



# Guiding the Region into the Digital Economy

*SBAA Annual Meeting*

Monday, November 8, 2021  
St Petersburg, FL

# Today's Discussion

## Outline of Topics

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- A Dean's Journey
- Accomplishments
- Pathways to Success
  - Building the team
  - AACSB
  - Platform for collaboration
  - Leading the University
- Moving from Regional to International impact





# A Dean's Journey

## Raburn Hall

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COBT Total	Grad	UG	
Fall 2021	2,649	1,222	1,427
Fall 2013	1,444	386	1,058
<b>Change</b>	<b>83%</b>	<b>217%</b>	<b>35%</b>

Largest MBA program

Overall - UNA fastest growing university in Alabama

Accreditations 2013 of AACSP to 2016 of AACSB

**Business Engagement** identified as **Top Priority** which later led to the drive to be a Digital Economy

# Greg Carnes

Dean, College of Business and Technology  
Raburn Eminent Scholar of Accounting  
Professor, Accounting

## BACKGROUND

Appointed 5<sup>th</sup> Dean of the College of Business in 2013.

## TRAINING AND EXPERTISE

Dean Carnes is the Raburn Eminent Scholar and a sought-out expert on tax accounting. He entered the role knowing that the College was halfway into their initial AACSB accreditation journey, which would be completed within his first three years.



# Accomplishments

## 2014-2021

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- AACSB accreditation
- Renaming the College
- CSIS; Generator- Incubators; new buildings
- Establishing the Office of Regional Engagement
  - Black Business Expo
  - Appalachian Teaching Project
  - Institute Fellows
  - Agile Strategy Lab
- Shoals Shift
  - Idea Audition
  - Liftoff Shoals
  - Shoals Spark
  - Remote Shoals
  - ASCEND and POWER grants



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# 4 Pivotal Conversations

## Janyce Fadden

Janyce was my first new hire and brought a resume of deep corporate and nonprofit experience. She knew how to engage the business community.

## Shoals Shift Core Team

Using Strategic Doing principals, the team and I learned to focus on what we could control and to ignore the naysayers.

## Rebecca Ryan

Rebecca, a futurist, spoke an event I sponsored and clearly pointed out how our community was set up for a past economy. She showed that our challenge was to move to today's digital economy.

## Ed Morrison

I invited Ed, agile strategy leader, to the university to hold our first Strategic Doing workshops. Ed presented how a university can be an apolitical platform for a region's collaboration which I embraced and began to build.



# Building the team

- In the first 3 years I added the first Associate Dean, Executive-in-Residence, and Director of Innovation and Entrepreneurship.
- As the agenda developed, I named new department chairs, and a Director for Center for Learning and Professional Development.
- Having a trusted capable team amplified my ability to build and execute a vision.
- The work continues as we add more faculty and staff.



# AACSB

- Used the standards to drive change and build a vision.
- AACSB wasn't the goal I stated that superior student outcomes through teaching and experiences was.
- AACSB would award the accreditation to us when they saw the impact on our faculty development and the region.



# Platform for collaboration

- Selected Strategic Doing which guides collaborations in a fast-paced, action-focused process.
- It has been used by industry, community groups, universities, and governmental units to create and do projects of mutual importance to all stakeholders.
- In the region we built strong collaborations with Chamber, Economic Development, Business Incubator and many Community/Business leaders.
- Gave us all in the region a platform that was apolitical and welcoming to change



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# Leading the University



- Influenced the University's focus on regional economic development
  - Economic impact report
- Working with the local Economic Development leaders to attract new digital companies
  - Double size of CSIS department
  - New scholarships
  - New building with office and meeting spaces



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# Moving from Regional to International impact

- Success of Shoals Shift- in its 7<sup>th</sup> year
- Participating in region wide grants such as Appalachian Regional Commission's POWER grant to Shoals Business Incubator
- Supported the move of the Agile Strategy Lab (ASL) to UNA
- ASL team's global connections resulted in the following client examples during the pandemic
  - Province of Alberta, Canada- Innovate Alberta- entrepreneurship
  - Country of Ecuador- Ministry of Trade and Production- Cluster
  - State of North Carolina- my Future NC- Education gap
  - Kauffman Foundation- Entrepreneurship
  - Significant DoD department- Collaboration



# THANK YOU!

Reach me here at the meeting or at [gacarnes@una.edu](mailto:gacarnes@una.edu)

Learn more about the Agile Strategy Lab and enter a giveaway for the book:

*Strategic Doing: Ten Skills for Agile Leadership* at:

[agilestrategylab.org/giveaway](http://agilestrategylab.org/giveaway)

