

M MITCHELL MAGAZINE



MITCHELL MAGAZINE

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ON THE COVER

Mitchell College alumnus Nathan Cox is transforming the Gulf Coast landscape by empowering the next generation of local leaders through 68 Ventures.

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Dear Mitchell College of Business Family and Friends,

It's never been a better time to be a Jaguar! Whether we consider the record freshman enrollment at South, the new Jaguar Marching Band facility, the Whiddon College of Medicine building under construction, the upcoming relocation of Airbus's growing Mobile-based U.S. Engineering Center to USA's Technology and Research Park, or the recently announced capital campaign with a goal to raise at least \$400 million, the Flagship of the Gulf Coast is a great place to call home!

As South accelerates its ascent from a high-activity R2 research institution to the prestigious tier of Carnegie R1 status, the Mitchell College of Business is driving this transformation by producing the largest number of research Ph.D. graduates at South. This student success is a direct result of the high-quality research and thought leadership of our faculty. At the Mitchell College of Business, we really do punch above our weight!

Building on the energy from the Ph.D. program, the Mitchell College showed a 49% increase in graduate enrollment for fall 2025, the biggest of any college. This is in large part due to our Master of Business Administration program going fully online. The program's increased flexibility, five customizable concentrations and excellent return on investment are ensuring that our master's program remains competitive while meeting the needs of the Gulf Coast region.

Consistent with South's goal to recruit and retain students, the Mitchell College has developed new undergraduate course offerings and revamped existing programs to better reflect market needs and trends. Through everything from ensuring financial literacy through a new required course in personal finance to broadening artificial intelligence fluency with our Entrepreneurship and Technology course, we are

giving students the technical and life skills to navigate an unprecedented global economy.

Along with the dedicated efforts of our stellar faculty, staff and University administration, your ongoing generosity fuels the Mitchell College's success. That firm foundation was built upon the unprecedented support of our namesake benefactors, Abraham, Mayer and Arlene Mitchell, to whom we owe tremendous gratitude. Our three new undergraduate majors — entrepreneurship, real estate and professional sales — have been bolstered by the support of benefactor contributions as well as the programs' advisory boards.

A prime example is the real estate program's Founders Circle, a group of forward-thinking industry experts who have donated their time, expertise and financial resources to help expand the program. Several programs have also received grant funding, including \$225,000 from Innovate Alabama to support the expansion of the Melton Center for Entrepreneurship and Innovation's Launch USA Pitch Competition.

As we look forward to the next academic year, I am enthusiastic regarding the positive momentum for our University and the Mitchell College of Business, knowing that our best days are ahead of us. Thank you for your dedication and commitment to our continued success.

GO JAGS!

Michael Capella, Ph.D.
Abraham A. Mitchell Dean



Investing in Innovation

In January 2026, the Mitchell College opened the first-floor Ideation Lab for business students, offering advanced tools to bring ideas to life and build tech fluency. With support from South and the College, students can use 3D printers, a CNC machine, a laser cutter, a sublimation printer, heat presses and a screen printing press. The lab will be key to a new core business course, Entrepreneurship and Technology, that gives students experience with emerging technology. The lab has also been integrated into the curriculum of a supply chain course.

Graduate Programs Show Record Growth

In fall 2025, the Mitchell College saw graduate enrollment rise 49%, following a 2024-25 academic year in which the College produced South's largest-ever class of research Ph.D. graduates. The move to a fully online MBA helped drive that growth. Along with the flexible, fully online Master of Accounting, the MBA gives students more ways to advance their careers through graduate education anytime, anywhere. It now offers five concentrations: Economics and Finance, Healthcare Leadership, Industrial-Organizational Psychology, Marketing, and Sports Management.



Top 2% in the World

Two Mitchell College faculty members were named to Stanford's 2025 World's Top 2% Scientists List, a benchmark for research excellence based on citation impact. Dr. Joe F. Hair Jr., distinguished marketing professor and Ph.D. program director, ranked sixth worldwide in marketing. Dr. Matt Howard, professor and interim chair of marketing, supply chain management and analytics, ranked 98th in social psychology.



UNDERGRAD DEGREES EXPAND TO MEET INDUSTRY DEMAND

The Mitchell College added three new undergraduate majors: professional sales, entrepreneurship and real estate. Driven by growing

industry demand, all three have moved from concentrations within existing majors to stand-alone degree programs. They join the College's established lineup of undergraduate business majors and further its mission to develop innovative future business leaders while advancing the economic well-being of the Gulf Coast region.



A Decade of Dividends

In October 2025, the Mitchell College's Jaguar Investment Fund marked 10 years of hands-on portfolio management experience. Each semester, student analysts manage real dollars in the stock market, navigate volatility and sharpen fund management and presentation skills through weekly roundtables. They can attend national investment and analysis conferences. The first fund began with \$250,000 from Mobile banker Clarence M. Frenkel Jr. and longtime South benefactor Abraham "Abe" Mitchell. In 2021, South added the \$750,000 USA Fund. Today, the portfolios consistently match or outperform the S&P 500 and exceed \$3 million combined.

Mitchell College Welcomes New Development Officer

Chandra Motley, the new development officer for the Mitchell College of Business, is a Mobile native and proud alumna of the University of South Alabama. She returns to her alma mater after more than a decade in banking.

A graduate of McGill-Toolen Catholic High School, Motley earned a Bachelor of Arts in communication and public relations with a minor in economics. She went on to roles at Renasant Bank, The First Bank and First Community Bank.

Building on early experience in mortgage lending and retail banking, she managed significant philanthropy efforts and led community service projects. She is a member of the Junior League of Mobile, where she served as community coordinating manager and diversity, equity and inclusion chair and was the organization’s 2021-2022 Active of the Year. She has also served as a fundraising coordinator for the United Way of Southwest Alabama and Junior Achievement of Mobile.

Motley was the 2024-2025 chair for the Bank On Alabama Gulf South Coalition and the business development, resource and training chair for the Mobile Chamber’s Growth Alliance Task Force. She earned recognition as one of Mobile Bay Magazine’s 40 Under 40 in 2023.

She attributes her professional drive to the principles of authenticity, self-discipline and perseverance instilled in her by her family. In her free time, she enjoys traveling, expanding her professional knowledge and spending time with her family.

To learn how you can make a meaningful impact or to share your story, contact her at chandra.motley@southalabama.edu or (251) 341-3721.



Supply Chain Major Claims Alabama State Title in Microsoft Excel

Clayton Howell, a supply chain and logistics management major, was recognized as the Alabama State Champion for Excel.

Howell earned this distinction through his performance in Dr. Misty Sabol’s Data Analytics III course. As part of the curriculum, he completed the Microsoft Office Specialist (MOS) certification exam, achieving the highest score in the state.

“Excel is like learning a language. To be good at it, you have to immerse yourself in it,” says Howell, a 2025–26 Mitchell Ambassador. “That’s what my data analytics classes helped me do: immerse myself in it every day, looking at different functions and problems to deal with it.” Howell was invited to

represent Alabama at Certiport’s 2026 MOS U.S. National Championship in Nashville this June, sponsored by Microsoft. Howell is unable to attend because of a summer internship commitment, but he remains the state Excel champion.



MITCHELL AMBASSADORS SET THE PACE

Established in 1999 by Mitchell College benefactor Abe Mitchell, the Mitchell Ambassadors are undergraduate students who excel in academics, extracurricular activities and leadership. They represent the College and University at a wide range of events and help recruit prospective students. Each semester they plan and host Get Connected Day, which informs business students about opportunities to get involved within the College and the community.

2025–2026 Ambassadors:

- | | |
|----------------------------|---------------------|
| Angelina Ladner, President | Clayton Howell |
| Joshua Bradshaw | Ava Lena Jackson |
| Casey Caliva | Julia Lion |
| Victoria Campbell | Maegan Millsap |
| Colleen Cochran | Elise Riley |
| Jessica Gray | Regan Schreckenberg |
| Ory Grojean | Baxter Turner |

Real Estate Program Hosts Spring Forum

In March, the Mitchell College real estate program hosted the Gulf Coast Real Estate Forum at the MacQueen Alumni Center on the South campus.

More than 200 industry professionals attended, along with students from South, the University of Alabama and Tulane University.

The conference theme was “True Grit to Growth.” The three sessions and the keynote address provided insights into the real estate industry and suggestions for maximizing Gulf Coast growth.

To open the conference, students from the three universities participated in a career development breakfast. The next Gulf Coast Real Estate Forum, this one focusing on commercial real estate, is scheduled for October 15, 2026.



GET THE LATEST NEWS and updates from the real estate program.

CHASING GREATNESS



◀◀ SCAN TO WATCH
our sit-down interview
with Nathan Cox.

In 2007, Nathan Cox '11 returned home to Alabama after serving in the United States Marine Corps as an infantry officer, determined to chart his own course.

As the Great Recession began to be felt, Cox dove headfirst into developing a lasting legacy across every facet of real estate — investment, development and homebuilding.

Shortly after beginning his career as a real estate agent, he decided to add a formal business foundation to his real-world experiences. In 2008, he enrolled in the University of South Alabama to earn his Master of Business Administration.

He took classes at night while growing multiple businesses and starting a family with his wife, Kimberly '03. It took him three years to complete his degree. During an uncertain economic time, he believed that adding that distinction to his resume would strengthen his credibility.

Cox says he values the personal connections he built through South with both peers and faculty. He has invested in the University through the charitable giving of his real estate development and investment company, 68 Ventures, and the Cox Family Foundation, both of Daphne, Alabama.

The investments include a scholarship for a senior walk-on football player as well as the newly established Chasing Greatness scholarship for real estate students in the Mitchell College of Business. His company also sponsors the annual 68 Ventures Bowl college football postseason bowl game at Hancock Whitney Stadium on South's campus. The game matches teams from the Sun Belt Conference (which includes South) and the Mid-American Conference or Conference USA.

Cox says he invests in the University and its students to help ensure that the next generation of local leaders has the resources and the wisdom to build their own legacies and



to reinforce his belief that when the University thrives, the entire region rises with it.

While earning his MBA, growing his family and running a real estate brokerage, Bellator Real Estate & Development, Cox founded Truland Homes, a homebuilding company, in 2011. He eventually sold it to the national homebuilder D.R. Horton in 2023.

In 2016, 68 Ventures was formed as the holding company for Cox's enterprises. It grew at one point to 18 operating companies and more than 800 team members. Today, its portfolio comprises more than 100 investment entities and nine operating businesses spanning industries from construction to pest control and energy distribution.

Cox says that what has set him apart as a business leader is his "extremely elevated capacity for pain" and "very, very high risk tolerance." From his experiences as a walk-on football player at the University of Alabama and serving on the front lines in Iraq, he learned to navigate high-stakes environments through grit, perseverance and teamwork.

Those experiences shaped his leadership philosophy: "Leaders eat last." He realized that while his own grit could build a company, putting the needs of everyone else ahead of his own would help an organization flourish. He credits his success to the

incredible people God has placed in his corner throughout his life.

Today, Cox practices a form of servant leadership, operating under the belief that he actually works for his employees. He has found that organizations work best when he trusts team members with autonomy to succeed or fail on their own merits.

"If you focus on what you can do for the other person rather than yourself, there's no limit to where it can go."

Cox says he deliberately hires people who are better at what they do than he is. He focuses on providing financial resources, relationships and wisdom to help them succeed. This culture of empowerment aligns with the mission of 68 Ventures: to inspire people to bet on themselves.

Ultimately, Cox isn't interested in taking the easiest road. He often tells people that he mentors, "Doing anything worth talking about is always going to be brutal." Embracing that reality, he says, ensures that the impact of 68 Ventures is felt far beyond real estate development. It extends to the next generation of leaders across the Gulf Coast, whom he is counting on to move the region forward.

What AI Can Do For Your Business

AND WHERE IT WILL TRIP YOU UP

BY **DR. THOMAS NELSON**, ASSOCIATE PROFESSOR OF MANAGEMENT AND ENTREPRENEURSHIP



Artificial intelligence has progressed from a fringe interest to a novelty to a phenomenon to, now, an imminent business necessity. Virtually all businesses have some level of AI adoption, even if they don't realize it.

AI technology has been baked into everything from Adobe to Zoom, generating such features as predictive text in your email or categorization of expenses in your budgeting software. Like the internet before it and the computer before that, this technology isn't going anywhere. With that in mind, let's look at some positives and some pitfalls related to AI use in a business setting.

Intentionally incorporating AI into a business can produce time savings, efficiency gains and cost reductions. Automating repetitive tasks, such as data entry, scheduling, email response and customer service, can save hours a day, making your time more productive.

The time savings also contribute to cost reductions, because employees trained in the use of AI can be much more efficient than before. AI tools can also replace the need for multiple types of software, yielding additional cost reductions.

Businesses should be cautious when adopting AI due to concerns about data privacy and accuracy. Many internet-based "free" services use the data collected not only to update their software but also to monetize that data by selling it to other vendors, meaning your proprietary information could be made available to competitors.

In addition to evaluating the privacy policies of any AI software before proceeding with adoption, businesses should consider paid enterprise solutions, as they offer privacy solutions to protect your company's data.

AI tools often have accuracy limitations and can produce what are known as hallucinations — inaccurate or fabricated information. Relying on information produced by

an AI tool can lead to operational mistakes or reputational damage. A New York law firm made headlines when lawyers unknowingly submitted an AI-generated legal brief that cited nonexistent cases.

Hallucination rates often drop with every new model release. Recent data has shown some hallucination rates dropping below 1%. Still, fact-checking is a must.

In order to mitigate AI's pitfalls and maximize success, businesses should develop internal policies, evaluate existing and new technology, and prioritize employee training. The Mitchell College of Business is continually updating our instruction to ensure that our graduates develop the knowledge and skills necessary to be able to confidently engage with AI in their careers.

DR. NELSON'S FAVORITE AI TOOLS

Google NotebookLM

Gemini-powered research assistant bolstered by your personal data.

Great tool for strategic evaluation of meeting notes, competitive analysis and many more applications.

Comet

AI-based web browser powered by Perplexity AI search engine.

Automates browser tasks and searches, like helping you find the best deal on pet food!

Lumo

Large language model AI assistant with heavy focus on privacy.

Doesn't collect, store or share your information; a very secure option for a variety of businesses.

Stay Connected, Stay Jaguar Proud!

Join the South Alabama National Alumni Association today



Stay connected to more than **100,000** South Alabama alumni through your membership to the South Alabama National Alumni Association. Your membership not only grants you access to member-only benefits, but it also supports your alma mater and jaguar community.

For more information on how to join or get involved, visit alumni.southalabama.edu or call us at **(251) 460-7084**.

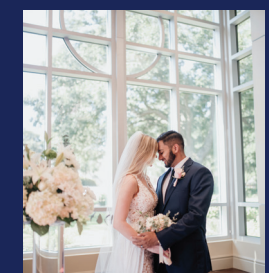


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Mixing Up Success

Meet the Mitchell College alumni whose pursuit of bold flavors has made their businesses Gulf Coast favorites.

ellenJAY Cookies

Founded: 2014

Owners: Jennifer Conrad '02 and Lauren Kapeluck

Known for: Hand-decorated sugar cookies, buttercream sammies and custom cakes

Location: 2158 Airport Blvd., Mobile, AL 36606

Website: ellenjay.com

Follow: @ellenjaysweets on Instagram and Facebook

Sweet Success

Jennifer Conrad '02 helped bake ellenJAY Cookies into a local destination and national brand.

She and business partner Lauren Kapeluck are the L and J behind ellenJAY, the Midtown Mobile bakery known for hand-decorated sugar cookies, buttercream sammies and custom cakes from its cottage on Airport Boulevard.

Started as a passion project after an over-the-top sweets-themed birthday party for their toddlers, ellenJAY now ships cookies nationwide, partnering with companies like Williams Sonoma, Yellowhammer Coffee and Confetti, a tech company that hosts events for Google, Amazon, Netflix and other major brands.

Conrad didn't plan on owning a bakery. After graduating from the USA Mitchell College of Business with a degree in economics, and later earning an MBA from Tulane, she expected her path to follow the numbers. In many ways, it still does.

"Econ just clicked for me," she says. "Back then, I never would have guessed how much it would shape my future as a business owner, but it's the reason I can read P&Ls and understand gross profit margin with confidence. Without that, we might've sold a cake for \$20

that cost \$80 to make." That financial foundation guides pricing, forecasting and product decisions. It also led ellenJAY into South's Real Advice Mentoring Program as the bakery began to scale. "The relationships we built through RAMP are still vital," Conrad says. "Our mentors are a phone call away, and we try to pay it forward whenever we can."

Opening the bakery was Conrad's biggest leap of faith. She and Kapeluck had to learn staff management, marketing and baking for crowds as they went, relying on long hours, customer feedback and a focus on what people loved most.

"In the early years, we said yes to everything, and it nearly wore us out," she says. "Once we focused on what people loved, especially hand-decorated sugar cookies and buttercream sammies, we could scale, serve customers well and make it home for dinner with our families."

Today, ellenJAY's growth recipe is simple: Use real ingredients, streamline designs and build operations for scale. Rather than franchising, the bakery is focused on wholesale and B2B gifting while maintaining an upbeat workplace, playful menu and commitment to customers in Mobile and beyond.





Carpe Diem

Founded: 1995

Owner: Alan Tolson '04 assumed ownership in 2014

Known for: House-roasted coffee, tea blends and fresh-baked pastries

Location: 4072 Old Shell Road, Mobile, AL 36608

Website: carpe-coffee.com

Follow: @seizetheday95 on Facebook; Instagram @carpediemcoffeeandtea

Brewing Community

Alan Tolson '04 helped Carpe Diem grow from Mobile's first roasting coffeehouse into a city staple.

Carpe Diem Coffee & Tea Co. hums with espresso, open laptops and fresh-roasted beans. For Tolson, it is the backdrop to a life's work.

Opened in 1995, Carpe Diem was Mobile's first coffeehouse to roast its own beans. Thirty years later, it still roasts in-house from its century-old Victorian home in Spring Hill. "I started here in '99, just as a student looking for a part-time job," Tolson says.

He poured coffee, wiped tables and soon talked the owners into teaching him to roast. By year's end, it was full time.

Tolson, a Mobile native, graduated from South's Mitchell College of Business in 2004 with a degree in management. When Tomi Sue Rusling retired in 2014, he bought the shop he had helped shape for more than a decade.

"My management degree exposed me to finance, accounting, marketing, even HR," he says. "When you're a small-business owner, you're the head of every department."

Tolson has watched Mobile's coffee culture change. Before social media, coffee shops were true social hubs. Today, a full house may mean headphones and Zoom calls, but Carpe Diem's community still holds. Some regulars have come since childhood.

As national chains entered Mobile, Carpe Diem leaned into its loyal following, its spot near USA and Spring Hill College, and the freedom of being independent. That flexibility shapes seasonal drinks, favorites like the Alpine Mocha and local ties, including a coffee ice cream with Cammie's Old Dutch Ice Cream Shoppe.

The biggest growth is behind the scenes. Since 2019, Tolson has expanded wholesale roasting, letting the brand reach beyond Old Shell Road.

"With one cafe, you're limited to only so many parking spots and tables," he says. "But wholesale is incredibly scalable. We can always roast more."

Carpe Diem has added a second roasting machine, hired its first additional roaster in nearly three decades, invested in automated equipment and started work on a wholesale website.

Still, Tolson does not see Carpe Diem branching out. "This has always been the core place in Mobile."



Vandals Street Kitchen

Founded: 2023

Owners: Leslie McCleskey '14 and Gerri Hallmark

Known for: Latin-Asian fusion, from birria pho to Korean chicken bao buns

Location: 6601 Airport Blvd. Suite C, Mobile, AL 36608

Follow: @vandals_street_kitchen on Instagram; @vandalsstreetkitchen on Facebook



Bold Flavors, Bright Lights, Big Vision

Leslie McCleskey '14 brings business sense and bold style to Vandals.

Inside Vandals Street Kitchen in West Mobile, the scene is electric: walls splashed with murals, neon-soaked upholstery, colorful lights and a playlist that keeps the room alive. The food mirrors the vibe — bold, global and playful.

Behind it is McCleskey, a South accounting alumna who co-owns Vandals with Gerri Hallmark. Together, they created a Latin-Asian fusion restaurant where diners find al pastor tacos, birria pho and Korean chicken bao buns.

McCleskey's restaurant roots go back to college. At South, she became the first server at the original Rock N Roll Sushi in Bel Air Mall. She and husband Chase later became the chain's first franchisees, opening Saraland and Midtown locations. Alongside Rock N Roll founders Lance and Gerri Hallmark, the McCleskeys helped shape the brand into a national franchise.

That experience taught McCleskey how to scale a restaurant without losing its personality. With Vandals, she

takes that lesson in a new direction. McCleskey and Hallmark, both of Vietnamese descent and self-described food fanatics, drew from New York hot spots, markets abroad, family recipes and modern techniques.

The result is a place where dumplings share space with tacos, and cocktails are as eye-catching as the entrees — including a citrus margarita crowned with a mango ice pop.

"We wanted a trendy place where it's fun to be, with good food and a great atmosphere," McCleskey says. "At so many restaurants, the vibe and atmosphere are just not there."

She also wants Vandals to build community in West Mobile. In August, the restaurant hosted its first street market, drawing more than a dozen artists and vendors while the kitchen served crowd-pleasers like street corn and Korean fried chicken wings.

Running a restaurant takes more than energy and vision. McCleskey credits her accounting degree with grounding her in the numbers. That balance, she says, makes creative risks possible.

As Vandals grows, she and Hallmark keep refining their mix of art, food and culture, asking what will surprise and delight guests next. For now, Mobile's answer is clear: street food, with style.





Pour Baby

Founded: 2014

Owner: Kenny Dumas '96

Known for: Extensive list of wines by the bottle or by the glass, eclectic cuisine

Location: 6808 Airport Blvd., Mobile, AL 36608

Website: pour-baby.com

Follow: @pourbabymobile on Instagram; @PourBaby on Facebook

Pouring **Passion**

Kenny Dumas '96 turned a chance encounter with a closing wine shop into Pour Baby, a favorite Mobile dining destination.

When a neighborhood wine shop near his home announced it was closing, Dumas stopped by to look at equipment. Instead, he left with the idea for a wine bar.

That idea became Pour Baby, which opened in 2014 across from USA Health Providence Hospital.

Today, it pairs one of the area's largest wine-by-the-glass selections with seasonal plates and a signature old-fashioned with its own following.

Dumas, who earned his marketing degree from South, began in banking and franchising before taking the leap into hospitality.

His business background helped with the steep learning curve, but he also credits a love for people.

He also remembers returning to South as a 30-year-old commuter student and finding common ground with classmates and instructors, some of whom became close friends — one lesson in connection that carried into Pour Baby.

"I don't say people work for me. I say they work with me."

That focus on people extends to customers as well as his team. "We have three-, four-, even five-night-a-weekers — repeat offenders," he says with a laugh. "It's a lively, familiar place where people know they'll see friends." Pour Baby quickly outgrew its first footprint. Within a year, Dumas

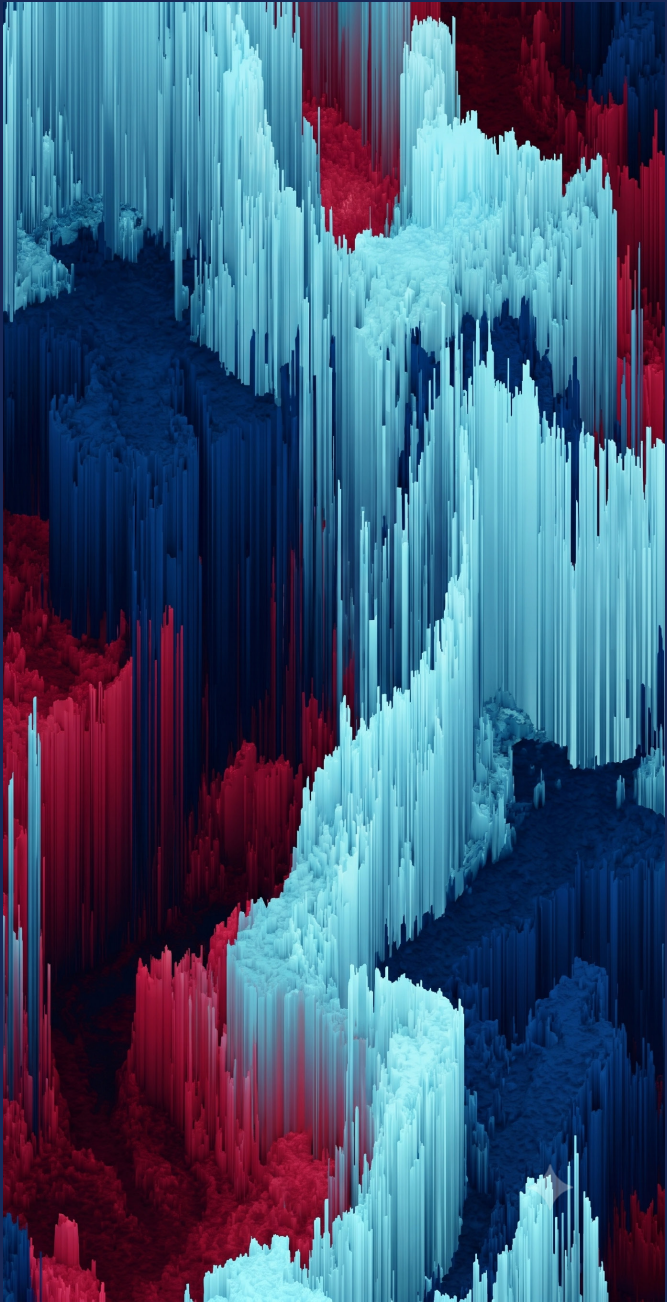
expanded for dining and private events, then opened à la Cork next door as a wine shop, gift store and event space.

The name reflects both whimsy and intention. Dumas and his late partner, Terry Aucoin, were from Louisiana, home of the po'boy. On a road trip, they joked about "Pour Boys," then landed on: "Pour Baby: Wine all you want."

The trademarked baby-face logo was created by an artist friend using Dumas' baby photos, down to the brown spot in one blue eye.

What began as a small wine-and-tapas joint has become a West Mobile destination. The seasonal menu changes often, but staples include beef carpaccio, fried green tomatoes, tenderloin sliders, crab cakes and deviled eggs.

More than 10 years in, Dumas is often asked about another location. For now, he is focused on what he has built: a cozy, sophisticated place where people wine, dine and feel at home.



Mitchell College of Business faculty are playing a large role in furthering South's goal to advance from the prestigious Carnegie R2 designation to R1.

The following highlights are a small selection of the broad work that is being conducted at the Mitchell College.



FOCUS

Research

Shared Leadership 2.0

TAKING STOCK, LOOKING FORWARD

BY DR. CHRISTINA L. WASSENAAR
ASSOCIATE PROFESSOR OF MANAGEMENT
AND ENTREPRENEURSHIP



*** SCAN TO READ
Wassenaar's full article
(Cambridge University Press).

THE BIG IDEA

Shared leadership is the dynamic exchange of leadership based on the needs of the project or team, often without the “permission” of a top-down leader.

Influence flows among many people in a team, moving to whoever has the most relevant knowledge or skills for the task at hand. Historically, a top-down leader is not always needed, so this approach offers a collaborative leadership dynamic.

This topic is important to the audience because it is a source of creativity, fueling the innovative fire within individuals. Shared leadership lessens the risk of corruption while allowing people and their ideas to be seen.

THE INSPIRATION

The thing that sparked my interest in this area of study is how popular and integrated it is in today's business landscape.

Executive teams, more than ever, are employing this collaborative work philosophy and fueling passion among their teams.

UNEXPECTED DISCOVERIES

The most unexpected discovery was that not all leadership should be shared or can be shared.

There are techniques people can learn to properly gauge if and when shared leadership is the right approach. Knowing how to judge a situation and your team's strengths is powerful leadership.

IMMEDIATE TAKEWAYS

The decision to engage in shared leadership comes from the top, so I would encourage leaders to reflect on their experiences to identify what is holding them back from implementing it within their team.

Additionally, they should take time to discover the individual giftings available within their own team and find ways to empower those individuals.

UNEXPECTED DISCOVERIES

The most unexpected finding was that the higher premiums charged by auditors actually make clients less likely to switch auditors.

This happens because of litigation and reputation concerns: Changing to a smaller auditor might signal lower audit quality to the market.

As a result, Big Four firms can charge a premium because being audited by one of them is perceived as a mark of quality and credibility.

IMMEDIATE TAKEWAYS

Our research suggests that the audit quality provided by Big Four firms is not necessarily much higher than that of non-Big Four auditors.

Business leaders might use this insight to make more cost-effective decisions, evaluating whether the premium fees for Big Four auditors are truly justified. Non-Big Four firms might also leverage this finding to position themselves as high-quality yet more affordable alternatives.



*** SCAN TO READ
Xin Lewis' full research paper (SSRN).



State-Dependent Consumption

EFFECTS OF STOCK MARKET VOLATILITY

BY DR. KHANDOKAR ISTIAK, PROFESSOR OF
ECONOMICS, FINANCE AND REAL ESTATE



THE BIG IDEA

High stock market volatility often signals that the market may decline. Previous research shows that when stock market volatility increases, people tend to reduce their spending on goods and services.

However, it remains unclear whether the impact of stock market volatility on consumer spending differs between good and bad times.

This study aims to address that gap. Understanding whether the effects of stock market volatility vary under

different economic or monetary policy conditions is important for policymakers to understand how best to mitigate the adverse effects of volatility and maintain stable consumer spending.

THE INSPIRATION

The negative effects of stock market volatility on total consumption are well established in the literature. But the role of wealth inequality in mediating this connection has received limited attention. This idea sparked my interest in this area of research.

The current study presents a new perspective by examining how stock market volatility interacts with consumption through the lens of wealth distribution.

High-wealth households, which typically hold a large share of stock market assets, are more directly affected by market swings and may decrease consumption when asset values decline.

Meanwhile, lower-wealth households, with less exposure to stocks,

Big 4 Audit Fee Increase

WHY CLIENTS DON'T SWITCH

BY DR. CHRISTINE XIN LEWIS
PROFESSOR OF ACCOUNTING

THE BIG IDEA

The big idea behind my research is that we discovered a surprising, counterintuitive result: The higher the premium auditors charge, the less likely their clients are to switch to another auditor.

This finding matters because it sheds light on the dynamics of trust, reputation and risk in the audit market — factors that influence millions of dollars in corporate spending every year.

THE INSPIRATION

I became interested in the audit market because auditing is a “credence good” — something whose quality is difficult to assess even after purchase.

Many factors influence audit risk and audit fees, and I wanted to uncover the hidden drivers behind why companies pay such high fees. Understanding why firms are willing to pay so much for these services is both fascinating and important.

may be less impacted by asset price changes. By incorporating this wealth-distribution channel, the present study offers a new perspective on how stock market volatility affects consumption across wealth groups during both good and bad times.

UNEXPECTED DISCOVERIES

The most unexpected finding is that stock market volatility does not affect wealth inequality during bad economic periods.

Moreover, stock market volatility may not significantly affect consumer spending during economic downturns.

IMMEDIATE TAKEWAYS

If stock market volatility increases tomorrow, business leaders will typically adopt conventional short-term intervention policies, such as imposing temporary trading halts, raising the minimum margin collateral requirement and restricting short sales.

In addition to these policies, I suggest that business leaders encourage credible policy communication to reduce uncertainty about near-term economic and financial conditions in good states, thereby reducing stock market volatility.

The leaders may not target any specific policy to reduce stock market volatility in a bad state, especially if market swings reflect a correction toward fundamentals.



SCAN TO READ
Istiak's full article (De Gruyter Brill).

AI and Social Robots

THEIR EMERGING ROLE IN STUDENT RECRUITMENT

BY DR. JOE HAIR JR.
DISTINGUISHED PROFESSOR OF MARKETING

THE BIG IDEA

The looming college enrollment crisis isn't just about changing demographics; it's being fueled by specific types of high school student burnout.

While many assume that students who use AI are finding life easier, the research shows these "plugged-in" students are actually more stressed.

We should care because understanding these psychological barriers is the key to preventing a massive decline in higher education enrollment.

THE INSPIRATION

The research was sparked by two major shifts happening at once. A declining birth rate in the U.S. means there are fewer potential students than in previous decades, contributing to an anticipated enrollment decline leading to an anticipated "enrollment cliff."

Additionally, the increased prevalence of artificial intelligence tools like chatbots and writing assistants has rapidly become a normal part of high school life, and as researchers we wanted to see if this new technology was helping or hurting student mental health and college aspirations.

UNEXPECTED DISCOVERIES

One of our key findings was that students who had a positive view of AI actually reported feeling more emotionally drained and more cynical about school, not less. We found that AI use is most prevalent among the most ambitious,

high-achieving students, who are under intense pressure.

While they view the tools as helpful, they are simultaneously the group most likely to reach a breaking point, suggesting that AI is appearing alongside high-stress academic cultures rather than relieving them.

IMMEDIATE TAKEWAYS

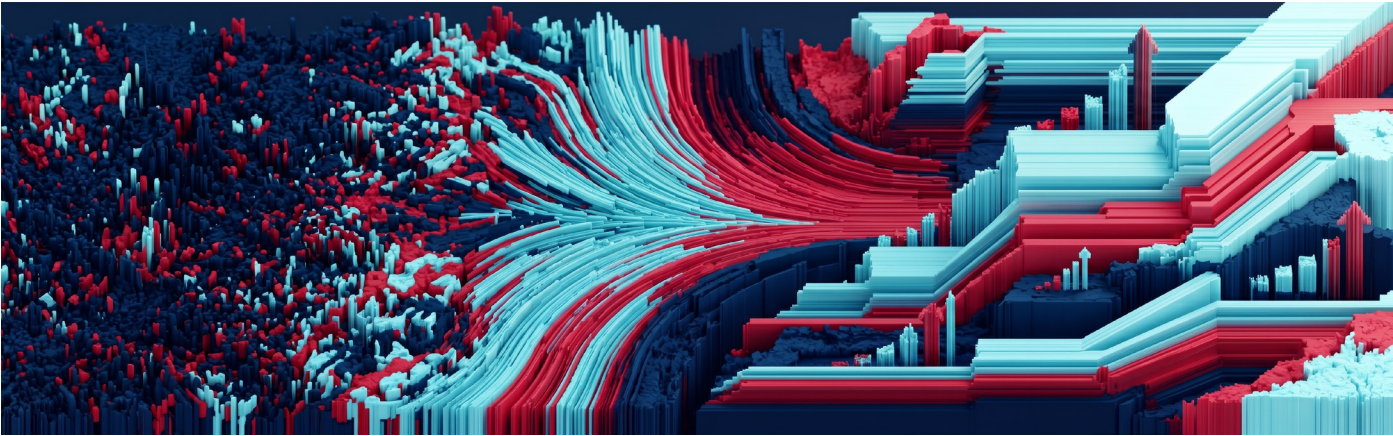
A leader who might be encouraging someone in their sphere of influence to consider higher education should focus *not* on the prestige or benefits of the degree but instead on the student's sense of academic efficacy.

Our research found that students turn away from education when they lose belief in their own ability to succeed or the value of the work.

A leader should instead implement specific messaging and support systems that help students regain confidence in their unique human value within an increasingly automated, AI-driven world.



SCAN TO READ
Hair's full study (Springer Nature Link).



A Research Engine for R1 Success

As the University of South Alabama accelerates its Carnegie Classification ascent from high-activity R2 research institution status toward the prestigious R1 tier, the Mitchell College of Business is a primary engine for the transformation.

In May 2025, the Mitchell College proudly welcomed its largest Ph.D. cohort to date, with 25 new students embarking on their doctoral journeys. The program's output matches the growth in input. For the 2024-2025 academic year, the college produced 21 graduates, the highest number of research doctorates of any program at the University.

The Carnegie Commission on Higher Education classifies U.S. colleges and universities according to research activity — specifically, research expenditures and research doctorates awarded. South, currently listed as R2, has committed to achieving top-tier R1 status, signifying a very high amount of research. The Mitchell College is leading the charge. The momentum is the

result of a deliberate evolution. In 2019, the Mitchell College program changed its top business administration degree from Doctor of Business Administration to Doctor of Philosophy (Ph.D.) to align the curriculum with a research-first model.

The transition to the Ph.D. curriculum ensured that graduates would possess the theoretical depth and methodological expertise required to meet the high standards associated with academic institutions and scholarly publications. It also supported students looking to advance their careers in academics. The Ph.D. is the gold standard for teaching and research positions in higher education.

The curriculum balances conceptual, theoretical and methodological components. The program offers concentrations in business analytics, management and marketing and has attracted a global cohort of students.

Dr. Joe Hair, program director, notes that while the program is rigorous, it is "specifically designed for individuals

to continue working while pursuing their doctoral degree." Students come to campus for extended residency weekends with in-person coursework the first two years, then undertake directed dissertation research during the third year. That enables full-time professionals to work toward their degree while remaining in their current industries.

On-campus weekend classes let students engage in classroom discussions, collaborate directly with faculty and other students on research, and build lasting relationships with their peers.

Led by world-class faculty with expertise in economic development, leadership and cutting-edge methodologies, the program encourages students to present research findings at international conferences and publish in top-tier journals. Through this commitment to scholarly excellence, the Mitchell College continues to elevate the academic and research profile of the University.

Preparation Meets Opportunity

When Kiera Earls '25 looks back on her time since graduation last spring, she sees a path shaped by intense preparation and professional connections she began building long before she crossed the Commencement stage at South.

Earls works in the Global Wealth Management Division of Morgan Stanley in Mobile, transitioning from an intern to a full-time client service associate with the Radcliff-Schatzman Group. "My landing of this role was a combination of fortunate timing and the great connections I have made," she says. "During my final semester, we mutually recognized the role was a great fit."

She notes that success at a firm like Morgan Stanley requires full commitment, persistence and a willingness to adapt. Her degree prepared her more than she expected, but the corporate environment still brings daily surprises.

"I have been proven wrong on more than one occasion," she says. "Understanding the lingo itself can be a huge learning curve." As she works toward full licensure in investments and securities, Earls has seen the immediate value of her studies and experiences at the Mitchell College

"I have been able to catch on very quickly in my role. I 100% credit this to the foundation in this field that professors helped me build."

of Business. "I have been able to catch on very quickly within my role," she says. "I 100% credit this to my foundation in this field that professors helped me build."

Her extensive involvement at South shaped her personally and professionally. During her time on campus she was a Jaguar Investment Fund analyst, Mitchell Ambassador, member of Alpha Omicron Pi fraternity and finance tutor, and she even studied abroad in Singapore.

"The fulfilling aspect of all of this was making the friendships, connecting with others and realizing where I wanted to take my career," she says.

She credits her professors for pushing her academically — in particular, finance Professor Dr. Kenneth Hunsader. "Yes, his classes are hard," she says, "but so is the real world some days."

Her advice to students entering competitive fields: "Evaluate how you communicate with other people. Learn everything you can from those who know more than you. Find opportunities to intern, show your ability to learn, and demonstrate reliability. There is always room to learn and grow."



ON A TRACK TO SUCCESS

Of the several schools he was accepted into, Luke Nelson '25 chose the University of South Alabama, the one he knew the least about. He landed some 400 miles away from his Central Florida home along with his twin brother, Noah — "We had to stick together," he says — arriving just as the Supply Chain and Logistics Management program was launching at the Mitchell College of Business.

"It couldn't have been a more perfect opportunity," Nelson says. "I have

always carried an appreciation for the supply chain. It operates largely in the background of our lives, but its impact is robust."

As one of South's fastest-growing programs, the major gave Nelson the chance to follow his childhood curiosities. Today, he is a management trainee at Mississippi Export Railroad, a short-line railroad where he interned before graduating in May 2025.

His evolution from intern to full-time manager trainee has had him working across departments, including business development, railcar repair and transportation units. "I am learning something new every day," Nelson says. "The rail industry is one of the most storied industries in the United States. Railroads are made up of some of the most talented and passionate individuals. It is a great industry to be a part of. I can't see myself ever getting tired of this."

Nelson's path has been anything but linear. While a college student, he built a successful startup called The Easy Easter Bunny, which placed first in the Melton Center for Entrepreneurship and Innovation's Coastal Pitch Competition. He and his brother also founded and grew the university's lacrosse club program.

"It was very fulfilling to see players progress and see the creation of a community around our sport," he said. "It was special."

He credits his success to the mentors, professors and colleagues who guided him along the way. His advice for students looking to follow in his footsteps is to embrace the unexpected. "It is so important to be true to yourself and stay curious as you travel through college and into your professional career," Nelson says.

"The only thing standing between you and your dreams is having the courage to pursue them. Seize the opportunity."



Leading the Way



Three weeks after walking across the stage at Commencement, Stephanie Huynh '25 was back on campus, this time as a new professional helping incoming Jaguars begin their own University of South Alabama journeys.

Huynh, who earned her management degree in May 2025, joined the Southbound Visits and Orientation team as a program associate. The role felt like a natural continuation of her experience as a student orientation leader, when she discovered how much she enjoyed welcoming students and supporting them during times of transition. And it led to a recent promotion to coordinator. "I grew in so many ways as a student staff member," she says. "When I saw an opportunity to rejoin the team, I knew I couldn't take it for granted."

Her management coursework provided a solid foundation. Classes in organizational behavior and communication, among others, prepared her to work effectively with a diverse range of people. Outside the classroom, Huynh rebuilt The Vanguard student newspaper, co-led a media workshop series, presented research at conferences and served as president of the Accounting Club.

She also wrote and defended an honors thesis with Dr. Jennifer Zoghby as her mentor.

"Being plugged into so many different areas kept me from getting siloed into just my management coursework, and it shaped my entire South experience," Huynh says.

Starting her career at her alma mater feels like a full-circle moment.

"Orientation season was coming up, and I thought about how nervous I was to start college and how nervous I was to start my first job," Huynh says. "Watching new students begin their journey while I was beginning mine was a beautiful reminder that South is home."

Her advice to students preparing for life after graduation: Stay open to opportunities that may not look exactly like what you imagined.

"I thought I'd go straight into human resources, and maybe I still will one day," she says. "But this role gives me so many of the same experiences, like onboarding, training and connecting with people every day. Being here is very fulfilling, and I'm honored that I get to help so many others choose South."

To: _____
From: _____
Subject: I know you're not hiring...

...but you should hire me anyway.

CALCULATED CONFIDENCE

Dr. Misty A. Sabol wrote the above email to the dean of the Mitchell College of Business five years ago. This bold move opened the door to her current role as an assistant professor in the Department of Marketing, Supply Chain Management and Analytics.

Prior to teaching in higher education, Sabol worked as a stock analyst specializing in global equity tax withholding. Her industry background shapes her philosophy on education and technology.

Sabol wants her students to have a good relationship with math and statistics. She believes that their career success will hinge on their data fluency and use of quantitative tools. "Teaching students how to apply and explain the results from their use of technology is what sets us apart from machines," she says.

She challenges students to engage with emerging technologies and unfamiliar tools, pushing them to learn by doing and troubleshooting independently. "It's really to build that technological confidence for when they encounter information systems that they've never seen before in the workplace," she says. "People who are good at grasping technology are going to be able to be successful in any job. I'm really just trying to train them to be problem solvers."

The emphasis on innovation and technology extends to her research. Currently, Sabol is applying the structural equation modeling technique to classic statistical problems to create more sophisticated models. Her research also delves into how people innovate at work and how they interact with information systems. A current paper investigates hiring managers' perceptions of applicants who use ChatGPT during the interview process.

As a leading female academic in the fields of science, technology, engineering, math and artificial intelligence, she encourages women to engage with generative AI tools.

"We need to make sure that we're using and interacting with these new tools at the same rate and frequency as our male counterparts. ... Because we need our data to be trained in the models so that our experiences and perspectives can be reflected," Sabol says she personally uses AI to help her accomplish simple tasks in order to improve her work-life balance.

The Mitchell College remains dedicated to preparing students for a data-driven workforce through rigorous coursework and new degree concentrations in analytics and AI. As part of this vision, Sabol is teaching a new course focused directly on these emerging technologies.



Dr. Alan “Al” Chow ‘08, ‘16, known equally for energetic spirit and dedication to student success, doesn’t just teach quantitative methods; he’s a trusted mentor and a cheerleader of students, both past and present.

Chow, a professor in the Mitchell College of Business, is a third-generation academic — and also a fan of classic country music. “Like Hank Jr. says, ‘It’s a family tradition,’” Chow says.

He earned bachelor’s and master’s degrees from Louisiana State University. Prior to pursuing academics, Chow was chief statistician for radar systems at Hughes Aircraft and filled operations management and quality engineer roles at Teledyne and Redman Homes.

He found his way to Mobile through a job opportunity with Teledyne Continental Motors and in 2003 began teaching at South as an adjunct professor. This experience ignited his passion for teaching, prompting his transition to a full-time assistant professorship in the Mitchell College while he completed his



doctorate in instructional design and development at South. Before class begins, students know they are in the right place by the upbeat rock music playing in the room, bringing an immediate energy to the discussion of data and analytics. Once the music stops, he quickly gets down to business, using his deep industry experience to guide students through real-world applications. His classes also demand that students develop and hone their public speaking and presentation skills, preparing them for their careers.

Chow also serves as the coordinator of undergraduate research for the Mitchell College. In 2012, he took the first group of undergraduate students to the Society of Business, Industry and Economics Conference to present their research. Since then, the energy around undergraduate research in the college has grown, largely due to Chow’s commitment and passion for student mentorship.

For Chow, undergraduate research is career preparation in action. He stresses to his students that the process mirrors the demands of any professional job: “Work is identifying a situation or a problem, figuring out what causes the problem, finding a solution and then communicating those results.”

Chow’s ability to build lasting student relationships stems from a strong family tradition of mentorship. He views his connections with alumni as a crucial network, leveraging those relationships to guide current students — like connecting an aspiring law student with a South alumnus who is a practicing lawyer. As a third-generation professor, he explains that he’s simply expected to look after students, just as his father and grandfather did.

Whether you catch Chow arriving on campus in his golf cart, chatting with students in the Mitchell College lobby or cheering on the Jaguars at an athletics event, you will find him living out his mission, dedicated to encouraging students onward and upward in their pursuit of success.

CHOW BRINGS THE ENERGY



Knowledge for Life

Grayson Glaze, the new director of the real estate program in the Mitchell College of Business, is committed to developing a program that moves beyond academic excellence to also provide students with practical life knowledge.

His vision is to supply students with the real-world, industry-relevant skills and certifications necessary for immediate career success upon graduation. This focus is important because the real estate industry accounts for an estimated 14% to as much as 20% of our nation’s economy.

The Mitchell College appointed Glaze as its inaugural distinguished professor of real estate, made possible by support from longtime benefactor Abraham Mitchell, just as real estate transitioned from a concentration to a full undergraduate major.

Before joining South, Glaze developed one of the strongest academic real estate programs in the country while continuing to engage in commercial real estate and development as an investor and broker.

He views his involvement with students as a calling, saying, “I feel like I have a gift ... and I want to share it.”

His commitment to building and nurturing student relationships has led to immediate success: The Mitchell College real estate program has more than doubled in just one semester, growing from 14 to 33 students. This rapid expansion is bolstered by the Founders Circle, a group of companies that have committed to invest more than \$225,000 to enhance the students’ experiences over the next two years.



Grayson Glaze JD, CRE, CCIM, CPM

Education B.S. in Real Estate and Finance, University of Alabama; Juris Doctor, Birmingham School of Law

Industry Expertise Real estate adviser, developer and broker as well as a credentialed counselor of real estate, certified property manager by the Institute of Real Estate Management and a certified commercial investment member by the CCIM Institute.

Fun Fact While in college, Dr. Glaze founded the lifestyle apparel brand Old Row.

“Students feel compelled to join the program because of the intentional leadership and hands-on experience,” says Regan Schreckenberg, a junior real estate major. “Professor Glaze is adamant about allowing students to get out of the classroom and network. Everyone is known and loved as more than a student, but also part of a family who shines together.”

Glaze knows how paramount professional relationships are in real estate. When he is not teaching or working with students, he is developing partnerships with the region’s industry professionals. He has brought them to speak to his classes and the Jaguar Real Estate Club.

To ensure that students graduate with industry-recognized credentials, Glaze is developing a curriculum that incorporates materials and standards dictated by professional organizations. For example, his appraisals class uses the Appraisal Institute’s guide to

licensure as its primary textbook. “It’s how you do it in the real world,” Glaze says. “This is what you have to study and read in order to become an appraiser.” Students who complete the class will be equipped to test out of 30 of the required 75 hours for credentialing. Glaze’s ultimate goal is to provide value to students, regardless of their final career choice.

“Our students are going to be better consumers,” he says. “They’re going to have better opportunities to create wealth over the long haul. It’s truly knowledge for life.”

Launched in 1999, the Mitchell Scholars program offers students a pathway to success through a four-year, \$50,000 scholarship. Below, benefactor Abe Mitchell and Dean Dr. Michael Capella honor the newest class of scholars at a recognition celebration.



INVESTING IN EXCELLENCE



Michael Akers

Hometown: New Orleans, La.
Involvement: Student body president; class treasurer; varsity baseball captain
Interests: Golfing, fishing, music, time with family and friends
Plans: Build on his leadership experience; considering graduate study
Fun Fact: Appeared in a movie



Luke Bishop

Hometown: Chicago, Ill.
Involvement: Scholastic Bowl captain; Illinois State Scholar; varsity soccer, track and cross-country
Interests: Reading, running, music, time with friends
Plans: Pursue environmental law
Fun Fact: Helped build a house and paint a school in Peru



Patrick Brown

Hometown: Slidell, La.
Involvement: Orchestra keyboardist; pianist; track and field; football
Interests: Reading, writing, running, playing music
Plans: Earn an MBA; explore music industry or business opportunities
Fun Fact: Learned piano by playing Christmas songs



Lydia Churchill

Hometown: Dothan, Ala.
Involvement: FBLA president; National Honor Society vice president; swim team manager
Interests: Adventures, painting, baking, beach trips
Plans: Earn an MBA and pursue human resources
Fun Fact: Started working at 14 and became a supervisor at 16



Aidan Drawe

Hometown: Metairie, La.
Involvement: National Honor Society; Mu Alpha Theta; drum captain
Interests: Guitar, drums, singing, working out, video games
Plans: Pursue professional sports management
Fun Fact: Picky eater



Emily Jarzebczyk

Hometown: Aurora, Colo.
Involvement: FBLA; National Honor Society; Science National Honor Society; varsity volleyball
Interests: Fitness, volleyball, gymnastics, aerial dance, cooking, baking, sewing
Plans: Pursue accounting
Fun Fact: Polish was her first language



Aiden Jones

Hometown: Lillian, Ala.
Involvement: Band; National Honor Society; Science National Honor Society; Spanish Club
Interests: Fishing, nature trails, playing music
Aspirations: Become a certified public accountant or actuary
Fun Fact: Plays clarinet, piano, guitar, cello and some banjo



Benjamin Jones

Hometown: Baton Rouge, La.
Involvement: Scholars Bowl; student ambassador; Model United Nations; Collegiate Marching Honor Band
Interests: Basketball, trombone, church, family trips
Plans: Continue growing through business and campus opportunities
Fun Fact: Has visited about 40 states



Riley Mitchell

Hometown: Daphne, Ala.
Involvement: Graduated a year early; awarded the Mitchell Scholarship at 16
Interests: Theater, soccer, beach volleyball
Plans: Pursue accounting
Fun Fact: Competitive beach volleyball player



Evan Simpson

Hometown: Fairhope, Ala.
Involvement: Honors graduate; National Honor Society; Student Council; choir; community volunteer
Interests: Fishing, outdoors, the beach, time with family
Plans: Pursue corporate law
Fun Fact: Second-oldest of six siblings, including triplets



Walker Smith

Hometown: Homewood, Ala.
Involvement: Trumpet section leader; Key Club; Latin Club; Scholars Bowl; honors graduate
Interests: Photography, golf, bowling, sim racing, car culture
Plans: Pursue purchasing or operations work with a Mobile-area corporation
Fun Fact: Marched in the Rose Parade and Dublin's St. Patrick's Day Parade



Abbygail Stull

Hometown: Hurley, Miss.
Involvement: Valedictorian; Student Council; Key Club; Beta Club; Project Lead The Way; Art Club
Interests: Horseback riding, hiking, shopping, off-road driving
Plans: Build a fulfilling career; possibly own a farm or horse-riding business
Fun Fact: Paints scenes from favorite travel photos



John Mitten

Hometown: Enterprise, Ala.
Involvement: Boys State delegate; track and field captain; Student 2 Student president; National Honor Society
Interests: Fishing, reading, building Legos, hunting
Plans: Attend law school after earning his degree
Fun Fact: Member of South's track and field team



Austin Quinlivan

Hometown: Theodore, Ala.
Involvement: Varsity athlete; National Honor Society; student government; 4.0 GPA
Interests: Hunting, fishing, entrepreneurship
Plans: Own a large contracting business
Fun Fact: Started a fence business at 18



Joshua Shamp

Hometown: Saraland, Ala.
Involvement: Baseball, wrestling and golf; honor societies; business competition finalist; magna cum laude graduate
Interests: Natural bodybuilding, golf
Plans: Become a vertical construction project manager and eventually open his own firm
Fun Fact: Enjoys serving in his church



Benjamin Whatley

Hometown: Fairhope, Ala.
Involvement: National Honor Society; Mu Alpha Theta; Phi Theta Kappa; graduated in three years with 46 college credits
Interests: 3D printing, chess, reading, math, statistics
Plans: Become an actuary in property and casualty insurance
Fun Fact: Has three turtles



Jayci Wiggins

Hometown: Grand Bay, Ala.
Involvement: National Honor Society treasurer; Key Club; Zonta; Backpack Buddies; ACT 30+ Club; Model United Nations
Interests: Word games, boating, hunting, outdoor activities
Plans: Pursue insurance, real estate and entrepreneurship
Fun Fact: Has two pet birds



James Woodard

Hometown: Mobile, Ala.
Involvement: Marching and concert bands; National Honor Society; Multicultural Club; theater; 3.9 GPA
Interests: Weightlifting, video games, movies, time with friends and family
Plans: Become an accountant and eventually run his own firm
Fun Fact: Collects Pokémon cards



The Balance of Ambition

A handwritten daily to-do list keeps Angelina Ladner '26 on schedule. She says it feels “very healing” to scratch through each completed item in the little notebook that is her constant companion and that she calls her “rock.” Using notebooks, planners and Google Calendar, she has managed her impressive commitments while maintaining a 4.0 GPA.

Ladner’s resume as a Mitchell Scholar and senior marketing student is extensive. She is a member of the Honors College, a recipient of the Jaguar Senior Medallion, president of the Mitchell Ambassadors and deeply involved in undergraduate research.

Her leadership journey began early, with service on the First Year Council and as a Student Government Association senator. Along the way, she has balanced multiple jobs, including weekend waitressing in her hometown of Pass Christian, Mississippi,

and teaching yoga at South’s Student Recreation Center and working as a marketing assistant for a number of organizations including the Mitchell College. Driven by a passion for fashion, Ladner spearheaded the launch of the Mitchell College Professional Closet during her time as an SGA senator. The program provides donated professional clothing to help students “dress for success” during interviews.

Additionally, a study abroad scholarship allowed her to fulfill requirements for her entrepreneurship minor while studying overseas at Anglo-American University in the Czech Republic.

Through all of these commitments, Ladner remained a dedicated researcher. As a freshman she conducted a pilot study on thrifting and fast fashion, presenting the findings at the 2023 Undergraduate Research Symposium. Her research momentum continued through two consecutive

Summer Undergraduate Research Fellowships. Most recently, she successfully defended her Honors College thesis, titled “Authenticity, Connection and Value: Influencer Pathways to Gen Z Brand Loyalty,” and graduated magna cum laude with her degree in marketing management.

Next, Ladner plans to pursue a Master of Business Administration at South. Looking long term, she aims for a leadership role in marketing and is considering adding a doctorate so she can eventually share her knowledge as a professor. She credits South for completely reshaping her worldview and helping her uncover her true potential. “The University of South Alabama was able to redefine and reinstall my passion for leadership, learning and academia,” Ladner says. “Through the Honors College and my classes, I have found opportunities that taught me what I am truly interested in.”

the Power of Flexibility

Two University of South Alabama grads, Jayla Young '22 and Dymon Burke '25, are balancing full-time careers as University admission counselors with earning a Master of Business Administration from the Mitchell College of Business. The flexibility of the program lets them maintain their 9-to-5s while mastering their knowledge of business and leadership.

Burke jumped straight into the workforce after receiving her Mitchell College bachelor’s degree. She soon realized that earning an MBA could help maximize her professional potential. Young, whose degree is in health informatics, saw the MBA as a way to bridge the gap between technical data and executive leadership.

For both, the decision to return to South for their graduate education was easy. “Choosing South again just felt right,” Burke says. She and Young cited the fully online curriculum, affordability and a student-centered faculty. Both admissions counselors travel continually across the Gulf Coast.

“The convenience of a fully online program allows me to balance professional responsibilities with my coursework,” Young says.

The standardized online format allows students to take each class on their own schedules. Faculty make themselves incredibly accessible. “Even after completing a course, I’ve been able to reach out to faculty for guidance, and I’m always met with thoughtful, meaningful responses,” Burke says.

The MBA curriculum balances theory with practice. Burke applies strategic frameworks from her courses to improve departmental efficiency and communication.

Young uses economic principles to understand enrollment trends and data-driven decision-making. Mitchell College students also have online access to otherwise pay-wall-protected resources like The Wall Street Journal.

Like many others, Burke and Young have found that a Mitchell College MBA offers a high-value, flexible and supportive pathway to professional advancement.



*** LEARN MORE about Mitchell College’s flexible online MBA program.

Finding the Risk You Don't See



Ashley Roseboro's path to academics didn't start in the library but rather in the spotlight. As a vocal performance major, his journey to the Mitchell College of Business Ph.D. program was unconventional. As the founder and chief executive officer of Roseboro Holdings, a Washington, D.C., business management and political economy risk advisory consulting firm, he uses his research and data analysis skills to help clients navigate market trends.

After graduating in 2004 with a bachelor's degree in political science and sociology as well as vocal performance, he ended up in politics by chance. A networking opportunity with a local city council candidate led to a role as compliance director for Claire McCaskill's successful first run for the U.S. Senate from Missouri in 2006.

He spent the next decade working in compliance and operations for various political campaigns and organizations. By 2017, he had earned a master's degree in criminal justice and a Master of Business Administration, credentials that helped him bridge the gap

between practitioner and academic.

During his career in politics, he began to better understand how data science can help organizations make informed decisions. A primary motivation for pursuing his Ph.D. was to gain the high-level skills necessary to move from managing operations to predicting trends. "If I can access data, then I have a good idea how to use it to help inform decisions," Roseboro says.

In a recent real world scenario, Roseboro developed a predictive dashboard for the Texas governor's race to demonstrate the power of data over emotion. By integrating data such as past election returns and media sentiment analysis, he built a model to forecast the outcome.

On election night, his model predicted the results within a 3-4% margin of error. Roseboro is currently researching "culture wars" and how the political stances companies take can impact their bottom lines. In his dissertation, "Signals and Systems: The Political Economy of Investor Sentiment and Financial Innovation," he analyzes how some of those political moves,

which are often missed in traditional asset-pricing models, damage brand value and affect stock prices. Roseboro credits the flexible and supportive environment of the Mitchell College Ph.D. program for helping him refine his knowledge of research theory and analytics. He took advantage of every opportunity to collaborate with peers and faculty on research and conference presentations. This hands-on approach allowed him to transition from a consumer of research to a contributor to the field.

After he defends his dissertation this fall, Roseboro plans to continue his roles as both a practitioner and scholar. Through his company Roseboro Holdings and other ventures, he has developed financial models for a movie studio in Kosovo and provided strategic public relations for the foundation of civil rights icon Claudette Colvin. He also intends to pursue academic research and work in higher education. Regardless of the task, Roseboro remains focused on using data to tell the story.



Alumna Shiela Perry takes her cheerleading to new heights.

CheerLeader

Shiela Perry '03 remembers having to write a business plan for a Mitchell College class during her final year at South. "I thought, well, that's perfect," she says, laughing. "I really need a business plan. Let me do a real one."

Perry, who performed with the Prowlers dance team at South, was a competitive cheerleader who wanted to open a gym in her hometown of Gulfport, Mississippi. She was willing to wager that the sport of cheerleading would continue to grow in popularity.

That bet has paid off. The entrepreneur graduated in 2003 and founded Cheer Zone Athletics in 2008. Television exposure and movies such as "Bring It On" helped promote cheerleading. Her business thrived, and she took advantage of opportunities to expand.

Now Perry has five locations, 26 employees and more than 600 students. "I'm not a self-doubter," she says. "If I think I can do something, I'm going 100%. A lot of people in this industry don't treat it as a business but as a hobby. That's where all of my business classes plugged in, everything from accounting to marketing and management."

Over the years, Perry has won several business and cheerleading awards. In July, she was featured on the

cover of Gulf Coast Woman magazine. She's a hands-on owner who manages operations, staff and customer relations. She enjoys doing marketing campaigns and social media. She designs curricula for programs that range from beginning tumbling to advanced competition skills.

Perry also steps in to teach classes as needed, helping 5-year-olds turn a cartwheel and 15-year-olds complete a tumbling run. Along the Gulf Coast, cheerleaders, coaches and parents know the orange-and-black Cheer Zone logo. Her teams routinely win state competitions. In 2023, Perry led a squad that traveled to Orlando and placed third in a national championship event.

"Competition is great, and winning is wonderful, but that's just a piece of what we do. It's so much more than that for me. We want people who are into it, physically and mentally, and want to be learning and developing."

Perry grew up in Mississippi, where her father worked as an engineer. He encouraged her to follow in his footsteps. Instead, she found her own path. "Now he's super proud of me, but there was this family joke when I was growing up," she says, laughing again. "He wanted to send me to camp for STEM, coding and NASA, and I wanted to do dance, baton and gymnastics."

Perry chose to attend South Alabama after falling in love with the campus on a college tour. She says the University was smaller back then. It felt like home. At South, she was active in the Alpha Omicron Pi sorority. In the Mitchell College, she started a marketing club. She remembers a professor saying, "Marketing is king," which she believes was true then and is true now.

Each summer, Perry worked at college cheerleading camps, where she gained experience and began thinking about how she might run things.

These days, back in Gulfport, she is starting to get some second-generation students. Hundreds of her athletes have gone on to cheer in high school and college. Some have even opened their own gyms. "I wish them the best," she says. "There's enough sun for everyone."

Perry focuses on her own business. She's a meticulous manager who's learned to delegate and empower her coaches. She writes long-term goals and prepares short-term projects four months in advance. At home, she spends time with her husband and son. For fun, she takes the doors off her Jeep and cruises along the Gulf Coast.

Building Cheer Zone Athletics wasn't easy. Planning helped. So did persistence. Three banks turned down her application for a loan to build her first gym. The fourth offered her the loan. She constructed a building and grew her business from the ground up.

When Perry talks about the Mitchell College business plan that led to Cheer Zone, she recalls almost all of the details. The document is long gone after more than two decades, but she savors the memory.

"When I gave my presentation, I passed around blueprints as something extra for the project," she says. "My instructor was like, 'Wow, this is impressive.' And the plan I submitted to the banks was the one from my class. So that was kind of cool."

A Degree of Discipline



As a recent college graduate starting his first accounting job in Mobile, Cole Sallé '25 could have eased into postgrad life. Instead, Sallé got a jump start on his master's degree in accounting from the Mitchell College of Business.

That commitment meant balancing long corporate hours with intense graduate coursework on mornings, evenings and weekends. "I wanted to roll right into it — no break," says Sallé, who works full-time as a staff accountant at Mosteller & Shreve in Midtown. "My first semester was probably the toughest one. During tax season it was a grind, working 12-hour days and then going home to do assignments."

Sallé managed the workload by mapping out his week every Sunday. He notes that South's fully online format provided the flexibility he needed, backed by incredibly supportive and communicative faculty.

The ultimate goal of earning his master's degree was preparing for the rigorous, four-part CPA exam and fulfilling the State of Alabama's credit hour requirements for licensing.

"The Master of Accounting curriculum helped to further my exposure to and understanding of accounting material," Sallé explains. "A couple of the classes were also geared toward studying CPA exam material, which has helped me feel more confident as I prepare."

Sallé didn't take a break after graduation, immediately transitioning into intense exam prep. For him, the relentless schedule simply comes down to mindset.

"Discipline is a big thing for me," he says. "You only get better if you put in the time, put in the effort. The same is true in school. How much are you willing to work? How hard are you willing to study?"



COUNTING ON COSTFLEX

Michael Ryan's journey from student-athlete at the University of South Alabama to president of CostFlex Systems is a testament to the power of a strong foundation.

A track and field athlete who earned both his finance degree and his MBA at South, Ryan learned the discipline and persistence that would eventually carry him into the specialized world of healthcare finance.

Ryan's late father, Jim, founded CostFlex Systems in 1989. The Mobile-based software company sits where three spheres overlap: healthcare, finance and technology. It specializes in cost accounting and decision support, helping leaders see where they're making and losing money in the minute-by-minute reality of a nursing unit or an operating room.



Ryan didn't always plan on a career in healthcare, but a job running a cost accounting department for a local hospital opened his eyes to the value of software like CostFlex's.

He met his wife, Lisa, while they were both students at the Mitchell College. Lisa now serves as CostFlex's vice president of finance.

At the company's office, in West Mobile, more than half of the team

members are South alumni. "We love tapping into South's talent pipeline," Ryan says. "We know their skills are strong, and it keeps us connected to the community that built us."

Ryan and his wife raised five children in Mobile and remain deeply involved in that community. For 25 years, Ryan has been a leader of First Light Community of Mobile (formerly L'Arche Mobile), which raises

awareness for people with intellectual disabilities and coordinates the annual Mobile Marathon.

When Ryan joined CostFlex in the early '90s, technology looked very different. "We installed floppy disks and went on-site. Remote connections weren't a thing," he recalls.

Having once waited weeks for vendor support during his time as a hospital end user taught him the value of responsiveness. "When a client calls, we aim to resolve the issue the same day. Support keeps relationships."

That outlook is why many of CostFlex's features originate from client requests. It's also why clients stick, Ryan says. The first CostFlex customers who came aboard in 1989 remain with the company.

For Ryan, the value CostFlex provides is clarity. While standard financial statements show overall profit or loss, cost accounting reveals the "why" by breaking data down by payer, service line or physician.

He gives a vivid example from a surgical specialty hospital, where one top-volume surgeon was actually the least profitable. The data revealed he was using expensive allergy-free hip implants for nearly all patients, despite true metal allergies being rare.

"We made it visible, and leadership could have a conversation," Ryan says. "We provide accurate information, and the hospital makes the business call."

Our job is to light up the dashboard." During installation, the team consults with department heads in labs, pharmacies and radiology to understand the specific time and supplies consumed for every procedure.

They then train the hospital's finance team to understand the system from the ground up. The data lives in a Microsoft-backed product, which means it's accessible inside the hospital's environment, which also helps maintain data safety.



South sweethearts, Michael and Lisa Ryan have built a life, a family and a thriving business together here in Mobile.



Pitching Across the Coast

The Gulf Coast’s entrepreneurial landscape is getting a major boost.



Following the success of its inaugural campus pitch competition, Launch USA, the Melton Center for Entrepreneurship and Innovation is expanding the contest’s footprint. Armed with a \$225,000 grant from Innovate Alabama, the “Shark Tank”-style program is officially scaling up from a University initiative into a regional contest under a new name: Launch Lower Alabama.

THE CATALYST FOR EXPANSION

The expansion follows the success of Launch USA’s Big Ideas Challenge, a program designed to foster the entrepreneurial spirit at the University of South Alabama. The initiative helped students, faculty and community members who had promising business concepts advance their ideas through business training, mentorship and \$5,000 in seed funding.

The program culminated in a pitch competition sponsored by C Spire. Nine teams, comprising South students, faculty, staff and alumni, each had 10 minutes to pitch their concepts to a three-judge panel featuring Mike Eckert, chairman of Gulf South Angels; Brent Barkin, strategic adviser for Stoic Equity Partners; and Angela Dunn ’03 ’06, senior vice president at Pinnacle Financial Partners.

The judges distributed \$10,000 in seed money, awarding the top prize of \$7,500 to engineering student Braxton Daw. His company, ManuLabs, offers end-to-end solutions for manufacturing complex components in the aerospace and healthcare sectors.

“The program provided me with incredible clarity and mentorship,” Daw says, noting that the prize money is already being deployed into market research and software development. “Being paired with fellow South peers created a real sense of community — with just enough friendly competition to keep things interesting.”

The remaining \$2,500 was awarded to UroBacT, a product designed to test urinary tract infections and aimed at improving patient outcomes and advancing antibiotic stewardship. The team from the Frederick P. Whiddon College of Medicine was led by Dr. Allyson Shea, an assistant professor of microbiology and immunology, alongside researchers Rachel Fleck and Ethan Meyers.

The program’s inaugural year was supported by the University of Alabama Honors College and the Innovate Alabama Network. The success of the inaugural cohort provided the proof of concept needed for a much larger regional vision.



With the \$225,000 grant from Innovate Alabama, a public-private partnership dedicated to statewide entrepreneurship, the Melton Center is now scaling the model to three other Gulf Coast educational institutions: Spring Hill College, Bishop State Community College and Coastal Alabama Community College. Each partner institution received a portion of the grant funds to host its own localized version of the program.

EDUCATION, MENTORSHIP

Just as in the original campus challenge, participants from all four institutions will form teams to pitch startup concepts. Qualifying teams will receive entrepreneurship education, professional mentorship and access to financial resources.

To ensure these emerging business leaders have long-term support, the initiative has secured community partnerships with two regional business incubators: Innovation Portal in Mobile and Hatch Fairhope in Fairhope. These connections will give teams direct access to regional business

development structures. The expanded initiative will culminate in fall 2026 with the inaugural Launch Lower Alabama Pitch Competition. The top teams from all four participating colleges will convene to compete for a total of \$50,000 in seed capital.

SUSTAINABLE PIPELINE

The ultimate goal of the Melton Center and Innovate Alabama is to build a sustainable pipeline that transforms local, innovative concepts into impactful businesses that drive economic development across the Central Gulf Coast and the state of Alabama.

“The Melton Center is deeply grateful to Innovate Alabama for this investment,” says Dr. Don Mosley, executive director of the Melton Center. “This expansion embodies the Melton Center’s core mission of stimulating a culture of innovation, and we are honored to partner with Innovate Alabama in nurturing the next generation of leaders and driving economic development for the state.”

Left: The UroBacT team celebrates their \$2,500 prize with judges and the Melton Center team at last year’s Launch USA competition. Right: The 2026 Launch USA cohort will compete for \$50,000 in seed capital this fall at the Launch Lower Alabama regional pitch competition.



“This expansion embodies the Melton Center’s core mission of stimulating a culture of innovation.”

— DR. DON MOSLEY
EXECUTIVE DIRECTOR

A World of Opportunity

Mitchell College of Business students are expanding their education around the world, gaining global perspectives, cultural understanding and professional skills through study abroad.

For **Julia Lion**, studying in Italy became a defining part of her undergraduate years. In a world literature course focused on works after 1650, she visited the Colosseum, Pantheon and Keats-Shelley museum, gaining a deeper appreciation for literature and the stories behind those settings. Beyond class, Lion learned to embrace new experiences, adapt and find comfort in making mistakes — an experience she said she will “cherish in my heart forever.”

Nolan Crawford studied in Greece through South Alabama’s Executive Global Leadership program, gaining insight into how people work, live and build relationships across cultures. He observed that business in Greece often centers on trust and personal connection, unlike faster-paced American business. The experience

also deepened his appreciation for the opportunities and resources available in the United States.

Angelina Ladner broadened her perspective and strengthened communication skills in Prague, Czech Republic, while working with peers from around the world. Her classes expanded her approach to creativity and innovation, building on lessons from the Mitchell College of Business that she plans to carry into her marketing career.

Lou Baldon and **Kaylee Dove** received the Benjamin A. Gilman International Scholarship, which helps undergraduates nationwide study abroad. Sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs, the scholarship awarded each student \$3,000. Baldon studied international business in the United Kingdom. Dove studied the French language and regional business practices in France.

Harrison Trahan, an international business major, spent the fall semester in Japan, where Global Marketing and

International Entrepreneurship gave him insight into global branding and business operations. He also helped develop a business plan for a new company, and the experience was so fulfilling that he is now considering working in Japan after graduation.

From Italy and Greece to Prague, the United Kingdom, France and Japan, Mitchell College of Business students are returning with broader worldviews, stronger professional skills and the global perspective needed to lead in an increasingly connected business world.

*Clockwise from top left:
Julia touring the Colosseum
in Rome; Angelina visiting
Prague Castle; Mitchell
College students at Centre
Court, home of England's
Wimbledon Championships;
the Grand Canal in Venice,
Italy; Harrison at Osaka
Castle in Japan; Kaylee at the
Louvre in Paris; Nolan and the
Executive Global Leadership
program in Greece.*



Support For Their Service

When Brandon Stewart decided to study supply chain management at the University of South Alabama, he dreaded having to wade through financial aid paperwork. A Purple Heart recipient wounded by a roadside bomb in Afghanistan, Stewart found a shortcut through the Office of Military Services.

“That absolutely was the starting point for me,” says Stewart. “It felt like a daunting task, but they helped me navigate every benefit I was entitled to.”

Stewart is one of the more than 1,000 military-affiliated students at South. The University’s support has earned it a top 100 ranking from Military Times and designations as both a Purple Heart and a Military Friendly university.

The Mitchell College is a popular destination for veterans returning to school or changing careers. Many are older students focused on earning a degree and landing a job.

For Marie Lacy, a 54-year-old Air Force reservist and construction business owner, returning to study supply chain management was about efficiency.

“We’re not going to waste any time,” Lacy says of her fellow veterans. “We know what we did to get here.” When she sees other veterans at the Mitchell College, she says, they often exchange a look of recognition and shared purpose.

Stewart, who now works for APM Terminals at the Port of Mobile, credits the culture at South for making his transition smooth and his experience enjoyable. He found excellent support from the faculty and greatly appreciated the mentorship of Dr. Peter Simonson, assistant professor of marketing, supply chain management and analytics, whose industry contacts landed him the internship at APM Terminals that turned into his full-time job.

“I didn’t know how I’d fit in, but I was able to get involved and make some great friends. I think that’s a credit to the University and its students.”

— BRANDON STEWART



LEARN MORE about South Alabama's Office of Military Services at SouthAlabama.edu/MilitaryServices.



Embrace Your Future

Make a smart investment in your career by earning a graduate degree in business from the Mitchell College of Business. Our **Master of Business Administration**, **Master of Accounting** and **PhD in Business Administration** programs are built around real-world learning, expert faculty and the flexibility you need to keep moving forward.



Learn More



UNIVERSITY OF SOUTH ALABAMA

FLAGSHIP OF THE GULF COAST.



SAVE THE DATE

LAUNCH LOWER ALABAMA PITCH COMPETITION FINAL

>>> Tuesday, September 22, 2026

HOMECOMING AND FAMILY WEEKEND USA VS. ULM

>>> Saturday, October 3, 2026

GULF COAST REAL ESTATE FORUM FOR COMMERCIAL REAL ESTATE PROFESSIONALS

>>> Thursday, October 15, 2026



>>> **STAY UP TO DATE** on the latest news and events from the Mitchell College by subscribing to our newsletter.



Dr. Alvin Williams Receives Service Achievement Award

Dr. Alvin Williams, former interim dean of the Mitchell College of Business, received the 2026 William J. "Happy" Fulford Inspirational Achievement Award at the University's annual Distinguished Alumni and Service Awards event. The award honors current or former faculty or staff members whose service and professional impact exemplify dedication to the University.

Williams, who retired last year, was distinguished professor of marketing and Department of Marketing, Supply Chain Management and Analytics chair.

Born in Mobile and raised in Prentiss, Mississippi, he began his teaching career at Alabama A&M University before earning a doctorate from the University of Arkansas and teaching for 28 years at The University of Southern Mississippi.

He joined the Mitchell College in 2008 and served as interim dean from 2021 to 2023. Known for connecting academic theory with real-world practice, he organized international study-abroad programs and provided more than 350 presentations and seminars for marketing and supply-chain professionals around the world.

New Faculty

Several new faculty joined us for the 2025-2026 academic year.



Dr. Doug Blanchard Jr.
Visiting Instructor
Department of Marketing, Supply Chain Management and Analytics



Matt Chambliss, CPA, CGMA
Instructor
Department of Accounting



Grayson Glaze, J.D., CRE, CCIM, CPM
Professor
Department of Economics, Finance and Real Estate



Dr. Marcelle Naman
Assistant Professor
Department of Management and Entrepreneurship



Faculty/Staff Awards

At the fall 2025 Mitchell College of Business Faculty and Staff retreat, Dr. Michael Capella, dean, and Dr. Bill Gillis, associate dean, announced the 2024-2025 Faculty/Staff Awards. The awards honored exceptional contributions in teaching, research and service.

PROFESSOR OF THE YEAR AWARD

Dr. Khandokar Istiak
Department of Economics, Finance and Real Estate

EXCELLENCE IN SCHOLARSHIP AND RESEARCH AWARD

Dr. Misty Sabol
Department of Marketing, Supply Chain Management and Analytics

EXCELLENCE IN TEACHING AWARD

G. Tashbin
Department of Marketing, Supply Chain Management and Analytics

OUTSTANDING STAFF AWARD

Sharon Lanier
Department of Accounting

FRANK R. URBANCIC FACULTY FELLOW AWARD

Dr. Christina Wassenaar
Department of Management and Entrepreneurship

IN THE NEWS

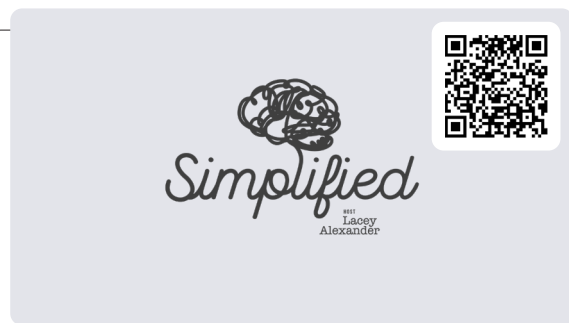
From local news to statewide radio shows, Mitchell College faculty are engaging in vital conversations that impact our community and beyond. Watch and listen to their latest media appearances below to see how they're sharing their expertise on entrepreneurship, real estate and global economics.



◀◀ **WATCH** Dr. Don Mosley, director of the Melton Center for Entrepreneurship and Innovation, chat with Chelsey Sayasane and Danielle Dials on the Fox10 News (WALA-TV in Mobile) podcast "Entrepreneurial Shades of Gray." They discuss how the Melton Center encourages the entrepreneurial mindset at South and across the Gulf Coast.



◀◀ **WATCH** Dr. Ermanno Affuso, professor of economics, finance and real estate, speak with FOX10 News about possible implications for the Gulf Coast of a potential U.S.-Venezuela oil agreement. Affuso provides insight into what such a deal could mean for Gulf Coast energy markets, regional refineries and broader economic stakeholders.



◀◀ **LISTEN** as Dr. Grayson Glaze, distinguished professor of real estate, chats with Lacey Alexander for the Alabama Public Radio podcast "Simplified." Glaze discusses real estate law, the buying/selling process and everything in between.



◀◀ **WATCH** Dr. Peter Simonson, assistant professor of marketing, supply chain management and analytics, speak with WKRG-TV about the Supreme Court's decision striking down President Trump's tariffs and how it could impact the Gulf Coast economy. Simonson noted that tariffs often have broad ripple effects, frequently raising prices while slowing economic activity.



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At South, those choices fuel human potential, drive medical innovation and strengthen the economic vitality of our region for generations to come. We are committed to being the Gulf Coast's leading force for progress, health and opportunity. Join us in this mission.



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