, FL. Mr. Gamble also obtained a M.Div from Reformed Theological Seminary in Orlando, FL and is an ordained minister in the Presbyterian Church in America. Mr. Gamble also holds a CPA license.

Mr. Gamble is active in sharing his knowledge with college students. He currently teaches multiple undergraduate classes at Anderson University.

## **Robb Kolb**

Mr. Robb Kolb is the CEO of National Radiology Solutions. He has a BA in Business Administration and an MBA from Anderson University. Robb has worked on the business side of healthcare for over twenty years including eight years for Nestle's Healthcare Nutrition division and over 16 years in Healthcare Imaging. Mr. Kolb has held positions as a formal trainer and adviser in the areas of sales, management and leadership. He has served as a transformational leader in all of his assignments rendering customer and employee satisfaction ultimately resulting in top and bottom line company growth.

## **Craig O'Neal**

Mr. Craig O'Neal co-founded VantagePoint Marketing, a nationally recognized B2B marketing and advertising agency, in 1993. As the company's President/CEO, Craig oversees the strategic direction of the firm and has had the opportunity to work with many well established brands, including BMW Manufacturing, Michelin Ag, Sealed Air Food Care, T&S Brass, Henny Penny, Scotsman Ice and Saia LTL. Craig has also taken a strong leadership role in creating a highly desirable company culture. VantagePoint has been recognized for four years in a row as a "Best Places to Work in South Carolina" company.

## **Henry Pellerin**

Henry Pellerin is the President and CEO at VantagePoint Marketing, a nationally recognized full-service marketing agency. Prior to joining VantagePoint, he served as the Vice President of Marketing and Product Management at Hillphoenix, a manufacturer of refrigeration equipment for the food industry.

### **Liza Twery McAngus**

Mrs. McAngus joined Sunland Logistics Solutions in 2007 and is currently the Director of Marketing. Liza has an MBA from Clemson University and a BA in Arts Management from the College of Charleston. Mrs. McAngus has specialized in Project Management, Communications, Public Relations, Product Development, Strategic Marketing, and Event Planning. Throughout her career, she has demonstrated the strong ability to identify opportunities, analyze challenges, and create solutions using the keen observation and creative thinking skills developed through the unique combination of business and fine art studies.

### **Randolph Solomon**

Mr. Solomon holds a diverse background of Sustainability, Financial Planning, and Commercial Real Estate experience. Mr. Solomon currently serves as the head of Business Development for US&S, a nationally recognized facilities operations company; as well as Vice President of Sales and Development for Doron Builders, a container home real estate development company that specializes in real estate investing and affordable housing. Mr. Solomon holds immense passion for his community and currently serves on the Board of Better Housing Upstate, where he assists in eliminating gentrification in urban communities by developing sustainable, affordable, and holistic communities for underserved communities and is also a mentor for Junior Achievement Upstate.

Mr. Solomon holds a Bachelor of Science in Business Administration with a concentration in Finance from The Citadel, is a recent graduate of the MBA program from Anderson University, and is a current Doctoral Candidate for Leadership Theology with a Concentration in Business from Anderson University. Mr. Solomon also holds numerous certifications including the Accredited Asset Management Specialist (AAMS), Financial Engineering & Risk Management (Columbia University), Series 7, South Carolina Real Estate License.

### **Melissa Canello**

Mrs. Canello is a Supply Chain professional with an expertise in procurement. She graduated from the University of South Carolina in 2010 and obtained her MBA from Anderson University in 2017. She found a passion in procurement from an exploratory interview with a Human Resource manager of a company that wanted to ensure everyone found their niche, and since then has executed multiple positions in Procurement and Supply Chain throughout the Carolinas. Mrs. Canello married her husband in 2021, and recently moved back to the Anderson, SC area to be closer to family and advance her Procurement career.