



OLD DOMINION UNIVERSITY

CONSTANT HALL NEWS

Summer/Fall 2012

A newsletter for faculty, staff, students, alumni, and friends of the College of Business and Public Administration

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OLD DOMINION UNIVERSITY
I D E A F U S I O N

ODU Earns International Ranking in Port Research

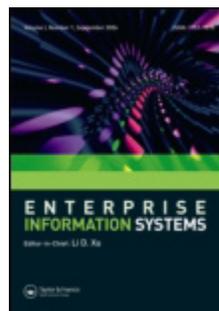
Old Dominion's expertise in port research stretches back decades, in part due to the university's location near a major port, but also because of the work of faculty researchers. This expertise is now being recognized worldwide. At the recent annual meeting of the International Association of Marine Economists in Santiago, Chile, worldwide university rankings for port research over the past 30 years were presented. ODU was ranked eighth in the world, second only to the University of Washington in the Western Hemisphere.

The history of scholarship in maritime issues at the university has also been accompanied by an effort to train more professionals and grant more degrees in the field. The ODU Maritime Institute has taken the lead in the creation of the undergraduate maritime and supply chain management major. ODU remains the only university in the U.S. to offer this undergraduate major. ODU also remains the only university in the U.S. to offer a 12 credit-hour maritime ports and logistics management concentration in the MBA Program.

EIS Journal in Top Five in CS/IS

Thomas Reuters' 2011 Journal Citation Report (JCR) awarded the CBPA-hosted journal *Enterprise Information Systems* an Impact Factor of 3.864 for 2011. The journal is now ranked 4th out of 133 journals within the Computer Science, Information Systems JCR subject category. **Dr. Li Xu**, Professor of Information Technology and Area Coordinator of Information Technology, is the founding editor of the journal, and **Dr. Ling Li**, Professor of Operations and Supply Chain Management and E.V. Williams Research Fellow, is the associate editor.

Over the past five years, Dr. Xu and Dr. Li worked hard to launch this journal and build an academic community to share ideas and knowledge in advancing both theory and practices of enterprise information systems and the role of IT in supply chain management.



The journal's publishing company, Taylor and Francis, praised Dr. Li and Dr. Xu for their hard work by saying, "For a journal in only its sixth volume to reach the top five journals in its subject area is an exceptional achievement and testament to your hard work."

Dr. Mohammad Najand Wins Prestigious Tonelson Award

Dr. Mohammad Najand, professor of finance and chair of the Department of Finance, was awarded Old Dominion University's prestigious A. Rufus Tonelson Faculty Award for 2012.

Presented by the ODU Alumni Association, the honor rewards commitment to excellence in research, scholarly activities, teaching and service. As recipient of the annual award, Dr. Najand was recognized as the faculty member who best exemplifies the qualities and the professional excellence epitomized by the late Rufus Tonelson, who was one of ODU's first students as well as a former teacher and administrator. Najand will receive a check for \$2,000 and a non-reserved parking pass for the 2012-13 academic year.

Dr. Najand joined the Department of Finance in 1987. He teaches the junior/senior course in investments and Ph.D. seminars in finance. His research investigates volatility of spot and futures markets, how the macroeconomic factors affect financial markets, and the linkages among international capital markets. He has numerous publications in finance area journals.

A member of ODU's Economic Forecasting Project team, which provides predictions of economic activities for Hampton Roads, Najand is an expert on the behavior of security prices and investment strategies. His recent research focuses on tests of asset pricing models, the trade-off between risk and return in financial markets, and models of forecasting volatility in financial markets.

Dr. Griffith, Dr. Henry University Professors

Dr. Laurie Henry, Associate Professor of Accounting, and **Dr. John Griffith**, Associate Professor of Finance, were recognized as newly appointed University Professors at the Faculty Awards and Retirement Dinner on May 1. Both Dr. Henry and Dr. Griffith are recipients of the Outstanding Teaching Award. Dr. Henry has also received numerous student-initiated teaching awards. Dr. Henry and Dr. Griffith will hold the title permanently and will be identified as University Professor in all university publications.

Constant Hall News is a publication of the College of Business & Public Administration at Old Dominion University

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CBPA Announces Selection of EV Williams Fellows

The following CBPA faculty members were selected to be EV Williams Fellows for the July 2012 through July 2014 period: Teaching Fellow **Dr. Mohammad Najand**, Professor and Chair of Finance; and Research Fellows **Dr. Lan Cao**, Associate Professor of Information Technology; **Dr. Ling Li**, Professor of Decision Sciences and Supply Chain Management; **Dr. Yuping Liu-Thompkins**, Associate Professor of Marketing; and **Dr. Michael McShane**, Assistant Professor of Finance (Insurance).

The three-year fellowships provide a stipend of \$30,000, with 1/3 paid annually. EV Williams Research Fellows must have an established record of excellence in research and have exhibited effectiveness in teaching and service during the three-year period from January 2009 to present.

The criteria for the research fellowships are:

- Outstanding scholarly productivity demonstrated through publication in high quality academic peer reviewed journals.
- Effectiveness in teaching as demonstrated by peer review of teaching portfolios, student opinion surveys, and/or other measures.
- Effectiveness in service as demonstrated by service activities within and external to the university.

An ad hoc committee comprised of CBPA eminent scholars and endowed chairs reviewed applications and recommended candidates to the Dean.

Faculty Service Awards

The following faculty members were recognized with service awards at the Faculty Awards and Retirement Dinner on May 1:

- 40 years - **Wayne Talley**, Professor of Economics and Eminent Scholar
- 35 years - **Steven Rhiel**, Associate Professor of Decision Sciences and Chair of Information Technology/Decision Sciences
- 30 years - **Marek Wermus**, Associate Professor of Decision Sciences
- 25 years - **Christopher Colburn**, Associate Professor of Economics and Chair of the Economics Department; **Mohammad Najand**, Professor of Finance and Chair of the Finance Department
- 20 years - **Jimmie Carraway**, Senior Lecturer of Information Technology



Special feature: MBA Students on Site (SOS)

Contributed by Michael Griffin, MBA Student

Real-world business experience, understanding the challenges and dynamics of working with a group on a complex problem, and positive exposure to local business leaders and organizations are what business schools should strive to give their students. The ODU MBA program was able to do just that this spring.

During the spring 2012 semester, a group of seven MBA students worked with the local non-profit Virginia Stage Company (VSC) on a marketing project to help the theater better understand their customers and develop new marketing strategies to increase the theater group's subscriber base.

The team, led by marketing professor **Dr. Kiran Karande**, worked closely with VSC management throughout the semester as part of a "students on site" course module. MBA candidates involved were **Kelly Rider** ('12), **John Nowacek** ('12), **Janet Yousey** ('13), **Jeffrey Myers** ('12), **Julia Blest** ('12), **Towns Agnew** ('12) and **Michael Griffin** ('12).

The corporate immersion project, which culminated with a presentation to VSC's board of trustees on April 16, had the students working through the entire marketing research process. Under Dr. Karande's guidance, the students conducted local market and industry research, held focus groups with subscribers and single ticket purchasers, and developed and deployed a 32-question survey for theater patrons.

After the data and research were collected, the team undertook an analysis of the information and developed a set of recommendations that were presented to the VSC board. The presentation and recommendations were a great experience for the team and positively received by board members.

Dr. Karande said of the presentation, "The students benefit by working on a real world problem and by interacting with business executives...being able to present to the board was an additional opportunity for the students, and they did an excellent job."

The project was a win-win-win for the students, Virginia Stage Company, and the MBA program. The VSC received valuable advice and a better understanding of their customers and market. Marilyn Johnson, marketing director for VSC, said of the

students' efforts, "The Board was very impressed and appreciative...we look forward to formulating a plan to add more of the suggestions to our marketing and product offerings." The VSC was also given all of the team's data to be used in future marketing efforts.

The students also benefited from the project. Each

The VSC project was a great tool to emphasize the relevance of what we are learning in the MBA coursework.

team member treated this as a professional obligation, not merely an academic exercise. They realized the opportunity to learn and grow through this experience and definitely made the most of the project.

Group member Janet Yousey said of the experience, "It was really interesting to be involved in the whole process, from getting to the root of the problem, to researching the industry, to surveying the VSC supporters, and finally, analyzing all of the data to develop recommendations for the VSC."

This type of hands-on experience was an excellent way to round out the students' business education. Team member Julia Blest summed up the experience, "The VSC project was a great tool to emphasize the relevance of what we are learning in the MBA coursework. Applying what we learned in the classroom to successfully solve a real-world problem has shown that we are truly learning the skills needed to be effective managers in today's business environment."

For the MBA program, the benefit comes from greater community exposure to its best and brightest students. Dr. Larry "Chip" Filer, MBA program director, said "The "students on site" module is a perfect fit for our program. It provides a unique environment for learning and also exposes the local business community to the talent of our MBA students.

The MBA program hopes to continue with these



types of corporate immersion modules and projects in the future. "This was our second project (in 2011 a group worked on a project for Liberty Tax). I think the success of both efforts makes it quite clear that there is value in continuing this into the future," said Dr. Filer.

CBPA Annual Awards Program

The College of Business and Public Administration's annual program honoring outstanding students, faculty, and staff was held April 23. The program included induction ceremonies for two honor societies specific to the CBPA.

Twenty-one students were inducted into the Honor Society of Beta Gamma Sigma, an international honor society recognizing the outstanding academic achievements of students enrolled in collegiate business and management programs accredited by the Association to Advance Collegiate Schools of Business. To be eligible for membership, a student must rank in the upper 7 percent of the junior class, upper 10 percent of the senior class, or upper 20 percent of the graduating master's class.

Students inducted in Beta Gamma Sigma were: junior Brittany Bailey; seniors Vy Le Thuy Nguyen Barto, Chad Beemiller, Aliscia Boyd, Michael Clark, Diana Clark, Brian Collette, Donald Garland, Ashley Gervasi, Albert Maddalena, Lauren Marks, Matthew Marshall, Teresa McMahan, Daria Payne, Jonathan Plisco, Laura Rockswold, Joel Thomas, Trinidine Woods, David Wissen; and MBA students Anna Brennan and Erin Coady.

Nine students were inducted into the Honor Society of Pi Alpha Alpha, the national honor society that recognizes academic achievement in the field of public affairs and administration. To be eligible for membership, students must have maintained a GPA of at least 3.7 and have completed at least 50 percent of the required coursework for the degree. Inducted students included Frederick D. Crayton III, Luisa Diaz-Kope, Arlana G. Fauntleroy, Janis P. Miller, Rhonda L. Myers, Lynn Noel, Amy Lena Rhodes, and Laura H. Smith.



2011 CBPA Alumni Award Winner, Gina Lucy

The following student awards were presented:

- CBPA Alumni Award – **Gina Lucy**
- CBPA Outstanding Student for the Bagwell-Jones Prize – **Gina Lucy**
- Carol Markowski Award for Outstanding Decision Sciences Student – **Sabine Smithers**
- Jack W. Nickson & Nathaniel Shechter Memorial Award for Excellence in Economics – **Krzysztof Muzalewski**
- Agarwal-Yochum Scholarship - **Ayush Toolsidass**
- Outstanding Finance Student Award – **Jessica Boyd**
- Outstanding Insurance & Financial Services Student Award – **April Waff-Mano**
- Outstanding Real Estate Student Award – **Sara Harding**
- Risk and Insurance Management Society (RIMS) of VA Scholarship - **Mariana Aragon**
- William H. Crouch Chapter of the Information Systems and Project Management Professionals Outstanding Student – **Valerie Link**
- Outstanding Information Technology Student – **David Mora**
- Outstanding International Business Student – **Michael Zitron**
- Outstanding Management Student – **Stacy Fullerton**
- Outstanding Marketing Student – **Gina Lucy**
- Outstanding Maritime and Supply Chain Management Student – **Guli Nazirova**
- Outstanding MA Student in Economics – **Sarah Nolan**
- Outstanding MBA Student – **Thad Chee**
- Outstanding Masters Student in Public Administration – **Duane Stanfield**
- Outstanding Doctoral Student in Public Administration and Urban Policy – **Vivian Greentree**
- Wolfgang Pindur Endowed Scholarship in Applied Research (MPA) – **Patrick Edmunds**
- Wolfgang Pindur Endowed Scholarship in Applied Research (PAUP) – **Katharine Neill**
- Military Leadership Sciences Outstanding Cadet – **Bradley Anderson**
- Military Leadership Sciences Cadet Leadership Award - **Grant Berger**
- Institute of Management Accountants Outstanding Accounting Student – **Anthony Chen**

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Honoring Students, Faculty, Staff

- Association of Government Accountants Outstanding Government Auditing Student – **Maxim Urenev**
- Tidewater Chapter of Institute of Internal Auditors Outstanding Auditing Student – **Renee Nettles**
- Virginia Society of CPAs (VSCPA) Outstanding Accounting Student – **Matthew Richards**
- Tidewater Chapter of the Virginia Society of CPAs Outstanding Accounting Student – **Matthew Richards**
- Federation of Schools of Accountancy Outstanding Graduate Student Award – **James Fiske**
- Jack W. Kerr, Jr. Outstanding Graduate Taxation Student Award – **William Owens**
- Dehority Accounting Alumni Scholarship – **Kierra Littlejohn**
- Outstanding Doctoral Student in Finance – **Thuong Nguyen**
- Outstanding Doctoral Student in Marketing – **Chun-Kai “Tommy” Hsu**
- Outstanding Doctoral Student in Management – **Krista Lewellyn**
- Outstanding Doctoral Student in Information Technology - **Thad Chee**

- Propeller Club, Port of Old Dominion University Award - **Steven Herrera**
 - Propeller Club Port of Norfolk Rolf Williams Endowed Scholarship - **Daniel Ranschaert**
 - Virginia Maritime Association Carter T. Gunn Scholarship - **Lindsay Hrones and Laura Ancian**
- The following faculty/staff awards were also presented:
- **David Carney**, Adjunct Instructor of Accounting, Outstanding Adjunct Faculty Teaching Award
 - **Dr. John B. Ford**, Eminent Professor of Marketing, Outstanding Research Award
 - **Dr. Mohammad Najand**, Professor and Chair of Finance, Outstanding Full-Time Tenure Track Faculty Teaching Award and PhD Mentor Award
 - **Randall Spurrier**, Senior Lecturer of Accounting, Outstanding Service Award
 - **Maureen Stiner**, Lecturer of Finance, Outstanding Full-Time Non-Tenure Track Faculty Teaching Award and Outstanding Service Award
 - **F. John Barker**, Technology Manager, Classified Staff Member of Year Award.

Faculty and staff award winners receive \$500 in cash and a plaque.

Student News

Beta Alpha Psi Places in “Best Practices” Competition

The ODU chapter of Beta Alpha Psi placed third in the ‘Best Practices in Social Networking’ competition. The chapter will receive \$125 for its efforts. “Best Practices” are activities that represent the spirit and purpose of Beta Alpha Psi, and are accomplished by a chapter to further specific goals identified by the Board of Directors of Beta Alpha Psi and Deloitte. The competition involves a two-step process. First, chapters submit an abstract, which must be approved, and then make a presentation at their Regional Meeting.

For this competition, Beta Alpha Psi was asked to share how its chapter used social networking to share information, reach out to students and professionals who could not attend meetings, stay in touch with alumni, forge relationships with students in other countries, and help members learn about internship or career

opportunities. The chapter was also asked to detail what problems it encountered in expanding its use of social networking; how the use of social networking has been beneficial; and three recommendations or lessons learned based on its experiences.

Marketing Student Receives Outstanding College Scholar Award

Gina Lucy, a Marketing major, received the Alumni Association’s Outstanding College Scholar Award for the May 2012 Commencement Ceremony. In addition to having her scholarly accomplishments recognized at the Commencement ceremony, Ms. Lucy met with President Broderick on April 30, 2012 at the Alumni Center. Ms. Lucy and her “Most Inspirational Faculty Member,” Ms. Michelle Carpenter, were also honored at the Student Awards dinner on May 3, 2012.

Faculty/Staff News

Dr. Bruce Rubin Named CBPA Faculty Diversity Leader

Dr. Bruce Rubin, Associate Professor of Finance, was selected to be CBPA's faculty diversity leader. Dr. Rubin is one of six faculty members selected, each representing their academic college, who will work towards the goals of increasing the retention, success, and further recruitment of a highly qualified diverse faculty.

Dr. Rubin's general duties and responsibilities include working closely with Dean Gilbert Yochum to ensure accountability measures that may be unique to the recruitment, retention, and success of diverse faculty; working collaboratively with the Office of Institutional Research and Assessment in developing formative assessment and evaluation needs for continuous improvement; and working collaboratively to develop appropriate training workshops for faculty colleagues that are reflective of evidence-based practices in all three areas of recruitment, retention, and success.

Dr. Rubin will be provided support for his work, including relevant professional development opportunities and a summer stipend.

Dr. Marsillac Explores Green Supply Chain Management

Dr. Erika Marsillac, Assistant Professor of Information Technology and Decision Sciences, has made green supply chain management her area of expertise, hoping to demonstrate that it makes both business and environmental sense.

"The goal is trying to improve the environmental footprint of making, moving and providing products and services," Dr. Marsillac said. "Things such as looking at more centralized locations for manufacturing and distribution, building energy-efficient systems and monitoring how materials are used in ways that produce less of an environmental impact."

According to Dr. Marsillac, photovoltaic or solar energy presents a unique challenge. The energy is renewable and its generation doesn't emit waste, but the solar cells themselves are constructed through an energy-intensive process. This process uses some materials that are non-renewable and non-recyclable, which creates waste by-products. Through her research, Dr. Marsillac strives to green that green energy production.

Program/Center News

CBPA Taps Area Expertise in Forming MBA Advisory Council

With the creation of the MBA Advisory Council, **Dr. Larry Filer**, MBA Program Director and Associate Dean for Executive Programs and External Affairs, hopes to build on the strong links the College of Business and Public Administration worked hard to form with the local and regional private sector. These links have led to many collaborative partnerships with ODU faculty and student groups.

The council held its inaugural meeting on May 4, 2012. Its task for the first year will be to develop a strategic plan for the MBA program that focuses on curriculum, enrollment and marketability over the next 10 years.

"It's so important to reach out and form links with these local experts, many of whom are Old Dominion University graduates," Dr. Filer said. "The real-world expertise that this advisory council will provide will be invaluable to the program."

The members of the inaugural MBA Advisory Council are:

- **Angelo Celesia**, '76 MBA, CEO of Professional Answering Service

- **Anthony Orlando**, '91 BSBA and '98 MBA, Senior Vice President and General Manager (Eastern Region), CA Technologies
- **Bruce Bradley**, '78 MBA, a retired Landmark Communications executive and community volunteer
- **Chris Pantoya**, '93 B.A. and '95 MBA, Verizon
- **Larry Kittelberger**, '75 MBA, retired Honeywell Corp. executive and community volunteer
- **Ray Lorenzo**, '91 MBA, President and Owner, Stingray Tackle Co.
- **Kim Little**, '90 BSBA and '92 MBA, Regional President, Chartway Federal Credit Union
- **Chas Wright**, '03 MBA, Senior Vice President, Commercial Real Estate Finance, Monarch Bank

Dr. Filer and **Dr. Bruce Rubin**, Associate Professor of Finance and Director of the Economics Club of Hampton Roads, will also serve on the advisory board.

Faculty/Staff News

Faculty Honors, Appointments, Grants

- **Dr. Vinod Agarwal**, Professor of Economics and Director of the Economic Forecasting Project, and **Dr. Gary Wagner**, Professor of Economics, were awarded a \$57,000 grant by CSX Transportation for their study, "Estimate the Economic Impact of the Coal Industry on the Commonwealth and Hampton Roads."
- **Ms. Michelle Carpenter**, Instructor of Marketing, was named "Most Inspirational Faculty Member" by CBPA graduate, Ms. Gina Lucy.
- **Dr. Steven Maurer** was awarded the title of Professor Emeritus of Management effective June 1.
- **Dr. Michael McShane** and Dr. Ariel Pinto, Assistant Professor Engineering Management, received a \$50,000 grant from FM Global to create loss prevention engineering modules, which are aimed at reducing the likelihood and severity of supply chain disruptions. The grant, announced at the Risk and Insurance Management Society conference, will allow the university to take a leading role in loss prevention advocacy, and make CBPA and the Frank Batten College of Engineering and Technology programs stronger in the area of risk management.
- **Dr. Yuping Liu-Thompkins**, Associate Professor of Marketing and E.V. Williams Faculty Fellow, and **Dr. Leona Tam's**, Assistant Professor of Marketing, research report, entitled "Habit Dynamic and its Role in Predicting Customer Conversion and Attrition," was selected by the Wharton Customer Analytics Initiative (WCAI) for their SiriusXM research opportunity. This opportunity will enable them to work with a unique dataset from SiriusXM radio to understand how consumers' listening habits can be used to predict their conversion and attrition behavior.
- **Dr. Katrina Miller-Stevens**, Assistant Professor of Urban Studies and Public Administration received the Faculty Proposal Preparation Program (FP3) award. She will receive a course release for Fall 2012 to write a grant proposal for the National Science Foundation, Geography and Spatial Sciences' (GSS) special program. The title of her project is "The need for Geographic Information Systems (GIS) mapping as a tool to measure effectiveness of nonprofit human services organizations." The purpose of this research is to analyze organizational effectiveness, social equity, and the sustainable impact of human services nonprofit organizations receiving Title X funding by identifying the distribution of Title X target populations, the proximity of target populations to Title X organizations, the geography and infrastructure of the communities near these organizations, and the density of nonprofit organizations receiving Title X funding.

Faculty Publications, Presentations, Recognition of Research

- **Dr. John Doukas**, Professor of Finance and Eminent Scholar, "The ECB's policy of printing money will not lead to wealth creation. Instead, it will inevitably lead to inflation far above 6% across Europe," posted May 29, 2012 at EUROPP (European Politics and Policy Blog), London School of Economics and Political Science. Dr. Doukas' editorial, "Can the Euro Survive?" was published in the June issue of European Financial Management.
- **Mr. Norman Hoffman's**, Adjunct Professor of Finance, book, "Mergers and Acquisition Strategy for Consolidation: Roll Up, Roll Out and Innovate for Superior Growth and Results," will be published by McGraw Hill Publishing on September 7, 2012.
- **Dr. Michael McShane**, Assistant Professor of Risk Management and Insurance, "Risk Allocation across the Enterprise: Evidence from the Insurance Industry," *Journal of Insurance Issues*, 2012, 35, pp. 73-79. (with T. Zhang and L. Cox)
- **Dr. Michael McShane** and **Dr. Anil Nair**, Professor of Management, and Elzotbek Rustambekov, Management Ph.D. Candidate, "Does Enterprise Risk Management Increase Firm Value?" *Journal of Accounting, Auditing, and Finance*, 2011, 26, pp. 641-658.
- **Dr. Michael McShane**, "Delayed-Bang Approach Towards More Sustainable Critical Infrastructure Risk Management," *Journal of Homeland Security and Emergency Management*, 2011, 8, pp. 1-15. (with Dr. Ariel Pinto, Associate Professor of Engineering Management and A. S. Pathak)

Student News

AFCEA Student Chapter Visits Ft. Belvoir and the Pentagon

The ODU Armed Forces Communications and Electronics Association (AFCEA) student chapter visited the Defense Acquisition University (DAU) at Ft. Belvoir, Virginia where Alan Boykin, Executive Director and Chief Learning Officer of National Contract Management Association (NCMA), spoke to the students about how the procurement and acquisitions process includes all major components of science, technology, engineering, and mathematics. Mr. Boykin also discussed the “College Hire and College Intern Programs” of the TASC office located at Fort Meade.

Camylle Coley, Management Analyst for the Learning Capabilities Integration Center, also presented a brief on the “Certification and Qualification” guidelines in regards to the DAU workforce and the 28 Technical Competencies and the 10 Professional Competencies of Contracting. Molly Parker from the Federal Acquisition Institute (FAI) then briefed the students how FAI coordinates with organizations such as the Office of Federal Procurement Policy, Chief Acquisition Officer Council, and the Interagency Acquisition Career management Council to develop and implement strategies to meet the needs of the current and future acquisition workforce. The Ft. Belvoir visit concluded with Leonardo Manning, Director of Center and Contracting, briefing the students about what the DAU has done and continues to do to enhance the knowledge and capabilities of the DoD acquisition workforce.



AFCEA Students with Alan Boykin, Executive Director and Chief Learning Officer of National Contract Management Association, after their tour of the Pentagon

The AFCEA student chapter also visited the Small Business and Acquisition office in Crystal Springs, Virginia, and had the privilege to meet with the former president of the DAU, Frank J. Anderson Jr., Retired USAF Brigadier General. At a round table discussion, General Anderson spoke to the students about the importance of finishing their academic career strong and executing their future goals with passion, integrity, and commitment. General Anderson spoke of his career background in United State Air Force, and the qualities needed to become a successful leader and to lead a workforce.

Marcia Richard, Liaison and Associate Director - Special Projects, OUSD Acquisition Technology & Logistics, also participated in the discussion and shared with students the importance of teamwork, collaborative learning, and encouragement to learn every technical competency within the procurement and acquisition industry.

Finally, the students ended the day with a personal tour of the United States Pentagon by Mr. Boykin, Ms. Coley, and Mrs. Richard. The students were exposed to facts and the history of the four branches of the military. The students also visited the memorial placed inside the Pentagon near the September 11th crash site and the September 11th Memorial Chapel. Finally, the students saw the names of all of the recipients of the Medal of Honor in the “Hall of Heroes”, as well as an up-close look at an actual Medal of Honor.



ODU Students Lamar Pierce and Jeremy Chandler listen to a DAU Briefing at Ft. Belvoir