For nearly a century, business schools have focused on teaching students a model of managing that prioritizes profit, but not necessarily sustainability or ethics along with it. Bryan School associate professor of management Dr. Arran Caza and his colleagues refer to this model as Financial Bottom Line (FBL) management.

Through his research on management approaches, Caza is learning what happens when you expose the current generation of business students to additional managerial models that take environmental and social causes into account.

Caza’s teaching includes two additional models managers can consider when making a decision: the Triple Bottom Line (TBL) and Social Ecological Thought (SET). During a semester-long course, he presented all three models to a group of students as equally good options. He provided definitions and examples of each model, letting students choose which model they’d utilize to run a business.

Under TBL, a business takes profit, people, and planet into consideration. An example of this approach can be seen when Amazon gives you the option to have all of your packages shipped in one box to reduce waste while also saving money on shipping.

Businesses who choose the SET model seek to make only enough money to thrive and use the rest to support a social justice or environmental cause.

“These were second and third year students that already had plenty of exposure to the FBL and TBL models, but most hadn’t been given the third option of SET,” Caza said. “It was interesting that after being exposed to that third option, most of the students became more concerned with equity-related issues.”

Essentially, Caza’s research conveys that by exposing students to new management models, they’ll embrace new ways of thinking.

“I hope this can lead to the development of a different type of manager five or 10 years from now,” Caza said.
Beginning to Feel More and More Like Home

As far as Priyanka Karpe ’19 MS is concerned, the Bryan School was a great place to be an international student.

“In India we have so many festivals. I was able to celebrate the Festival of Light at UNCG and that was a good experience for me – the faculty and students organized it and I never felt away from home,” she said.

Karpe followed her husband to the U.S. when he took a job in the Raleigh area. After enrolling at the Bryan School, she says North Carolina began to feel more and more like a home away from home. Before long she was carving her own path, winning a coding challenge and landing an internship at IBM during her studies.

“One of the reasons I got my IBM internship was the mock interviews – it was really flexible and simple,” she said. “They used to say, ‘Just email or call us if you want to have one.’ We’d call and that helped a lot. The Bryan School was really able to prepare me with that feedback.”

After her internship, Karpe entered the workforce at Walmart’s headquarters in Arkansas. But Carolina stayed on her mind, and she eventually landed back at IBM, receiving a promotion this past year in her role as a software engineer.

“I’ve told my friends to apply at UNCG,” she says. “I tell them not to hesitate. There’s such a good faculty; they’re easy and always there for you, not just for coursework and exams but with extracurriculars and gatherings. Only studying is boring – you need to have some fun, too.”

I Love That in One Day I Have Virtually Traveled Around the World and Made an Impact Globally.

Priyanka Karpe ’19 MS

Brenna Barnett admits she’s grown a lot since her time at Bryan, recalling fondly how she began to build her confidence through real-world, hands-on marketing class projects as well as extracurricular activities with various organizations. Her advice to current students?

“Have no fear,” she says. “You are the future and have value to add. But also: it’s early in your career. So be a sponge, listen and learn, soak it all up!”

What Do You Love Most About Your Job?

“The thing I love most about my job is the people. I am lucky to get to work with some incredibly talented individuals and have the opportunity to learn from them every day. I am a fully remote employee and that can be lonely at some companies, but at Harvey Nash USA it’s the opposite,” says Brenna Barnett ’15 (Marketing).

“My day starts early with conversations with my European & Asian colleagues and ends with meetings with the west coast team. I love that in one day I have virtually traveled around the world and made an impact globally.”

One look at her resume and it feels like Barnett hasn’t wasted a single second since her time at the Bryan School. Currently a marketing manager with Harvey Nash USA, she says she’s motivated by diversity and representation efforts across industries – not just recruitment.

Alongside receiving the American Staffing Association’s Emerging Women in Leadership Recognition in 2019, Barnett is an active participant in the Diversity, Equity, and Inclusion Council at Nash Squared, TechService Alliance Marketing Roundtable and Women in Leadership Roundtable, Staffing Industry Analyst Diversity Roundtable, Greater Houston Women’s Chamber, as well as the Women in Energy Network.

“I recently had the opportunity to visit our Headquarters in London for the annual Diversity, Equity, and Inclusion Council meeting and – wow – what an exciting conversation to join,” she said. “It’s exciting, and humbling, to listen to individuals’ stories. While we are all humans, we have different struggles and backgrounds that make us unique.”

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Limiting Your Probability of Failure

Probabilities of failure isn’t a topic you’ll see highlighted very often in an alumni magazine. That is, of course, unless a former PhD in Economics student writes a book on the subject.

Principal Investigators and R&D Failure: Probabilities of Failure” by Dr. Morgan Boyce ’21 PhD is set for a 2022 release. Though Boyce says his journey to earning his PhD in 2021 almost never happened.

“When I started, my wife was pregnant with our first child so it wasn’t feasible to quit working to go back to school full time. It was a bit of a Hail Mary,” he says of his Bryan School application. “I was pleasantly surprised the Department of Economics was willing to work with me.”

Now a Lead Quantitative Analytic Specialist, Model Risk Audit for Wells Fargo, Boyce recalls fondly his experience with Bryan School researchers.

“It was a great experience and quite honestly my advisor and my dissertation committee – I was extremely satisfied said. “After my dissertation, I really can’t give enough credit to my advisor Dr. Al Link – he is off the charts the number of times he’s been cited.”

Link, the Virginia Batte Phillips Distinguished Professor in economics, took a special interest in Boyce’s paper, helping him share it with publishers and other leading researchers.

“I got more out of the program than I expected,” said Boyce. “It’s definitely helped my career prospects, it’s opened many doors.”

Finding Passion and Purpose

Larrisha Stanley ’06 (Business Administration) says her favorite Bryan School memory was hosting an on-campus event for General Motors to help build brand awareness to their target audience. Between that event and a marketing professor discussing his passions and interests which led me to completing my degree and embarking on a 16-plus year career in finance.

“In 2017, after 24 years, the tournament was canceled. In 2018, I went to the board and expressed what the tournament means to me and others who participate, not to mention the students who benefit from the endowment fund it supports. After much deliberation, the tournament was approved to return. I share this because without the interest of professors, friendships, and traditions I would not be writing this letter. I hope if you are reading this the Bryan School has had the same meaningful and lasting impact on you. I hope we can continue to elevate this great school that continues to provide so much to so many of us.

I encourage you to follow the Bryan School on social media, and to visit our website at bryan.uncg.edu/alumni to learn more about how you can give back. Be sure to update your contact information so you can receive all of the latest updates from our school. For any detailed questions, contact your alumni representative, Madeleine Carey, at mfcarey@uncg.edu. I am truly honored to be serving as your president and hope to meet you at our upcoming events.

FELLOWSHIP BRYAN SCHOOL ALUMNI,

Welcome back! The past couple of years have been a rollercoaster, but it feels like we are finally seeing that bright light at the end of the tunnel. I am so excited to get back to seeing everyone in person for meetings, sporting events, and fundraisers.

I am honored to serve you as the 2022-23 Bryan School Alumni Association Board President. The Bryan School has had such an important impact on both my professional career and personal growth. My path to becoming an alumnus began with a transfer. I didn’t know what I wanted to do, but I knew it was something in business. The professors at the Bryan School took time to discuss my passions and interests which led me to completing my degree and embarking on a 16-plus year career in finance.

During my time at UNC Greensboro I also met what would become lifelong friends. We continue a tradition that we started our senior year, which is playing in the annual Bryan School Alumni Association Golf Tournament. My passion for the tournament is what initially motivated me to join the board.

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