This past Fall semester the Beebe Institute hosted a visit by a leading scholar in management and related disciplines. The visitor was Dr. Jason Colquitt, the William Harry Willson Distinguished Chair of Business at the University of Georgia in the Terry College of Business. Previously he was at the University of Florida as the McClatchy Professor of Management. Since receiving his Ph.D. from Michigan State University in 1999, Dr. Colquitt has produced a record of research that is unusually impressive. He has published a high number of articles in the top journals of his field, and according to recent analyses of influence in the profession, he is already among the top contributors having had significant impact. Among his professional honors, Professor Colquitt is a Fellow of the Society for Industrial and Organizational Psychology (SIOP), a prior recipient of SIOP’s Distinguished Early Career Contributions Award and he was a recipient of the Cummings Scholar Award for early- to mid-career achievement, sponsored by the Organizational Behavior Division of the Academy of Management. Following on this record of research accomplishment, at age 39, he was the youngest person ever to be named editor in chief of the Academy of Management Journal, among the top empirical journals in the field of management.

This visit to the Beebe Institute and Robinson College of Business included...
a research colloquium offered by Dr. Colquitt as well as meetings with faculty and Ph.D. students to focus on research and professional issues. First, the Beebe Institute hosted Professor Colquitt in its multidisciplinary research colloquium on “People at Work.” In this series, a speaker presents research on a topic related to “people at work” from a multidisciplinary or interdisciplinary perspective emphasizing a social and behavioral science theme and typically on an issue relevant to both science and practice. Dr. Colquitt’s research interests include fairness, trust and trustworthiness, team effectiveness within organizations and personality influences on performance. In his talk, Dr. Colquitt presented interesting research dealing with reactions to justice and injustice. Researchers have suggested that sometimes we really don’t think much about or even notice fairness until unfairness occurs. Otherwise, fairness is an issue that is pretty much normal or expected and goes unnoticed. Scholars who study justice assume that people will react to injustice in a manner that is distinct from how they react to justice, but research has not really examined this assumption. Research usually measures only the adherence to rules of justice—not their violation. Dr. Colquitt and his colleagues conducted two studies to build and test theory about how reactions to justice and injustice might be different. They found that justice was associated with reactions that seemed to be more vague and that seemed to reveal a meeting of expectations while injustice seemed especially relevant to hostility and counterproductive behavior. They also found that more variance is explained in reactions when measures utilize both justice and injustice items. Injustice may result in more specific, detailed, and vivid reactions. The research suggests that scholars or practitioners may need to consider whether their research question requires the assessment of justice, injustice, or a composite of both. Dr. Colquitt’s talk was well-attended by faculty and Ph.D. students from across departments within the Robinson College of Business.

Following his talk, Professor Colquitt had a lunch meeting with Ph.D. students which provided the students an opportunity to discuss professional issues and to possibly gain insight into research, publishing, teaching and career issues from someone who has been very successful in the discipline and who also is responsible for leading the premier empirical journal in the Academy of Management. Later in the day, the Beebe Institute hosted a third meeting including RCB faculty and Ph.D. students in which Dr. Colquitt, as Editor-in-Chief of Academy of Management Journal (AMJ), offered insights into publishing in AMJ, addressing such matters as the mission of the journal, reviewing for it, acceptance rates, common reasons for rejection, and so on. Being a premier journal in management and related disciplines, this discussion provided invaluable tacit knowledge and a behind the scenes look at premier journal operations and publishing.

Later that evening, several faculty members of the Beebe Institute’s “People at Work” research interest group hosted Dr. Colquitt for dinner before he returned to Athens, GA where he resides with his wife and children.
We are excited to welcome Professor Kelly Grace as a new full time faculty member in the Beebe Institute. Below she has answered a few questions about herself.

What is your recent professional and academic history?

I was born and raised in a suburb of Detroit in a strong, large Polish-Catholic family. I am the oldest of seven children and have all the typical characteristics ascribed to first borns. Growing up was filled with fun and games, camping and canoeing, ice skating and baseball, reading and mathematics. It was a great time to be in Michigan. The American auto industry was thriving and the local economy booming. My Grandfather, my uncles, and several cousins were General Motors auto workers. But, my Mom and Dad chose a different path. They were the first in each of their families to go to college. I graduated from the University of Florida with a JD/MBA and a Ph.D. I wanted to be a lawyer until I started law school and realized how tedious many law-related jobs were. I had also come to the realization that I was intrigued by business and, more importantly, the employees in the business. There seemed a lot of ways to “do it better”. I decided to pursue my Ph.D. so I could study how people behave in organizations and learn what businesses could do to be more productive, fulfilling, and engaging.

I was a consultant for eight years at a boutique, Atlanta-based consulting firm, The Mescon Group. Mike Mescon, a former dean of the Robinson College of Business, founded the business with his colleagues, Sandra and Don Jewell. As an organizational development consultant, I worked with client teams to implement change. Our clientele crossed size and industry lines. I retired as a partner and went back to my first love, teaching.

I had been teaching at Georgia Tech for about 15 years before coming to GSU. My favorite class is undergraduate Human Resources Management. The content is fascinating since it covers all areas of HR and exposes students to content they have probably never considered. Also, it is content that all managers need . . . not just the HR majors. How do you determine who is the best candidate for a job opening? How can you do a better job of providing performance feedback? What do you do if you have a harassment situation in your workplace? This is an area that combines the theoretical and practical. I love that.

What are some recent trends you see in HR?

One of the trends I see in HR is the increased use of data. Data has always been important to the HR function. We need data to validate selection predictors. We need data to establish training effectiveness. We need data to ascertain the value of our compensation approaches. Data has always been there. Where the trend is going is toward tying HR practices to bottom-line business results. That link between practice and profit highlights and reinforces the importance of HR.

Other trends that we need to be cognizant of are the increased use of social media, especially in recruiting and selection, the globalization of our work world, and public/governmental pressure for socially-responsible enterprises.

What do you do when you are not at work? Do you have family in the Atlanta area? What are your passions in life?

Martin and I have been married for 24 years and have three children. Patrick attends Auburn University. Madeleine is a sophomore in high school and just earned her driver’s license. Marie is in 8th grade. Our main passion is our family, and extended family. Our children have 38 first cousins and they know them all. We spend vacations visiting the relatives to maintain these treasured connections.

What is your favorite quote?

“The average person has about 26,000 days in their life. And, once a day is done, it’s done. So . . . at the end of this day . . . think about it. What did you do today?”

Girl Scouts of USA
What is your recent professional and academic history?
I joined GSU as an Assistant Professor of OB/HR in the Department of Managerial Sciences in 2011. I completed my Ph.D. at Michigan State University, where I also got an MBA with a specialization in Human Resources and General Management. Before that, I received a BA in international studies from the University of Macedonia in Thessaloniki, Greece.

What is your typical day like?
My day usually begins with reading; I have a queue of articles that I’m working through, as well as new pieces relating to my current research. I then go into work for teaching and research meetings. The rest of the day depends on the work at hand. I usually write at night at home, while data analysis is done either at home or at work, depending on the stage of the project. Most of my teaching-related work (grading, class preparation and so on) is done while in the office.

What are the pros and cons of being a faculty member?
The best thing about being a faculty member is the autonomy involved in tackling the questions one finds most interesting, as well as the basic features of the work; conducting research and disseminating it to students and colleagues. The most challenging aspect of the work is the inherent uncertainty of undirected investigation, but as the old saying goes, “If we knew what we were doing, it wouldn’t be called research”.

What is your favorite class to teach?
I enjoy teaching at every level. My favorite classes are overview classes that give me the opportunity to discuss the topic of human resources as a whole, and to draw links from one function to the other and ultimately to factors of importance for both employees and organizations.

What advice would you give to future students looking to get their Ph.D. (in a similar area) at GSU?
For people considering a Ph.D., I think it’s most important to find a subject they are passionate about; success in the field requires high levels of perseverance and intrinsic motivation, which makes studying a topic one is not interested in very difficult.

We would like to hear from you! If you have recently taken a job promotion, gotten married, had a child, graduated, passed the HR exam, or just have any interesting, fun, or exciting news let us know! Please e-mail the Beebe Institute your exciting information and include a picture of the event or yourself!

Beebe students! We would like to hear from you too! Have you recently taken an internship in HR, received a scholarship or impressive award, or simply just have some good news? LET US KNOW. Please e-mail the Beebe Institute at the address listed below and add a picture of yourself!
**A DAY IN THE LIFE…**

**EMMA GREGG - A BEEBE UNDERGRADUATE STUDENT**

**What is your background?**  
I am currently an undergraduate Senior with an anticipated Graduation date of Summer 2013. I’ve worked my way through college—most recently working at Larson Juhl—a company that manufactures picture frame molding for frame shops. I worked in customer service, which is a huge part of Human Resources—without the service aspect, what do you really have? I view Human Resources as the Employee Service department, so I feel like a lot of my work background ties into my intended field. Most recently I’ve had the wonderful opportunity to work an HR internship with Families First, a non-profit organization that specializes in Adoptions, Fostercare, Counseling and numerous other family and individual services for citizens of Georgia. In my role there I have been mostly responsible for the selection and onboarding of new employees. This past spring I was the recipient of the Francis J. Bridges Scholastic Achievement Award—that was unexpected and very cool. I was awarded the IEF scholarship as a first time Study Abroad student and The Coca-Cola Ambassador Award—both of which provided funds that enabled me to travel to Hungary, Slovakia and the Czech Republic.

**What is your typical day like?**  
This is a new position for me as my internship just became a full time job as HR Coordinator. Currently I arrive at 7am, drink my morning tea, review emails, check voicemails and inbox notes from the previous night, and write out a “to-do list” for the day. After that I begin with resume review and scoring. As the morning progresses there are usually a handful of interviews to conduct with program managers. After interviews there are meetings regarding candidates, reviewing the hiring pipeline for various programs and then I usually begin calling references for the candidates we’ve interviewed for the day. I am currently in a lot of meetings with program managers to gather information for their positions. We are conducting new Job Analyses for each position, and working to develop sets of behavioral interview questions for each position.

**What excites you the most about your major/degree?**  
HR brings in talent, but we are also charged with developing and managing that talent both professionally and personally. That is exciting to me. When I was younger I used to think I’d either be a psychologist or a teacher. HR feels like it’s a bit of both of those roles. You have to understand people—what motivates them, what they want/expect and you also have to be willing and able to train staff, offer up opportunities for growth—succession planning and that sort of thing. But HR also excites me because it is entering an era where it is more than just the “softer side of management.” I’m business minded. And I’m always thinking of the bottom line and how we can make it better. I may not be smart enough to run an organization alone, but I can pick out the stars that can do what I can’t. HR is still in the beginning stages of showing other departments it is outcome focused. People hear Marketing, or Finance and they know exactly how those organizations bring in revenue. HR is creating that image for itself. The rhetoric that says “people are our most valued asset” is everywhere, but what HR is now in the process of creating is an evidence based system that really shows how talent drives the organization. That is very cool to me.

**What made you apply to GSU?**  
I chose GSU because it had a great Undergraduate business program that was convenient for my schedule. I was being more future focused though, and what really got my attention was the MBA in Human Resources. That is one of my main educational goals.

**What groups or extracurricular activities are you involved in?**  
With my schedule I don’t have time to be a part of school groups on campus, but in my free time I do volunteer with the Gwinnett Humane Society. I’ve been with then for the past 4 years. We’re unique in that we don’t operate a physical shelter—we keep all of our adoptables in foster homes until they find forever homes. I’ve always been a big softie for animals so it was a natural fit to find them loving homes. I also enjoy running. I’m certainly not winning any awards for speed, but a day doesn’t feel completely successful without 3 miles under my belt.

**What’s the best advice you have received that has attributed to your success thus far?**  
One of the things a previous supervisor/mentor always said was to “Own the mistake.” As soon as you recognize that “Oops… I’ve done something wrong” feeling: own it, apologize, then ask for guidance. Don’t let mistakes become something that others could use against you, or something that could come back and bite you because you tried to sweep it under the rug. Another piece of great advice: Admitting that you don’t know everything is not a weakness. Our supervisors have been where we are. They were once the new kid on the block, fresh out of school and afraid of making mistakes, it’s better for us to just say—“Hey, I’m not entirely sure on this process, can you give me guidance?” than to pretend we have everything figured out. One of the most fun pieces of advice I’ve received so far came from my Marketing professor during my first semester here. He quoted from the Whole Earth Catalog—that line that is now often incorrectly credited to Steve Jobs because of his Stanford Commencement speech: “Stay hungry, stay foolish.” What that means to everyone is probably different, but for me it means I should approach everything as an excited first semester student jumping in—sometimes too quickly, but always striving for my own personal: “Hey! I did it! What else can I do?!”
What are you getting your Ph.D. in?  
My Ph.D. will be in Managerial Sciences.  
What is your background?  
I am originally from New Jersey but I have been in Atlanta for more than 10 years. I obtained my BA in Sociology from Spelman College here in Atlanta. After graduating, I went on to complete an MSc in Cultural Studies at the London School of Economics and then earned a MA in Management at Wake Forest University.  
What work experience did you have prior to coming to GSU?  
I gained work experience in the areas of nonprofit management and organizational development consulting.  
How did you become interested in earning a Ph.D and why did you choose GSU?  
I have always been curious about the underlying social psychological processes that drive work attitudes, practices, and behaviors. I am excited by the prospect of having a career that rewards this type of intellectual engagement and facilitates continuous learning. I also think that a Ph.D. provides a unique opportunity to contribute to scholarly knowledge and take part in building a lively academic community. I chose GSU because I was impressed by the quality of faculty here. The faculty members are interesting and genuine people with phenomenal publication records. With training and mentorship from faculty at GSU, I know that I will be able to comfortably achieve and exceed my professional goals.  
What do you enjoy to do in your spare time?  
I like to attend live music festivals (indie, house, electronic), art exhibits, and poetry readings. I also really enjoy being near the water and visiting lakes or beaches. An interesting fact about me is that I eat avocado 4-5x a week. I like avocado.

Juanita Forrester

What are you getting your Ph.D. in?  
Management with a concentration in Organizational Behavior  
What is your background?  
My path back to school has been a little circuitous. I initially obtained my Bachelor of Arts in Economics and History from Emory University. After graduating, I then attended law school at the University of Georgia and subsequently graduated with a Juris Doctorate. Once I completed my J.D., I clerked for a Superior Court Judge in Dalton for one year and then practiced law in the area of workers’ compensation defense for approximately eight years. While practicing law, I also obtained my MBA from Troy University with a concentration in management.  
How did you become interested in earning a Ph.D and why did you choose GSU?  
There were certain aspects regarding the practice of law that I enjoyed. However, on the whole, I wanted to do something different. The practice of law had become mundane, and I wanted a new intellectual challenge. Additionally, I liked the autonomy that goes along with being a professor. Given these parameters, a Ph.D. program seemed to be a good fit. Since I was living in Atlanta, Georgia State was close to home. Additionally, I felt the Management Department had a collegial environment, and there were a lot of good mentoring opportunities.  
What do you enjoy to do in your spare time?  
I am actually married with two kids so my family takes up a lot of my spare time. I do enjoy playing golf and traveling. However, I have not done much either lately.
Kim Bauman is the Vice President of Corporate Relations at SHRM at GSU, partnering with local HR professionals and coordinating speakers for SHRM at GSU events. She will graduate in May 2013 with a BBA in Managerial Sciences with a concentration in HRM. With a passion for leading others, Kim has been successful as a small business owner and as a coordinator for various volunteer projects in her community.

Ravali Goverdhana is the Vice President of Communications for SHRM at GSU. She will graduate in May 2013 with her BBA in Managerial Science. She is responsible for promoting the chapter through various social media. She created and manages the Facebook page and develops content for various media. She plans to continue her involvement with the chapter after graduation and is looking forward to serving as a mentor.

Anesia N. Moville is Director of Student Relations. She will graduate in May 2013 with her BBA in Managerial Sciences with a concentration in HRM. Anesia has over 10 years of administrative experience in both the financial and communications industry such as JPMorgan Chase Bank, SunTrust Bank and BellSouth (now AT&T). She has presented to classes on the HR profession and the value of joining SHRM. After graduation, Anesia plans to continue working in the HR field while pursuing a Master’s degree.

Peter Prefontaine is the Director of Member Development and chapter webmaster. He will graduate in May 2013 with his BBA in Managerial Sciences and Computer Information Systems. He updated and maintains the SHRM at GSU website and has adopted several software applications to improve chapter management. He is working closely with Ravali to lead a social media workshop in February and plans other activities that help members understand the strategic implications of technology in developing and implementing HR practices.

Courtney Tigner is the president of SHRM at Georgia State University. She will graduate in May 2013 with her BBA in Managerial Sciences with a concentration in HRM and an MS in Psychology. She recently began an HR internship with an IT firm, Rural Sourcing, Inc. and is a student assistant in the University’s Career Center where she assists with resumes and graduate planning services. Courtney has developed a new member and officer recruiting program and is finding new ways to publicize SHRM and chapter activities. Under her leadership, membership has increased 30%. Currently, she is working to link SHRM at GSU members with HR professionals through a “buddy program” hosted by SHRM-Atlanta.

Joshua Boles is the Vice President of SHRM Student Chapter Merit Award Program and Recognition. He will graduate in May 2013 with his BBA in Managerial Science, a Certificate in International Business, and a strong interest in Global Human Resource Management. Joshua worked as the CFO and Operations Manager for an Atlanta wellness complex for 8 years. He manages SHRM Merit Award application project. As the new Director of Alumni Relations, Josh would like to hear from chapter alumni. He is planning several alumni activities including a panel discussion showcasing some of our wonderful graduates. Please contact Josh at jboles.shrm.gsu@gmail.com.
## PAST AND UPCOMING EVENTS

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
<th>Location</th>
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<tbody>
<tr>
<td>Thursday, February 7</td>
<td>7:00pm – 8:00pm</td>
<td><strong>Chapter Meeting</strong></td>
<td>RCB 1300</td>
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<tr>
<td>Wednesday, February 13</td>
<td>3:00pm – 4:00pm</td>
<td>Speaker: John Shelnutt, Regional HR Director</td>
<td>Aderhold 231</td>
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<tr>
<td>Thursday, February 21</td>
<td>12:00pm – 4:00pm</td>
<td><strong>Professional Photo</strong> - We invite members to stop by to pose for your professional photo. You will receive a cropped headshot to your email, along with instructions and tips to create your professional LinkedIn profile!</td>
<td>RCB 1035</td>
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<tr>
<td>Thursday, February 28</td>
<td>3:35pm - 5:25pm</td>
<td><strong>LinkedIn Workshop</strong> - This is a practical session for members who have created a LinkedIn account and want to develop an effective profile. Bring a laptop, resume information, and professional photo to upload if necessary. PCs will be available if you prefer.</td>
<td>Classroom South 300</td>
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<tr>
<td>Thursday, March 14</td>
<td>4:00pm – 5:00pm</td>
<td>Speaker: Margaux Kaynard, HR &amp; Recruiting Manager, Rural Sourcing Inc.</td>
<td>RCB 300</td>
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<td>Wednesday, April 10</td>
<td>12:00pm - 1:00pm</td>
<td>Speaker: Tanya Wilson, HR Manager, MarketSource</td>
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(from left to right: Boles, Bauman, Moville, Tigner, Prefontaine, Goverdhana, and Ryan Boggs, our past Director of Alumni Relations who graduated in December)

The Executive Board of SHRM at GSU meets frequently to plan fun and educational activities that show the benefits of membership. They have significantly improved the chapter's infrastructure to better serve the members and aim to be a "nationally recognized chapter."
Interested in attending the 23rd Annual SHRM-Atlanta Conference on April 29-30, 2013? Well then be sure to take advantage of their early bird student registration rate of $200 available until March 1, 2013. This allows you access to two days of fantastic educational and networking opportunities through our concurrent sessions, keynote presentation and the exhibit hall. Not able to attend the conference both days? You can walk the exhibit hall for free and network with over 100 resource partners who showcase their services to HR Practitioners. Whichever option you choose, be sure to act fast and register today at www.shrmatlanta.org > Conferences > Annual SHRM-Atlanta Conference. Please contact us with any questions at info@shrmatlanta.org or 404-442-7335.

**SPRING 2013 MANAGERIAL SCIENCE COURSES**

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<tbody>
<tr>
<td>8020</td>
<td>BUSINESS INTELLIGENCE</td>
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<td>8040</td>
<td>DATA MINING</td>
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<tr>
<td>8140</td>
<td>MANAGEMENT SCIENCE</td>
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<td>8150</td>
<td>BUSINESS MODELING</td>
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<td>8170</td>
<td>STATISTICAL MODELING</td>
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<tr>
<td>8300</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<td>8360</td>
<td>HR RECRUITMENT/SELECTION</td>
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<td>8389</td>
<td>DIRECTED READING MGS</td>
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<td>8420</td>
<td>ENHANCING LEADERSHIP SKILLS</td>
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<td>8425</td>
<td>COACHING FOR LEADERSHIP</td>
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<td>8430</td>
<td>NEGOTIATION</td>
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<td>8450</td>
<td>ORGANIZATIONAL DEVELOPMENT &amp; CHANGE</td>
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<td>8590</td>
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<td>8770</td>
<td>OPERATIONS STRATEGY</td>
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**CONGRATS TO BEEBE FACULTY DR. NIKOS DIMOTAKIS**

Congratulations to Beebe faculty member Dr. Nikos Dimotakis whose article, “Embedding Ethical Leadership within and across Organizational Levels” has been published in the premier business management journal Academy of Management Journal. Coauthors are John Schaubroeck, Sean Hannah, Bruce Avolio, Steve Kozlowski, Robert Lord, Linda Trevino, and Ann Peng.
Sonda Randall-Abernathy recently took a position as the College Facilities Officer for the Institute of Public Health.

The Atlanta Journal-Constitution published an article on October 7, 2012 about Beebe alumnae Marissa Lucret and fiancé Rick Lara that featured a Q&A session with them about their purchase of their new home.

John and Amy Goode’s son, Jackson Elijah Goode, celebrated his first birthday recently on September 23. They grow up so fast!

GSU Graduate Samuela Sanon and Anderson Beaubrun, current GSU student, welcomed Johanna Beaubrun during the fall semester. So adorable!
ALUMNI UPDATES

Sonia Torres accepted a position at Lindsay Scott & Associates.

Courtney Masters is a Recruiter at Peak Campus Companies. She also recently ran the “HERO-THON Half Marathon Series Powered by The Leukemia & Lymphoma Society.”

Jourdanne Lee accepted a position as a Talent Acquisition Coordinator at InComm.

Juadon Brown, former President of GSU SHRM chapter, accepted the position of Human Resources Department Supervisor at Toys R Us. He also recently got married!

Kristen Nothstein accepted a position with Ovations Management Solutions.

Marcellus Cooper is an HR Manager at The Aspire Group.

Rachel Watters is a HR Manager at Excelerate Discovery, LLC (a national company that provides staffing in the legal services industry).

Maria Vargas works at Peak Campus Management as a HR Coordinator and works with another alumnae, Courtney Masters.

Javier McIntosh is Director of Photography at RsvpAtl.com.

Melissa Polun, MBA, PHR is a Compensation and Payroll Manager at Bank of America Merchant Services.

Kelly Wilson has recently started the Sports Administration Graduate Program here at GSU!

Scott Boucan recently accepted an internship with CARE USA in their Compensation, Benefits & Wellness department.
ALUMNI UPDATES

Curtis Foye accepted a position within our Ford Credit Leadership Development Program at Ford’s Colorado Springs Business Center in Colorado Springs, Colorado.

Sherley Curran recently started as Compensation Analyst at Printpack.

Shermarke Howard was recently promoted to Manager, People and Change Service Line, Strategic Human Resource Management Division, Ministry of Public Administration for PricewaterhouseCoopers in Trinidad and Tobago.

Robyn Cameron is now Diversity & Inclusion Program Manager at McKesson.

Michael Pannone recently took the Senior Account Coordinator position at The Reynolds Group, Inc.

Jason Brzezinski recently took a position as a Compensation Analyst at WorldPay.

Tina Spencer recently took a position in Human Resources at Intelligent Switchgear Organization.

Celine Buthion is now an HR Assistant for Cooper Carry.

- Mia Willhite is now Director of Community Clinics at Borgess Health.
- Andrea Branscome is a Benefits Administration Manager at BB&T.

We want to hear from you!

Current and previous editions of the Beebe Newsletter are available online at www.robinson.gsu.edu/beebe/newsletter.

If you have any questions, comments, suggestions, submissions, or to obtain more information about our programs, please email the Faculty Advisor at lmcclurg@gsu.edu.

Visit the Beebe Institute website at robinson.gsu.edu/beebe/index.html.

To add or remove yourself from our mailing list, please reply to beebenewsletter@gsu.edu.