



NC STATE Poole College of Management
ANNUAL REPORT

FY21, July 2021



Looking back over this past year I continue to be amazed at the strength of this college. Although we transitioned to a primarily virtual environment, the pace of the college did not slow down. Throughout the year, our faculty and staff worked tirelessly to ensure that our students continued to receive the best possible experience despite the global pandemic.

Below are just a few highlights of our extraordinarily unique academic year:

- > Undergraduate advising expanded hours for virtual drop-in advising and individual meetings – accommodating around 1,460 virtual appointments.
- > Undergraduate career services facilitated 1,033 virtual career coaching sessions and five virtual career fairs.
- > We expanded efforts to recruit underrepresented populations including women and African American students in both undergraduate and graduate programs.
- > Both the MBA and MAC programs received STEM certification.
- > We successfully launched the Master of Management, Marketing Analytics graduate program.
- > Summer research awards were granted to 16 faculty members across disciplines.
- > We increased support toward instructional design, including the hire of a director and staff.
- > We created a college diversity statement and elevated the undergraduate director to a collegewide director of diversity, equity and inclusion.
- > New sponsored research funding fiscal year 2021 to date equals \$2,579,440.
- > Endowment reaches \$75,034,964 with a 21% increase in annual giving year-to-date from fiscal year 2020 to fiscal year 2021.

These efforts are more than amazing...they are truly outstanding. I am proud of the 'think and do' approach of our college despite all the challenges. As we look ahead, I am excited to continue the work of our college mission.

A handwritten signature in black ink, appearing to read "Frank Buckless". The signature is fluid and cursive, with a long horizontal line extending to the right.

Dr. Frank Buckless

Stephen P. Zelnak Jr. Dean
Poole College of Management

Stats and Strengths

Overview

- › ~ 4000 students
- › 3 bachelor's degrees: accounting, business administration and economics
- › 4 master's degrees: accounting, business administration, economics, management
- › 1 doctoral degree: Ph.D. in Economics
- › ~ 200 full-time faculty/staff members
- › Hundreds mutually beneficial relationships with corporate partners
- › 15+ concentrations across academic programs, ranging from finance and supply chain management to entrepreneurship and marketing
- › Executive education through custom-designed solutions, workshops and open programs
- › 5 centers and initiatives fostering research, learning and corporate engagement: Business Sustainability, Enterprise Risk Management Initiative, Entrepreneurship Clinic, Supply Chain Resource Cooperative, Business Analytics Initiative
- › 5 language tracks and global partnerships offered through the International Business Dual Degree Program

Selected Rankings

Top 20

Entrepreneurship in the U.S.

NC State ranked No. 16 in the country for undergraduate entrepreneurship and No. 17 in the country for graduate programs
(*The Princeton Review*, 2021)

36

Full-Time MBA program in the world

(*The Economist*, 2021)

#10

supply chain graduate programs in the U.S.

(*Gartner*, 2020)

#11

25 Best Master's in Accounting Degrees for 2020

#12

online MBA program nationally

(*The Princeton Review*, 2021)

#59

best graduate economics program nationwide

(*US News & World Report*, 2022)

#84

best undergraduate business schools

(*Poets & Quants*, 2021)

Selected Highlights

New: Master of Management, Marketing Analytics Program

This brand-new fully online program will prepare professionals for trending job openings – marketing analysts, market research analysts, business analytics analysts and more.

\$1.25 Million Grant Awarded

One of the largest grants ever awarded to Poole College, it aims to develop and market a tool that lets apparel shoppers know how items of clothing were made. Co-Principal investigators: Rob Handfield and Tim Kraft.

Poole Podcast Launch

Each episode shares research and ideas from inside the classroom from our faculty and explores how it's being translated into practice.

First Director of Diversity, Equity and Inclusion Appointed

Effective Dec. 1, 2020, Tayah Butler became the first director of diversity, equity and inclusion for Poole College.

16,155 Courses Taken

7,033 undergraduate and graduate students took 16,155 courses and generated 43,637 credit hours in Poole.

2,909 Meetings Booked During Fall Virtual Career Fair

(650 undergraduate students met with 304 recruiters).

1180+ Virtual Advising Appointments Held

STEM Designated: Jenkins MBA and Jenkins MAC

Deeply rooted in NC State's history as a university that excels at science, technology, engineering and math (STEM), two of our graduate programs are now set apart by STEM.

\$827,512 Raised During Day of Giving 2020

Raised from 396 gifts

- **70% of Day of Giving Gifts Were Made Alumni.** The class of 1992 showed the highest participation, both in 2019 and 2020.
- \$100 Million raised for The Think and Do the Extraordinary Campaign.



Strategic Framework

Mission

The Poole College of Management at NC State University actively engages with industry and academia to create an innovative and collaborative intellectual environment that fosters learning, scholarship and service. We focus on developing and supporting leaders with an entrepreneurial mindset and analytical problem solving capabilities to positively impact our data-rich, dynamic, global economy.

Vision

The Poole College of Management will be recognized as a world-class, innovative college of management that advances business and society.

We Value

- › Excellence in all endeavors
- › Innovative programs and approaches
- › Impact of our scholarship
- › Success of our students and alumni
- › A culture of diversity and inclusion
- › Ethical awareness, decisions, and behaviors
- › Positive contribution to our global society

Strategic Goals and Objectives

1. Enhance the success of our students through educational innovation.
2. Enhance scholarship and research by investing in faculty and infrastructure.
3. Enhance interdisciplinary scholarship to address the grand challenges of society.
4. Enhance organizational excellence by creating a culture of constant improvement.
5. Enhance local and global engagement through focused strategic partnerships.

Strategic Goal #1

Student Success

Enhance the success of our students through educational innovation.

The Poole College of Management will be recognized as producing graduates who possess creative thought, analytic skills and the ability to foster an environment of positive intercultural interaction in the context of today's data-driven, global economy.

Objective: Attract, educate and prepare diverse, high-quality students to make meaningful contributions in their chosen fields.

Enrollment

> Enrollment growth remains positive and strong.

- Poole College saw enrollment growth for the year, despite the impact of the pandemic. Overall enrollment was up 5%.
- Growth is driven by undergraduate and masters (primarily MBA and MAC), although our online MAC is showing some encouraging growth.

> Continuing growth in enrollment puts more pressure on our faculty and our ability to deliver high-quality programs.

Degree level	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	Change 2019-2020	% Change 2019-2020
Undergraduate	2,603	2,700	2,859	3,035	3,270	3,435	165	5%
Masters	686	770	863	826	843	866	23	3%
Doctorate	63	55	42	39	39	38	-1	-3%
Certificates		1	7	7	9	13	4	44%
Total	3,352	3,526	3,771	3,907	4,161	4,352	191	5%



Student Diversity

We continue to make progress in increasing the diversity of our student body.

This year with the appointment of a college-level Director of Diversity and a new Assistant Dean for Undergraduate Programs, we are taking a comprehensive review of how we attract and yield diverse students to the college.

In addition, full curriculum reviews are underway in our MBA, MAC and Undergraduate degree programs to understand where and how we can incorporate more DEI content.

Faculty Group Diversity

Female

39.34% **40.65%**
2019-2020 2020-2021

URM

22.16% **22.95%**
2019-2020 2020-2021

Retention and Graduation

Undergraduate Graduation Rates remain strong and are largely unchanged from the prior year.

Graduation/Retention Rates	2019-2020	2020-2021
Four Year Graduation Rate	80%	82%
Five Year Graduation Rate	91%	89%
Six Year Graduation Rate	89%	92%
First Year Retention	93%	93%

Student Employment Outcomes

Undergraduate

Undergraduate salaries for the college have increased over the past 4 years. We expect 2021 to be strong.

Degree	2016-2017	2017-2018	2018-2019	2019-2020
Accounting	48,209	52,365	56,458	53,750
Business Management	50,361	51,685	54,215	54,522
Economics	59,667	49,625	61,250	57,361
Poole Undergrad Overall	50,562	51,636	55,098	54,647

MBA

We're excited to report that last year we broke the median \$100K salary level for our MBA program. This is an important milestone.

Degree	Class of 2019	Class of 2020	Class of 2021
MBA	\$95,000	\$100,000	\$92,500

MAC

Our MAC program continues to experience salary increases year after year.

Degree	Class of 2019	Class of 2020	Class of 2021
MAC	\$55,000	\$56,250	\$56,500

Student Success Tactics

The following tactics were identified in support of Goal #1; they are currently in progress.

› **Evaluating and developing innovative pedagogy and delivery methods across all programs.**

Update: We hired a collegewide Director of Instructional Design to help our faculty deliver teaching content through a wide range of formats. We hired an additional instructional designer to build out our Instructional Design Group.

› **Developing and managing a robust portfolio of high quality and innovative academic programs, including specialized one-year masters and certificate programs.**

Update: New certificates in Business Analytics and Business Leadership were launched in Fall 2020. The new, one year Master of Management, Marketing Analytics was launched in Spring 2020, which will enroll its first class in Fall 2021. We launched an online version of the MAC and are seeing strong growth.

› **Continuing thought leadership strategies to highlight the Poole College brand.**

Update: Launched in July 2020, the [Poole Thought Leadership](#) initiative offers short, actionable insights based on our teaching and research. This project yielded participation from more than 55 faculty members across college disciplines. Additionally, the [Poole Podcast](#) was also created to further the discussion and partnership of faculty and industry.

› **Incorporating diverse and inclusive content into the curriculum.**

Update: We appointed a college-level Director of Diversity, Equity and Inclusion. In addition, we created a permanent committee that reports to the Dean and has been charged with managing and promoting DEI initiatives across the college. Additional committees focusing on curriculum and recruiting through a DEI lens have also been created.





Strategic Goal #2

Faculty and Scholarship

Enhance scholarship and research by investing in faculty and infrastructure.

The Poole College of Management will develop national and international reputations for scholarship that positively impacts academia and industry.

Objective: Recruit, retain, and support a diverse and productive high-quality faculty.

Credit Hours (excl: Summer School) per faculty	2019-2020	2020-2021
Tenure & Tenure Track	1458	1488
Tenure & Tenure Track + Professional	863	896

These figures are the highest that they've been in the past 10-year window.

Faculty Diversity

A snapshot of diversity in our faculty is shown to the right. To increase diversity amongst our faculty, the College has created a faculty DEI committee focused on building a pipeline of qualified and diverse applicants. We have also hired a new faculty member (Female/URM) in Accounting starting Fall 2021.

Tenure/Tenure Track

Female		URM	
32%	31%	11%	8%
2019-2020	2020-2021	2019-2020	2020-2021

Professional

Female		URM	
42%	45%	11%	16%
2019-2020	2020-2021	2019-2020	2020-2021

Hiring Plan

We continue to see very strong demand for all of our degrees both at the undergraduate and graduate levels. This demand is driven in part by the excellent rankings and outcomes of our programs.

Our current and future hiring faculty plans focus on supporting program growth and continuing to build strength in our strategic areas — particularly business analytics.

Our hiring needs represent a critical area in the college, and therefore we are actively working to secure funding to support this ambitious hiring plan.

Recent Hires

Starting in AY 2021-2022, we have three new faculty members joining Poole:

- Full Professor in MIE
- Owens Distinguished Professor in International Economics
- Assistant Professor in Accounting

Future Hiring Plans

For AY 2022-2023 we have searches underway for 5 faculty members:

- Goodnight Distinguished Chair Professor in Operations Management (offer extended)
- Professor in International Economics (offer extended)
- Assistant or Associate Professors in Marketing Analytics (search commencing in Fall)
- Assistant or Associate Professors in IT/Analytics (search commencing in Fall)
- Assistant Professor in International Economics (search commencing in Fall)

In addition, in the following two years, we hope to recruit three assistant professors in business specific disciplines who also have strength in analytics.

Faculty and Scholarship Tactics

The following tactics were identified in support of Goal #2; they are currently in progress.

- › **Creating a hiring plan to increase the number of tenure track faculty through a diverse and high-quality applicant pool.**

Update: We have developed a very successful hiring process and added some key faculty in 2020.



- > **Investing in professional development activities for faculty (for example, research seminar series for faculty).**

Update: We focused heavily on teaching development during the past year, as the pandemic put unique pressure on our faculty by offering numerous workshops, learning sessions and support opportunities with our newly formed Instructional Design Group.

- > **Increasing resources for faculty summer research support.**

Update: We funded 16 faculty members with summer research awards in 2021 totaling \$195,000. Summer awards are essential tools for us to retain and reward our top research faculty.

- > **Increasing philanthropy and gifts that support faculty scholarship.**

Update: Created a new fund for Day of Giving called "Poole College of Management Faculty Enrichment Fund." to continue supporting faculty needs. Raised \$51,000 during Spring 2021 Day of Giving.

- > **Enhancing promotion of scholarship in print and digital media.**

Update: Launched the Poole Thought Leadership initiative in July 2020, followed by the new Poole Podcast. To engage our audience with thought leadership content, we are currently testing a **machine learning recommendation system** to recommend content based on our audiences' individual interests.

C&G Expenditures (‘000s)

\$1,577

2018-2019

\$1,613

2019-2020

\$1,664*

2020-2021

*to 5/21

F&A to Poole (‘000s)

\$47

2018-2019

\$48

2019-2020

N/A

2020-2021

Scholarship

In the past five years, Poole faculty have published more than 80 articles in the elite Financial Times 50 journal list. This year we've seen some exceptional publications, including two by Stacy Wood in the *New England Journal of Medicine* and the *Journal of the American Medical Association*. Both articles were on using consumer behavior and marketing strategies to increase vaccination rates.

Contracts and Grants

In FY21, faculty in the Poole College of Management were awarded ten new sponsored research projects with total funding of **\$2,225,717**. An additional \$379,686 sponsored funding was awarded through supplements and continuations to existing projects

Bill Rand and **Rakesh Ravi** were awarded \$102,486 from the Clinton Health Access Initiative (CHAI) for a series of projects that are using data analytics to further understanding of COVID-19 epidemiology, clinical insights correlating symptoms and diagnostics to disease progression, and vaccine and drug development.

Rob Handfield and **Don Warsing** received a \$594,758 grant from the National Institute for Innovation in Manufacturing Biopharmaceuticals for a project to develop an optimized COVID-19 test kit distribution and allocation planning model. The model will help inform decision makers on how to connect suppliers of materials to testing centers.

Rob Handfield, Tim Kraft and **Marguerite Moore** (WCOT) were awarded \$1,256,791 from the Templeton World Charity Foundation for the development of an ethical apparel index that will combine outputs from many fair labor programs and provide a single index that consumers, and companies, can easily understand.

Faculty Engagement

In FY21, Poole College faculty were engaged across academia and with for profit and not for profit organizations. Faculty have chaired and served on a number of doctoral committees:

Total Number of Committees	58
Total Number of Chairs	30
Total of Committees outside PCOM	17

Faculty Consultations With External Organizations

Online MBA Consortium	NC Bankers Assn
United Nations	SAS
Vanguard	Microsoft
Charlotte Mecklenberg County Gov	SECU - NC
AICPA	American Soc for Engineering
Applied Synergies Partnership	NC Green Power
UNC GA ORP	State of NC Governors office
TIAA CREF	Innovate Raleigh
BCBS of NC	American Accounting Association
NCACPA-Financial Literacy Council,	World Federation of Hemophilia
NC DOT	Data & Demographics Committee
Shelton Leadership Center	B Lab Standards Advisory Council
NSF	

Poole Thought Leadership

For July 2020 - May 2021 year, The Poole [website](#) increased overall traffic by **8%** and had a total of **254k** unique visitors, with **63%** of those being new.

	2018-2019	2019-2020	2020-2021
Faculty Media Citations	506	733*	556
Poole website visits	191,011	226,000	245,000
Poole College Media Mentions	3,700	5,284	6,500

* Media citations were especially high in 2019-20 due to the success of the Poole Business Guide launch and the performance of one [story](#) on unemployment benefits during the pandemic.

Poole College of Management posted **86 instances** of [Poole in the News](#) in FY21.

Faculty Awards

Name	Dept.	Name of Recognition
Steve Barr	MIE	Alumni Association Distinguished Graduate Professor
Steve Barr	MIE	Alumni Association Outstanding Teaching Award
Steve Barr	MIE	NC State Academy of Outstanding Teachers
Steve Barr	MIE	NC State Outstanding Teaching Award
Steve Barr	MIE	Poole College of Management Outstanding Teaching Award
Steve Barr	MIE	Department of Management, Innovation and Entrepreneurship Outstanding Teacher Award
Joe Brazel	ACC	Best Paper Award from Behavioral Research in Accounting
Jon Carr	MIE	Southern Management Association Fellow
Ernest Carraway	ACC	Omicron Delta Epsilon, Economics Honor Fraternity
Ernest Carraway	ACC	Phi Eta Sigma, Freshman Honor Fraternity
Robert Clark	ECON	Holladay Medal
Nathan Goldman	ACC	NC State Accounting Department Research Leadership Award
Nathan Goldman	ACC	Hawaii Accounting Research Conference Best Reviewer
Sarah Khan	BUS	The 19th Workshop on e-Business (WeB 2020) Best Reviewer Award
Tim Kraft	BUS	Research Leadership Award
Tim Kraft	BUS	Best Associate Editor
Tim Kraft	BUS	MSOM Meritorious Service Award
Allison Reed	ECON	Poole College of Management Teaching Excellence Award
Melinda Morrill	ECON	Poole College of Management Research Impact Award
Patrice Nealon	BUS	NC State Academy of Outstanding Teachers
Patrice Nealon	BUS	NC State Outstanding Teacher Award
Beth Ritter	MIE	2020-2021 MIE Department Research Impact Award.
Stefanie Robinson	BUS	Poole College of Management, First Citizens Bank Poole Management Excellence Fund recipient
Stefanie Robinson	BUS	Research Leadership Council recipient
Roby Sawyers	ACC	AICPA Arthur J. Dixon Memorial Award
Roby Sawyers	ACC	ATA Outstanding Service Award



Strategic Goal #3

Interdisciplinary Engagement

Enhance interdisciplinary scholarship to address the grand challenges of society. The Poole College of Management will address complex issues through partnerships with academic, industry and community engagement.

Objective: Enhance opportunities for interdisciplinary scholarship and external engagement.

Interdisciplinary Engagement Tactics

The following tactics were identified in support of Goal #3; they are currently in progress.

➤ **Evaluating new faculty hires through the lens of interdisciplinary research.**

Update: We've looked into the potential for interdisciplinary research, along with the ability to generate externally funded research, as key questions in our hiring process.

➤ **Promoting interdisciplinary collaboration among faculty across colleges.**

Update: TEC (Technology Entrepreneurship and Commercialization) Program:

- NSF I-Corps entrepreneurship short course hosted by TEC
 - 12 cohorts, 102 teams, \$3.7M in funding since inception in 2017

Update: We are actively recruiting for the following cross-disciplinary positions: the Goodnight Distinguished Chair in Operations Research and successfully hired an individual for the Owens Chair in International Economics.

➤ **Establishing new and innovative partnerships across campus to enhance opportunities for students and faculty.**

Update: WIN (Wolfpack Investor Network) -

- Dual diligence managed by TEC faculty and students
- Approx 300 hours of engagement per year
- \$15.3 M invested in 25 companies over 4 years.

Update: We have developed the Business Analytics Initiative, which will partner with the planned Data Science Academy.

➤ **Exploring new opportunities for identifying funded research.**

Update: We've had some success getting grant funding for large data mining research projects using the computer resource built within the college. The most notable case is the Clinton Health Access Initiative grant.

Strategic Goal #4

Organizational Excellence

Enhance organizational excellence by creating a culture of constant improvement. The Poole College of Management will responsibly develop and deploy resources to support the strategic priorities of the College.

Objective: Optimally deploy and expand our resource base.

Organizational Excellence Tactics

The following tactics were identified in support of Goal #4; they are currently in progress.

› **Centralization of support services.**

***Update:** All operational support services in the college now report centrally through our Assistant Dean of Finance and Administration. This has allowed us to ensure that we have exceptional, efficient and effective support for our faculty and staff while employing cost-saving measures. It will also allow us to be more agile and focus on continuous improvement across all services.*

› **Develop operational excellence procedures.**

***Update:** More than 46 different standard operating procedures, guidelines and how-to documents were created by the Office of Business Services team over the past year, which allows for efficient operating and processing of all members of the college.*

› **Increased budget visibility through the college.**

***Update:** The college's financial team developed a coordinated budget process where each unit had a budget that rolled up to the college level. This enhancement also led to monthly unit lead reports to show funding available, as well as the enhancement of our payroll reconciliation process. This supports all strategic goals in the college. We now provide monthly financial reports to all unit leads so they know the status of their budgets and can make more informed operational decisions.*

› **Centralized Diversity and Global Programs.**

***Update:** We transitioned both our diversity and global programs out of the undergraduate programs office and moved them centrally to the college. This has allowed access and visibility to all stakeholders, as well as increased efficiencies through both units.*



Create a culture of constant improvement.

Update: The Poole Pack Development Series was formalized offering a variety of sessions on professional development, cultural awareness and diversity issues. We also held several supported reading groups addressing topics such as white fragility, racism, and LGBTQIA+. We offered 16 different opportunities with 473 total faculty and staff engagements. 153 (65%) Poole employees engaged in at least 1 activity. This has become a valuable part of our college culture.

Professional Development Opportunities

Using Design Thinking to Solve Problems and Innovate

Unconscious Bias: Transform Your Culture Through How You Think, Speak and Relate

Influencing without Authority

Microaggressions in the Classroom and the Workplace

Living Lean: Applying Lean Manufacturing Principles in Your Everyday Life

Coping in Uncertain Times

Supporting Resilient Virtual/Hybrid Teams

Goal Coaching Workshop for Supervisors

Faculty Forum: How Covid Changed our Teaching

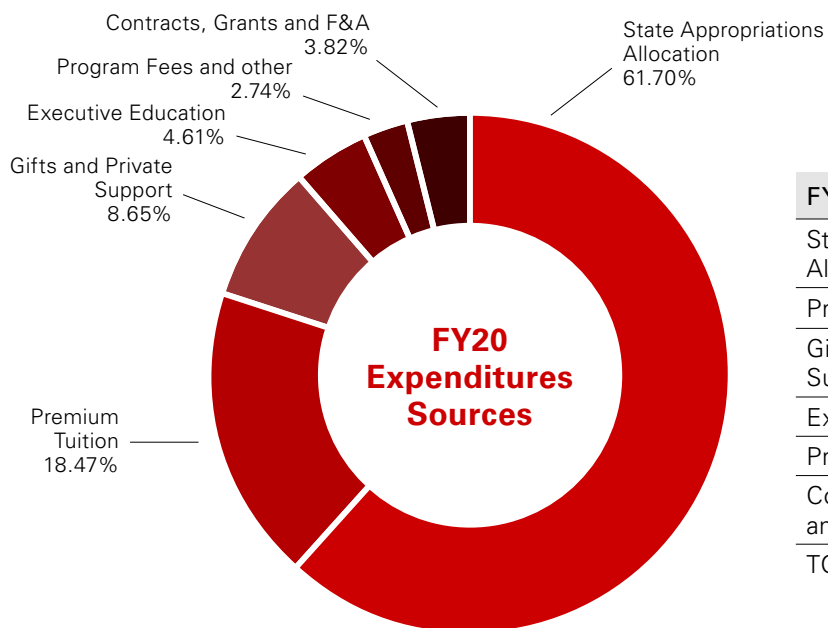
Managing Worry and Anxiety

Reading Groups

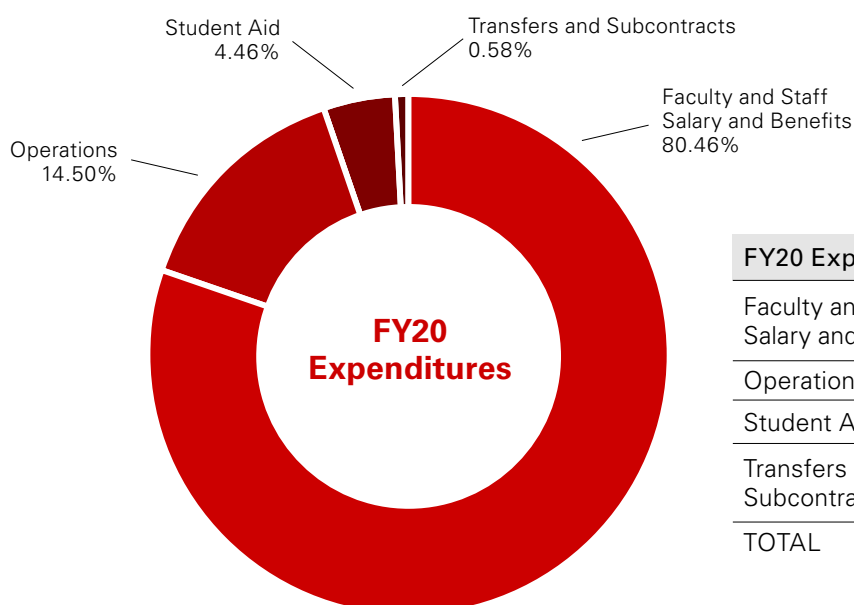
Real Queer America - Stories of LGBTQIA in Red States
(Samantha Allen)

Race Talk - Silence is Compliance (Derald Wing Sue)

White Fragility (Robin DiAngelo)



FY20 Expenditures Sources		
State Appropriations Allocation	61.70%	\$ 26,360,760.00
Premium Tuition	18.47%	\$ 7,889,831.00
Gifts and Private Support	8.65%	\$ 3,695,063.00
Executive Education	4.61%	\$ 1,970,854.00
Program Fees and other	2.74%	\$ 1,170,463.00
Contracts, Grants and F&A	3.82%	\$ 1,633,870.00
TOTAL	100.00%	\$ 42,720,841.00



FY20 Expenditures		
Faculty and Staff Salary and Benefits	80.46%	\$ 34,374,728.63
Operations	14.50%	\$ 6,194,991.67
Student Aid	4.46%	\$ 1,903,690.85
Transfers and Subcontracts	0.58%	\$ 247,431.11
TOTAL	100.00%	\$ 42,720,842.26



Development

Gifts from alumni and friends comprise a significant and growing portion of our resource base. Our Development Team boast several fundraising successes during FY21:

Development Financial Snapshot

We met our \$65M campaign goal in April 2018; currently, the total campaign dollars raised to date (from July 2013 to May 31, 2021) is: **\$100,214,504**

As of May 31, 2021: FY21 Year to Date Gifts & New Commitments: **\$5,572,244**

- › Generated a **21%** increase in annual giving dollars and a **28%** increase in annual giving donors from FY20
- › Generated a **26%** increase in leadership annual gifts (\$1,000 to \$49,999) and a **31%** increase in leadership annual donors from FY20

Gifts & New Commitments to highlight:

- › Secured a **\$300,000** gift for future funding to the McLauchlan Leadership Series
- › Secured a **\$200,000** gift to develop the Private Equity Operations Clinic
- › Secured a **\$110,000** gift from a donor family to establish a first-generation opportunity scholarship.
- › Established five (5) Extraordinary Opportunity Scholarships within Poole College, totaling **\$625,500** in endowed funds

Day of Giving: In the midst of the pandemic, Poole College secured over **\$1.9M** in new gifts and commitments from nearly 1,123 gifts between the September 2020 and March 2021 Day of Giving.

Gifts of note from Day of Giving:

- › Secured a **\$300,000** commitment to grow an existing scholarship endowment.
- › Secured a **\$125,000** commitment to support the college's Diversity Leadership Fund
- › Secured a **\$50,000** gift to launch the Poole College Faculty Enrichment Fund

Strategic Goal #5

Local and Global Partnership

Enhance local and global engagement through focused strategic partnerships. The Poole College of Management will engage in partnerships that promote strategic innovation and provide impactful experiences to create value for all stakeholders.

Objective: Develop and manage a robust portfolio of external partners.

Local and Global Partnerships Tactics

The following tactics were identified in support of Goal #5; they are currently in progress.

- **Creating opportunities that highlight areas of expertise and bring thought leaders together from across academia and industry.**

Update: We continued to offer our PNC Thought Leadership Series and Wells Fargo Executive Leadership Series, which provided industry leaders the opportunity to share insight with faculty, staff and students.

- **Expand and support growth of centers and initiatives.**

Update: We reorganized our administrative support structure within the college to provide pooled operational support to all of our centers.

Wells Fargo Executive Leadership Series

The Poole College of Management has presented the Wells Fargo Executive Speaker Series since 1992, providing our students and the community the opportunity to learn from some of the nation's – and the world's – leading executives as they talk about their careers and leadership experiences. This series is supported by an ongoing gift from Wells Fargo. During 2020-21 academic year, the series hosted three events:

Hal Lawton ('96) President and CEO of Tractor Supply Company

Steve Fechheimer, CEO of New Belgium Brewing

PNC Thought Leadership Series

The PNC Thought Leadership Series at NC State University is a coordinated, bi-annual event bringing together academic and industry experts to conduct cutting-edge conversations around relevant and timely business challenges. This series is hosted by NC State University and made possible by the support of PNC Bank and the Poole College of Management. During 2020-21 academic year, the series hosted two events:

Top 10 Rules to Financial Security

Lessons Learned: How COVID Shaped Business Decision Making in 2020

Centers and Initiatives

Business Analytics Initiative

Executive Director: Bill Rand

- › Initiative officially launched in October 2020.
- › Created a graduate certificate in business analytics.
- › Launched the Master of Management, Marketing Analytics in Spring 2021.
- › Transitioned to a service contract for the American Coatings Association Project.
- › Ongoing development for a large-scale data retrieval and analysis system for COVID-19 for the Clinton Health Access Initiative.

Business Sustainability Cooperative

Director: Jessica Thomas

- › Jessica Thomas was nominated to the [B Lab Standards Advisory Council](#) (SAC), an independent governing body tasked with developing and overseeing the application of B Corp standards. The SAC plays a critical role in the B Corp community and the broader efforts to define performance expectations for businesses on social and environmental issues.
- › During the 2020-21 academic year, the [B Corp Clinic](#) worked with 14 companies from around the world, engaging 64 MBA and MAC students on practicum projects to improve the companies' social and environmental impact using the B Corp standards as an organizing framework.
- › Jessica was featured in a Forbes article "[The Future Of Business 101: B Academics Network Connects Students With Real-World Lessons On Stakeholder Capitalism](#)," for her work leading the global B Academics network.

Entrepreneurship Clinic

Executive Director: Lewis Sheats

- › [WAAM](#), founded by Karlly Pavlinac, became the [first successful exit](#) for the Andrews Launch Accelerator. The team was part of the 2018 cohort.
- › In 2020, accelerator teams still in business generated \$2.5M+ in revenue and created 75+ jobs.
- › The 2021 Andrews Launch Accelerator received record applications with a total of 48 startups.
- › The capstone class (MIE 419) completed 15 projects for companies across 12 different industries. The Clinic aided 25 companies across its three Spring classes.
- › Selected as the USASBE 2021 National Conference location (Raleigh).
- › The undergraduate program was ranked for the 4th year in a row as a top 20 program in entrepreneurship and the graduate program was ranked for the second time in the top 20 in entrepreneurship by The Princeton Review.

Enterprise Risk Management

Director: Mark Beasley

- Released the annual **Perspectives of Top Risks 2021 & 2030**, in partnership with Protiviti in February 2021. Since the release, the report has been downloaded over 7,500 times and has been featured in the business press including *Forbes*, *Compliance Week*, and *Accounting Today*. Over 1,500 individuals attended a webinar featuring the study.
- In May, released the **2021 State of Risk Oversight**. In the first three weeks of its issuance, the report has been downloaded over 1,100 times from the ERM Initiative website and it has been featured in an AICPA podcast and other business press.
- Hosted a ERM Roundtable Virtual Summit on April 30, 2021 with a record attendance of 235 participants for the 3.5 hour event featuring speakers from the Cyber Security and Infrastructure Agency (CISA) within the Department of Homeland Security, Advance Auto Parts, KPMG, and a panel of individuals serving on multiple corporate boards.
- Expanded thought leadership content on the ERM Initiative website, including several video interviews of risk management leaders, helping result in over 280,000 visitors to the website this past year.
- Led the efforts to propose a new risk and analytics concentration in the Masters of Management program that will be offered in Fall 2022.
- Beasley continues to serve on the United Nations Internal Control Advisory Committee.

Supply Chain Resource Cooperative

Executive Director: Rob Handfield

- Established a research partnership with the [Center for Advanced Purchasing Studies](#).
- Awarded a research grant on supply chain mapping with Intelligence Advanced Research Projects Activity (IARPA).
- Executive Director Rob Handfield testified at the senate hearing on COVID19 Personal Protective Equipment (PPE) shortages - Subcommittee on Homeland Security and Government Affairs.



Selected Faculty Media Mentions

Zippia | June 7, 2021

Lewis Sheats, assistant vice provost for entrepreneurship, explains how the COVID pandemic has changed the job market and how graduating classes can prepare for their future careers.

“Due to COVID19 and workforces moving to a work from a home model, geography may not play as important of a role as it did for previous graduating classes,” said Sheats. “It is important for recent graduates to enter the workforce with purpose.”

ABC 11 | May 28, 2021

Tim Kraft, assistant professor of operations and supply chain management, sees the recent shortage of wood shipping pallets as detrimental to the supply chain of other essential products spanning from electronics to food.

“The pallet, surprisingly, is the secret lifeblood of logistics and distribution,” said Kraft. “Any industry that ships a product, a component, raw material, they need pallets. And so this could touch a lot of different industries.”

ABC 11 | May 28, 2021

Stacy Wood, professor of marketing, breaks down how event promoters can attract consumers as big event attendance has dwindled even after COVID restrictions have eased.

“Consumption habits have had a lot of time to morph in the last year and are thus geared to a bigger event,” said Wood. “It’s more on event organizers to work harder to attract attention.”

Zippia | May 26, 2021

Tom Byrnes, senior lecturer in marketing, was recently featured on Zippia’s Future Of The Job Market Report. Byrnes reported insights on how the pandemic has changed the job market for recent NC State graduates.

“What I am hearing from the employers and the students (recent hires and those searching for jobs) is that companies are looking for people who are self-motivated, focused, technology proficient and flexible ”

Modern Healthcare | May 19, 2021

Rob Handfield, professor of operations and supply chain management, served as one of four witnesses in a congressional hearing evaluating the personal protective equipment (PPE) supply chain and the gaps in responses during the COVID-19 pandemic.

“American exceptionalism became American hubris,” said Handfield. “No one knew where products were coming from, whether they were being sent, and who was receiving them. The response was too little too late.”



Fast Company | May 17, 2021

Rob Handfield, professor of operations and supply chain management, breaks down how millions of fake goods ranging from laundry detergent to running shoes make their way to Amazon shoppers.

“Anywhere you can make a buck selling something at high volume on the internet, you’ll be able to find counterfeiting,” said Handfield. “Someone who works at a legitimate factory may start up their own business making fakes. They’ll copy it, sometimes using cheaper materials, and sell them on the same channels.”

The Conversation | May 13, 2021

Richard Warr, associate dean for faculty and research, believes that the answers to markets and policymakers’ worries about current inflation rates lie in the main ways the U.S. measures inflation.

“Instead, there is evidence of pent-up demand, particularly for services that were unavailable during the height of the pandemic in the U.S., which may result in some short-term jumps in prices,” said Warr.

Barchart | May 11, 2021

Rob Handfield, professor of operations and supply chain management, says given the current status of the COVID-19 outbreak in India at risk in drug production.

“I’ve got to believe that the number of cases is going to hurt them,” said Handfield. “You’ve got to start testing people. ... When you do find someone who’s sick, you’ve got to get people out of there. It’s going to interfere with operations. I don’t see how it won’t.”

American Marketing Association | May 11, 2021

A new study co-authored by Bill Rand, associate professor of marketing, in the Journal of Marketing shows how artificial intelligence (AI) analytics of social media can track brand reputation in real-time.

“The fact that brand reputation is not constant makes it essential for companies to monitor their brands continuously, to determine whether a brand’s reputation is changing, and to evaluate which aspects of the brand are causing these changes,” said Rand and fellow authors.

WRAL | May 10, 2021

Rob Handfield, professor of operations and supply chain management, breaks down the recent supply shortages from computer chips to coffee across the global supply chain.

"There's going to be shortages of electronic components on and off for the next six months," said Handfield. "It worsens a new car shortage triggered by the automotive industry's initial thinking the pandemic would cause a drop in demand."

The Academic Times | May 8, 2021

Nathan Goldman, assistant professor of accounting, co-authored a study published in *The Accounting Review* that shows how companies with overseas employees can take advantage of U.S. tax breaks.

"Congress continues to evaluate ways to structure tax policies to help limit base erosion and profit shifting among the U.S. corporations," said Goldman. "Thus, we were interested in how tangible investments, such as the firm's employment of personnel outside of the U.S., affect tax-planning activities."

Triangle Business Journal | May 7, 2021

Scott Showalter, director of the Jenkins Master of Accounting (MAC) Program, commented on the current lack of diversity in the accounting industry and how the Jenkins MAC Program is constantly working to create a diverse, inclusive environment.

"You have to increase diversity one student at a time," said Showalter. "We visit the HBCUs; we've held a variety of social media events during COVID to attract students to our MAC program; we increased the diversity of our website; and we work through the National Association of Black Accountants to help identify and recruit students."



Institute for Supply Management | May 6, 2021

Rob Handfield, professor of operations and supply chain management, breaks down how companies can achieve supply chain continuity. According to Handfield, being cognizant of your suppliers' financial stability and developing payment options to help them through challenges during the pandemic.

"Many suppliers have less than two months of cash available," said Handfield. "Purchasing managers should reach out to their suppliers regarding their cash flow and working-capital situation, debt level and ability to pay workers."

Penn State News | May 5, 2021

Fay Cobb Payton, professor of information technology and business analytics, served as one of 10 featured seminar speakers at Penn State University on data approaches to diversity that have and have not worked.

The message of the symposium was "Harnessing the Data Revolution to Enhance Diversity" that explored the challenges and opportunities of using data science to improve diversity in academics and society.

CBS 17 | May 5, 2021

In a recent study co-authored by Nathan Goldman, assistant professor of accounting, and Erynn Stainback, lecturer in accounting, North Carolina has come out on top with the new deal with Apple. With an estimated 3,000 new jobs created by Apple, the state could yield another \$56 million a year in various taxes.

"Are the tax benefits that they're going to provide to the state and to the local municipalities — are those going to be greater than the benefits that we have to give to that company, the cost to the state?" said Goldman. "It can be recouped in as little as 4-7 years if you start adding in some of these other things that are going to be occurring simultaneously with the new employees that are coming in."

ABC 11 | May 4, 2021

Tim Kraft, assistant professor of operations and supply chain management, says that manufacturers slowed production due to the pandemic thinking many people would not have disposable income. In reality that was not the case as many homeowners used the pandemic as an opportunity to remodel their homes.

"This created this gap between the supply and demand. Now, as the economy starts to re-open and we start to see the housing boom, the gap starts to get bigger and bigger," said Kraft. "What's fascinating about right now is that it's across the board, and there's so many different commodities that are being hit and it's all at once."

CBS 17 | April 30, 2021

A study by [Nathan Goldman](#), assistant professor of accounting, found that states with tighter COVID restrictions generated higher income tax revenue, the opposite of what was largely expected from the pandemic. North Carolina is among the 22 states in the U.S. where tax revenues increased in 2020.

"What we would suggest is as these COVID-19 restrictions increased, it actually benefited everyone in general, because now the states were able to be well-funded," said Goldman.

KATU | April 30, 2021

[Stacy Wood](#), professor of marketing, sees the benefits of incentives offered by businesses for those who have received the COVID-19 vaccine. For some people, the right incentive could make the difference between getting the shot and not getting the shot.

"I think these incentives are critical to get us to herd immunity," said Wood. "But will a free doughnut convince someone who thinks the vaccine is dangerous to get one? No, absolutely not."

CoinTelegraph | April 30, 2021

[Nathan Goldman](#), assistant professor of accounting, says that President Biden's capital gains tax plan will not have as significant of an impact on cryptocurrency as many outlets are reporting. The plan is geared towards those with more than \$1 million in annual income.

"I do not believe there is strong merit to the rumors of an 80% capital gains tax on cryptocurrency," said Goldman.

Forbes | April 29, 2021

[Fay Cobb Payton](#), professor of information technology and business analytics, served as a panelist judge for Forbes Artificial Intelligence (AI) 50: Companies to Watch ranking.

To be eligible for a ranking business must be privately held and utilizing machine learning, natural language processing or computer vision.

WRAL | April 29, 2021

[Rob Handfield](#), professor of operations and supply chain management, cautions consumers of rising prices in products like paper towels and diapers due to the high demand and cost of wood pulp.

"The demand for toilet tissue, paper towels, napkins, the demand for all those things went through the roof, and the cost of those went up as well," said Handfield. "Especially, it's been a demand for virgin pulp, which is from trees, as opposed to recycled cardboard."



Supply Chain Brain | April 21, 2021

[Rob Handfield](#), professor of operations and supply chain management, says the increased volume of product the U.S. buys from China is a major reason behind the worldwide ocean container shortage.

“Ships are getting larger and larger, and slower and slower,” said Handfield. “That’s like working capital sitting on a ship. It’s not earning you money.”

Forbes | April 12, 2021

As a contributing writer, [Joseph Brazel](#), professor of accounting, shared a study co-authored by Nathan Goldman, assistant professor of accounting, that examines how U.S. companies with employees overseas offer U.S. tax benefits.

“We find that taxes must be a consideration as companies globalize,” said Goldman. “Sure, there are non-tax considerations that may be the driving factors on where and to what extent companies expand into new countries.”

WUNC | April 5, 2021

[Nathan Goldman](#), assistant professor of accounting, co-authored a study that found that COVID restrictions have caused an increase in demand for higher-paying jobs that allow employees to work remotely. At the same time, Goldman says, many low-paying jobs were lost.

“But on the flip side, the biotech industry, and the banking industry were booming during this period, which is part of the reason why you see this effect in a place like North Carolina, where we do have a lot of those jobs and industries that benefited from this,” said Goldman.

Benzinga | April 5, 2021

Rob Handfield, professor of operations and supply chain management, appeared on the Medically Necessary podcast to break down the number of challenges we face to increase global production of the COVID-19 vaccines.

"Many of the challenges were occurring because of upstream supplies of the vaccine," said Handfield. "Specifically the filter bags, the single-use bioreactor bags, and the disposable tubing."

Phys.org | April 2, 2021

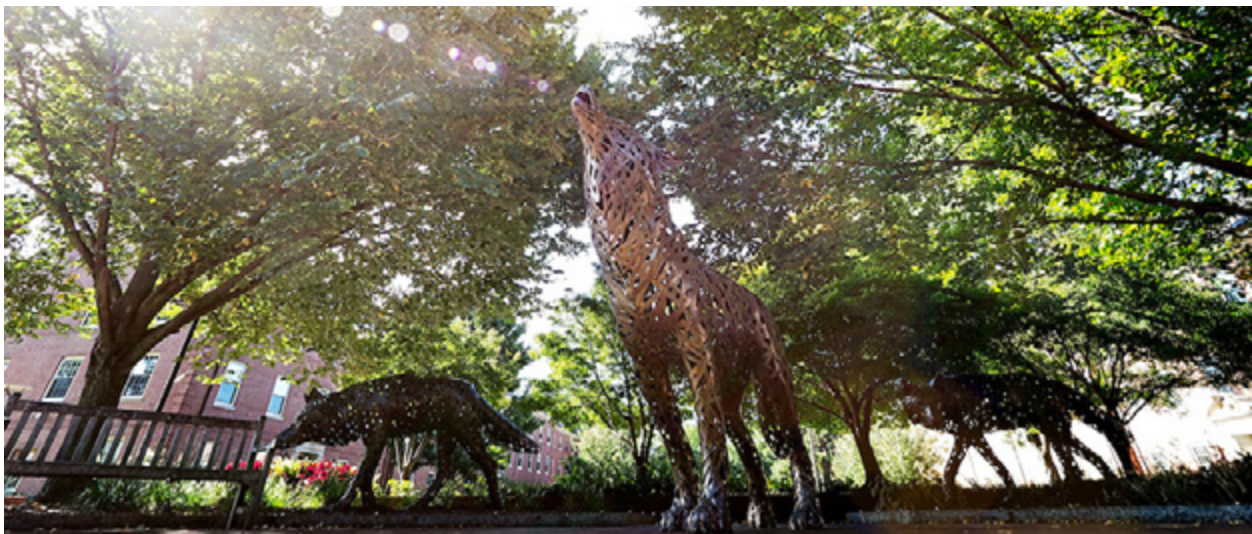
Nathan Goldman, assistant professor of accounting, co-authored research that found that states with increased progressive tax rates and COVID-19 restrictions performed better in terms of state income tax collections. However, this combination led to an unintended consequence of higher income inequality.

"It seems counterintuitive, but progressive income tax rates can prolong the use of policies that increase inequality because the policies less adversely impact state budget deficits," said Goldman. "In the case of the pandemic, COVID-19 restrictions unintentionally favored people whose jobs weren't dependent on being in a face-to-face environment."

LinkedIn | April 1, 2021

Marianne Bradford, professor of accounting, served as a guest on The Enterprise Resource Planning (ERP) Organizational Change Journal podcast airing on April 2. The episode, and the name of Bradford's book, is titled "Modern ERP: Select, Implement and Use Today's Advanced Business Systems" and examines the challenges and some tactical mechanisms to help counter potential pitfalls in business systems.

"Implementing ERP is a complex, time-consuming undertaking that involves many different activities, and if handled improperly, can cause the project to derail," said Bradford.



WalletHub | March 31, 2021

Nathan Goldman, assistant professor of accounting, and Christina Lewellen, assistant professor of accounting, break down how the stimulus checks of 2020 will affect how individuals will file their taxes.

"Officially, the stimulus payments are based on the taxpayer's 2020 adjusted gross income," said Goldman and Lewellen. "However, if the taxpayer has yet to file their 2020 income taxes, then the payment will be based on adjusted gross income 2019 income taxes."

Yahoo! Finance | March 24, 2021

Rob Handfield, professor of operations and supply chain management, warned in a December webinar that waste from COVID-19 vaccines can be used to create counterfeit shots.

"The risk there is that rather than throwing them away they end up in the hands of someone who's going to market them on the black market ... or try to use the containers and refill them with material that's counterfeit," said Handfield.

The Wall Street Journal | March 17, 2021

The winter storm in Texas led to blackouts that led to supply chain shortages of raw materials needed for products like protective face shields and smartphones. Rob Handfield, professor of operations and supply chain management, explains that the storm caused power outages in chemical plants that highlighted supply chain vulnerabilities.

"They are used in everything, and all of this stuff is suddenly at risk," said Handfield. "This has exposed some real issues."

The New Yorker | March 13, 2021

While President Biden has promised all adults will be eligible to receive a COVID-19 vaccine by May, there are supply chain shortages that are standing in the way. Rob Handfield, professor of operations and supply chain management, says that the rubber stoppers for the vaccine vials have hit a wall in production due to tropical storms in Thailand, Vietnam and India.

"The D.P.A. is allowing the U.S. to hoard some of these materials for production of U.S. vaccines, but is causing other shortages globally," said Handfield. "There is very little visibility into the manufacturing bottlenecks that are occurring."

WalletHub | March 11, 2021

Richard Warr, associate dean for faculty and research, served as an investing expert in breaking down the current impact on the stock market from COVID-19, room for correction in the current market and tips for individual investors.

"Many people panicked and sold in March last year after the market crashed only to find themselves having to buy back into a rapidly rising market," said Warr. "So the best strategy for an individual investor is to stay the course and maintain a very well-diversified portfolio."

AARP | March 4, 2021

Steve Allen, interim associate dean of academic programs and professor of economics, served as a contributor to AARP's lessons learned during the pandemic. Allen discusses the benefits from working from home, how to project yourself on Zoom, reduced travel for work and ageism.

"Psychological studies indicate that older workers have better communication and interpersonal skills — both of which are critical for successful remote work," said Allen.

Investment News | March 2, 2021

A new study co-authored by Robert Clark, professor of economics, found greater financial security challenges among Black and Latina women than white women. The Financial Industry Regulatory Authority Inc.'s National Financial Capability Study also shows that COVID-19 has hurt retirement prospects for women in general.

"Financial education programs and research must direct more attention to the specific needs of Black and Hispanic women in terms of their financial well-being," said the authors. "For example, a financial education curriculum can inform participants about the costs associated with alternative financial services or credit cards, but it will succeed better if it acknowledges the particular constraints facing Black and Hispanic women, such as access."

WRAL TechWire | February 19, 2021

Bill Rand, executive director of the Business Analytics Initiative and associate professor of marketing, serves as co-lead author of the paper that is developing a Brand Reputation Tracker that mines social media text on Twitter.

"The text mining allows us to give a numeric value to each of the measures and each of the driver scores," said Rand. "And we are able to place those numeric values in context by comparing them to the measures and aggregate scores of other brands."

Zippia | February 19, 2021

Tom Byrnes, senior lecturer in marketing, broke down the predicted trends for the post-pandemic job market, skills that graduates should possess and what workdays look like for recent graduates.

"It appears that there has been no lack of productivity of employees working from home and the technology allows for productive meetings, collaboration with team members and reduction in expenses," said Byrnes. "But, I do see a reduction in job offers currently."

The Atlantic | February 18, 2021

Stacy Wood, professor of marketing, is concerned about propositions of skipping or postponing second COVID-19 vaccines to protect the nation's supply.

"As a scientist, I'm delighted to hear that [other scientists are] working continually to improve the recommendations on this very important issue," said Wood. "But as a marketer who is working to try and persuade the vaccine-hesitant, I'm watching my task become that much harder."

CNBC | February 18, 2021

Rob Handfield, professor of operations and supply chain management, discussed the logistical challenges of vaccine distribution and why certain states are less effective in distribution than others.

"Certain states have never done this level of deployment of a vaccine this quickly," said Handfield. "Many of them were not prepared to be able to do that."



Nikkei Asia | February 18, 2021

Rob Handfield, professor of operations and supply chain management, found flaws in the logistics, nonuniform tracking and coordination of the COVID-19 vaccines in the U.S.

"There's a lack of integration between the allocation of the doses, the scheduling of the patients and the location of the vaccinations," said Handfield.

"It's more difficult to roll out, and especially to rural areas [and] tropical areas."

Poets & Quants | February 12, 2021

Steve Allen, interim associate dean of academic programs and professor of economics, sees the importance of incorporating STEM into the Jenkins MBA Program classroom because of the strong programs at NC State and the appeal to international students.

"Especially over the last four years, we have had real challenges with the international students who come here," said Allen. "They read about other schools becoming STEM-designated and naturally they started asking."

Forbes | February 12, 2021

Jessica Thomas, director of the Business Sustainability Collaborative and co-founder of B Academics, has seen students and companies mutually benefit from collaborations at the NC State University B Corp Clinic.

"It's a combination of a very clear and ambitious vision for the movement, and a comprehensive and clear framework for explaining what it means to have a strong impact across your business stakeholders. ... Something just clicks with the students," said Thomas.



ABC 11 | February 12, 2021

Rob Handfield, professor of operations and supply chain management, hopes to make consumers better informed on whether their clothes were ethically produced. Handfield has embarked on a three-year project funded by the Templeton World Charity Foundation to develop an Ethical Apparel Index.

“The consumer has a choice as to how they’re going to spend their dollar,” said Handfield. “And we believe a lot of consumers, especially young people today will pay a little bit more for a garment that is produced in a sustainable factory.”

The Wall Street Journal | February 5, 2021

Rob Handfield, professor of operations and supply chain management, believes that the best way to form a vaccine distribution logistics is to start with the needle going into the patient and working backward.

“You have to vaccinate the vaccinators,” said Handfield. “You’ve got to make sure they’re safe, get them personal protective equipment (PPE). You’ve got to give them a schedule of where to go and how long they’re going to be working.”

ABC 11 | January 28, 2021

Stacy Wood, professor of marketing, sat down with ABC11 to discuss her recent paper “Beyond Politics: Promoting COVID-19 Vaccination in the United States” where she explains the best way to convince the American public to get vaccinated is through marketing.

“A lot of people are hesitant for different reasons,” said Wood. “It’s something that seems normal for marketers: design target marketing, aim at specific segments of the population.”

North State Journal | January 21, 2021

As the U.S. begins to distribute the COVID-19 vaccines, many healthcare workers and citizens are wondering why certain areas of the country are behind in the distribution process. Rob Handfield, professor of operations and supply chain management, and the Supply Chain Resource Cooperative saw the problem initially in Operation Warp Speed and the major operational issues in the global supply chain.

“Using data from the Homeland Infrastructure Foundation, we identified what the public refrigerated warehouse map actually looks like,” said Handfield. “Major urban centers, especially the Northeast and Midwest, are in pretty good shape. But then you have this huge gap in the center of the country – the Dakotas, Montana, Wyoming, New Mexico, parts of West Texas – where there isn’t a lot of cold storage capacity.”

ABC11 | January 21, 2021

Rob Handfield, professor of operations and supply chain management, believes that the U.S. focused more on the supply of the COVID-19 vaccines and did not fully develop an effective distribution plan.

"We all think of Amazon where you can order stuff online and it comes in a day or two," said Handfield. "They never thought about that last mile."

Science Magazine | January 15, 2021

Stacy Wood, professor of marketing, offered her expert tips to healthcare workers on how to promote the COVID-19 vaccine to patients who are skeptical or wary of receiving it.

"People are more compelled by stories than they are by statistics," said Wood. "If your patient says to you, 'Hey, the lady down the street from me said her niece had a bad reaction. I'm the same age as her niece. I'm really worried about this.' It's important not to say, 'Well, let me show you a chart that will explain exactly how rare this is.'"

"It's more important to say, 'I have a patient exactly your age who was in here last week, and they were one of the first people to get the vaccine, and they did great.'"

The Wall Street Journal | January 11, 2021

Following the riot at the U.S. Capitol on Wednesday, companies across the country are now re-examining their security strategies and personnel policies to better monitor risks on corporate premises. Mark Beasley, professor of accounting and director of the Enterprise Risk Management (ERM) Initiative, says that every company should be meeting with the corporate security officers to create a security plan.

"Mob attacks could come at a brand," said Beasley. "Every entity ought to be thinking: 'Could our walls be scaled? Could there be enough anger against my product that that kind of breach could occur?'"

The Observer | January 7, 2021

Richard Warr, professor of finance and associate dean for faculty and research, serves as a guest columnist to discuss the need for inflation to increase the demands for goods and services.

"Getting it just right – goosing growth without inviting too much inflation – is a tricky endeavor. Fortunately, the Fed is typically very cautious, and although it expects to keep rates at zero through 2023, raising them is well within its powers if inflation does get out of hand before then," said Warr.



Salon | January 7, 2021

For almost a year, the coronavirus pandemic has surged through the United States causing panic and exhaustion across the healthcare field due to an ineffective supply chain system.

Rob Handfield, professor of operations and supply chain management, stated that the current condition of the personal protective equipment (PPE) is as bad as it sounds in his recent research findings in [Harvard Business Review](#).

MarketWatch | December 18, 2020

[Robert Clark](#), professor of economics, along with Olivia Mitchell of the University of Pennsylvania Wharton School and Annamaria Lusardi of the George Washington University School of Business released a new survey of 15 money to determine financial fragility.

According to their research, 18.9% of the 3,000 people surveyed were determined to be financially fragile.

Forbes | December 15, 2020

[Roger Mayer](#), professor of leadership, identifies three pillars of trust in business and everyday life: benevolence, integrity and competence. This model can not only help us understand how to form trust but how to rebuild it after trust is broken.

WRAL | November 19, 2020

With rising coronavirus cases around the country, many shoppers are beginning to panic buy supplies in preparation for another potential lockdown. [Rob Handfield](#), professor of operations and supply chain management, asks shoppers to resist the urge to buy up all of the toilet paper and paper towels.

"They are going to continue to replenish, and pretty soon people will figure out it's not a shortage. It's a perceived shortage," said Handfield.



Harvard Business Review | November 13, 2020

Mark Beasley, professor of accounting; Nathan Goldman, assistant professor of accounting; and Christina Lewellen, assistant professor of accounting, collaborated on research that indicates a strong board involvement in a company enterprise risk management can help companies find the balance of risk and reward in terms of tax-planning decisions.

"Its focus is not on indiscriminate risk minimization but on identifying and understanding the company's portfolio of risks so that management and the board can make sound strategic decisions that balance various risks against the pursuit of growth," said the research team that also includes Michelle McAllister, assistant professor at Northern Arizona University.

Poets & Quants | November 10, 2020

Steve Allen, interim associate dean of academic programs, was asked by Poets & Quants to participate as a panelist among other leaders from this year's top online MBA programs. Poole College of Management recently jumped to the No. 11 spot on the annual ranking making it the fourth consecutive year the program has been recognized.

"A couple of things I think students should pay a lot of attention to is how much flexibility is there in the program. There are some programs that are locked up where the good news is you can complete it in 24 months but you can't take a leave of absence," said Allen.

Harvard Business Review | November 2, 2020

[Michael Stanko](#), associate professor of marketing, and his co-author Joseph Miller, professor of sales and marketing at St. Ambrose University, released their case study [Reckoning with Jemima: Can the Brand Be Remade for Good?](#) over the summer and used this opportunity to jumpstart conversations about race in their now virtual classrooms.

"I'm Canadian originally, and the notion of discussing race with a diverse group of students in the American South was terrifying at first," said Stanko. "I think acknowledging our own insecurities goes a long way and leads to a more productive discussion."

Modern Healthcare | October 30, 2020

Many hospitals have been building their inventory of personal protective equipment (PPE) since the initial shortage of supplies at the beginning of the COVID-19 pandemic. However, [Rob Handfield](#), executive director of the Supply Chain Resource Cooperative and professor of operations and supply chain management, sees the unpredictability of many hospitals still relying on Asian manufacturers for the majority of their PPE supplies.

"Over the past several months, the federal Strategic National Stockpile has been purchasing billions of dollars of PPE to replenish depleted warehouses from earlier this year," said Handfield. "They have loaded up on PPE and are sitting on it."

ABC 11 | October 23, 2020

Due to the ongoing COVID-19 pandemic, many online retailers and companies have become overwhelmed by the increase in online purchasing. [Tim Kraft](#), assistant professor of operations and supply chain management, noted that the 40% increase in sales will cause an exponential increase in shipping volumes closer to the holidays.

"The system currently is already overwhelmed. So once we get to the holiday season, this could be, I think, for shippers in particular, you're going to see a real stress on their system," said Kraft. "I think any consumer that's planning to do online shopping, I actually would highly recommend that they start now."

CIO Review | October 22, 2020

Rob Handfield, executive director of the Supply Chain Resource Cooperative and professor of operations and supply chain management, sees a shift in chief information officers (CIO) playing a critical role in supply chain management integration and decision-making.

“Rather than striving for ‘perfect data’ in all supply chain systems, my research suggests that primary efforts should be focused on the most fundamental yet most critical form of supply chain systems output: the spend analysis,” said Handfield.

Business North Carolina | October 15, 2020

A 10-year-old report written by Rob Handfield, executive director of the Supply Chain Resource Cooperative and professor of operations and supply chain management, stated that the U.S. government needed to improve supply chain planning for possible pandemics. This article was published following the 2009 H1N1 outbreak and reigns true during the 2020 COVID-19 pandemic.

“People just forgot about it. After H1N1, people just said, ‘Wow, that was close. That’ll never happen again,” said Handfield.

Yahoo! Finance | September 25, 2020

With the rising importance of data insights in strategic decision-making, NC State Poole College of Management launched the Business Analytics Initiative (BAI). The BAI will serve as a hub for research, program development and thought leadership on business analytics for the college.

“The Business Analytics Initiative aims to be recognized as the foremost, innovative organization and resource on the topic of business analytics in the world,” said Bill Rand, director of the BAI and associate professor of marketing.

BDO | September 24, 2020

Nathan Goldman, assistant professor of accounting, was recently featured on the BDO in the BoardRoom Podcast Series where he discussed his recent research study, Board Risk Oversight and Corporate Tax-Planning Practices. Goldman collaborated on the study with Mark Beasley, professor of accounting at Poole College; Christina Lewellen, assistant professor of accounting at Poole College; and Michelle McAllister of Northern Arizona University.

One of the key takeaways is when board members get involved in understanding tax strategy, corporate tax burdens go down.

Harvard Business Review | September 18, 2020

Even though the COVID-19 pandemic began in the U.S. in early March, personal protective equipment (PPE) shortages have become worse for hospitals and medical practices across the country. [Rob Handfield](#), executive director of the Supply Chain Resource Cooperative and professor of operations and supply chain management, and contributing authors explained that the problem is the blatant supply chain deficiencies.

Handfield, Daniel Joseph Finkenstadt, assistant professor at the Naval Postgraduate School; and Peter Guinto, chief of contracts in the U.S. Air Force, believe that a solution can be found by giving the Strategic National Stockpile better access to information and technology.

American Marketing Association | September 16, 2020

[Rishika Rishika](#), associate professor of marketing, co-authored an article for the *Journal of Marketing* addressing the four reasons to adopt front-of-package (FOP) nutrition labels.

“In an innovative study, our research team assessed the effect of the introduction of a FOP nutrition label in a product category on the nutritional quality of food products in the category,” said Rishika and her co-authors.

Continuity Insights | August 21, 2020

[Mark Beasley](#), director of the Enterprise Risk Management (ERM) Initiative and professor of accounting, and [Frank Buckless](#), Stephen P. Zelnak Jr. Dean of Poole College, hosted *Strategies of the New Normal: Lessons from Risk Management* as the inaugural event of the Virtual Thought Leadership Series.

The discussion took a look at the impact ERM processes have had during the COVID-19 pandemic and how business models will change in the future in response.



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