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2012

BUSINESS

Haworth College of Business



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Greetings from the Dean's Office

The Haworth College of Business has long served as the starting point for Building Business Broncos, which is why I am pleased to feature so many of our successful alumni throughout this publication. I have been working with alumni, faculty, staff, students, employers and the business community to ensure that we continue to create a culture for optimal student success in today's global business world.

The past year has seen significant strides and great momentum, spurred by the College's five-year strategic plan implemented last fall. The strategic plan identifies and builds on the College's unique strengths and competitive advantages.

First, we are unswervingly committed to delivery of student-centered academic and co-curricular programs and services. This includes assurance that our students are obtaining foundational business skills and mastering the critical competencies needed to excel in their careers. We equip our students with values that guide their critical thinking when making difficult business decisions.

A second differentiating feature of our College is our commitment to developing unparalleled industry partnerships that present immeasurable opportunities for students, faculty and the College. For students, these partnerships open doors for many real-world learning experiences, such as business projects, internships, externships and service learning projects. Our faculty use their expertise to help businesses and organizations address issues and problems.

What are the results of these strategic efforts? Over the past year, our undergraduate students competed and placed nationally in both individual and team competitions in advertising and promotion, finance, integrated supply management, and sales and business marketing. Student teams took home over \$30,000 in mini-grants and awards in a statewide entrepreneurial energy venture challenge, and two of our MBA students placed first in a competition that challenged their knowledge of mergers, acquisitions, investment banking and private equity. More students than ever chose to participate in study abroad opportunities.

Our commitment to quality academic programs includes having top-ranked and nationally recognized niche programs across the curriculum. Last year alone, our Integrated Supply Management program was ranked 12th in the nation, our Telecommunications and Information Management program received the 2011 Program Excellence Award and the Sales and Business Marketing program was selected as one of the top 50 sales programs in the nation. Our Food and Consumer Package Goods program is routinely recognized as being one of the best, if not the best, in the nation by industry representatives.



Photo - John Lacko

We are not resting, though, on what we already offer. In response to a number of emerging and rapidly growing fields, we will offer two new interdisciplinary majors beginning this fall. Electronic Business Marketing integrates marketing and information systems and will prepare our graduates for careers that evolve around digital technologies. Health Informatics and Information Management is designed to prepare students for the overall management and administration of electronic health information systems. We will open our Haworth College of Business Communication Center, which will provide individual hands-on tutoring for students. We are finalizing MBA concentrations in Aviation and Health Administration and beginning development of an MD MBA to complement WMU's School of Medicine curriculum. We are infusing ethics, global business knowledge and sustainable business practices at both the

undergraduate and graduate levels.

We will continue to improve curriculum and experiences that shape the student learning experience and build our partnerships with business, industry and the community. Together, we are making a difference as the regional leader in business education.

We are Building Better Business Broncos.

Sincerely,

Kay M. Palan, Ph.D.
Dean, Haworth College of Business



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CREATING A CULTURE



Photo - John Lacko

Michael Gulino, BA '65, MBA '66, is the chairman of the board of directors for Aegis LLC, a leading U.S. private security company, providing U.S. government clients with intelligence-led, culturally sensitive security solutions to operations and development challenges around the world. Prior to beginning this position in January 2012, he was president and general manager of the Mission Systems Division of ITT Defense and Information Solutions, a top-tier U.S. defense contractor, where he grew the business from \$1 billion to \$2.2 billion in the five years he was there. This was followed by a promotion and relocation to chief development officer at the ITT Defense headquarters in McLean, Va.

Gulino is a well-known leader who has spent his entire career in the defense industry and still does consulting work for ITT Defense to provide strategic and business development advice. He visited campus last fall, received the Haworth College of Business Outstanding Alumni Achievement Award and shared his leadership knowledge on how to create a culture to achieve success.

Two Business Bron

Culture is a major influence in an organization, and decades of business experience have taught Michael Gulino how to use culture effectively not only within an organization but also as a tool in working with clients.

"Culture is a lot about respect, integrity and social responsibility, and that's the basis for all businesses to survive," says Gulino. "Only the ethical firms can survive. The others may win in the short run, but they can't make it in the long haul."

While at ITT Defense and Information Solutions, Gulino instilled an internal culture for success in his employees through positive reinforcement of all the good that they did. "It is important that employees understand the expectations," says Gulino. "We set goals and objectives and measure our progress as a company; it is about partnering for performance. You either hit the mark or you don't, or you exceed it," he says, indicating that, "plans are only as good as an environment that allows us to meet those goals. Adjustments are made based upon outcomes."

When working with clients, the notion of creating a culture for success takes on another layer that takes into account the environment and monitoring the changes taking place.

Gulino refers to continually facing the "new market" and making adjustments along the way. While at ITT Defense, he used a formal process called "voice of the customer," which focuses on reviewing customer needs horizontally and at all levels.

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“If you go in and convince someone that your product is what you need, that's the wrong approach, first you have to ask—what do you need?”
—Michael Gulino

CULTURE FOR SUCCESS



Photo - John Lacko

Matthew Mace, BBA '98, founded BlueGranite, a business intelligence consulting firm, in 1996 while he was still a student. His degree was in business information systems, and he completed his MBA at the University of Michigan.

Mace visits the Haworth College of Business regularly and serves as chair of the advisory board for the Department of Business Information Systems and also serves on the College's Advisory Board. His industry experience and expertise enhances the College's programs. Last fall, Mace received the Department of BIS Outstanding Alumni Award.

Companies share their strategies

Matthew Mace wants to hire the best people and keep them around for a long time. His team at BlueGranite established a culture to attract the brightest employees. As long as the team is happy, clients are happy and numbers are being met, employees at BlueGranite do not have to ask for time off for appointments or vacation – they just need to mark it on the calendar.

“Our employees know that clients are precious,” says Mace. “We work hard to find, establish and build client relationships. The same holds true for the relationships among our employee work teams.”

Achieving the high-performing, results-driven culture of excellence in the business did not happen overnight. “The team members are very interested in performance and want to be one of the top firms in the industry,” says Mace. “That means they are constantly learning and open to new ideas. They work as a team, so they work with others and mentor others. They care deeply about their projects, the clients and success.”

And the culture for success has paid off for BlueGranite. The firm was recognized by Crain's as a leader in the “knowledge economy” and was selected as a 2009 Microsoft Worldwide Partner Awards finalist in Business Intelligence.

Most recently, BlueGranite was recognized by Microsoft as its 2011 Sales Excellence Partner of the Year at a conference in Los Angeles.

A passion for computers

For Mace, his passion was always for computers. He recalls helping out his teachers in elementary through high school. “We didn't have the Internet, and the computers were not connected, but I saw the value of computers early on in life,” says Mace, whose father owned a pharmacy for 30 years and did not know computers. After purchasing an IBM in the early 80s, his father was able to use it to process prescriptions, recognizing that it made his pharmacy better, his job easier and the business more successful.

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“It's a mistake to try and do too much, so try to focus on what you can do. As the business grows, consider what you want to add. It is painful to say no, but otherwise, you might veer off course in the wrong direction.”

— Matthew Mace



Gulino's retirement earlier this year allows him to spend more time with his wife, Terry, his children and grandchildren. He trains bird dogs, enjoys fly fishing, particularly in Colorado, and hunts quail, pheasant, grouse and wild turkey.

Interesting note: Gulino and his son visited Zimbabwe, Africa, in 2010, and they both took a Cape Buffalo. The village chieftain and his people came to the camp to give thanks and celebrate as this fed the equivalent of 10 people for a year.

"Listening is key," says Gulino, "and our strategy is to interview people at all levels of the organization. When you send a team in from the outside, people open up and tell you the needs, wants, desires and areas of concern," says Gulino. "We took the data, assimilated it and created a plan immediately in terms of things we could do from a corrective standpoint and learned what we could glean from the process in terms of changing our offerings."

Sharing his customer insight, Gulino tells today's students that the product they are making or the service they are offering should be what the customer wants. "If you go in and convince someone that your product is what they need, that is the wrong approach. First, you have to ask what do you need?" He advises students to listen, gather data and research how to integrate and create a plan.

Upon graduation ...

Straight out of graduate school with an MBA, Gulino had an opportunity that would set the stage for his international career. "My hallmate's (Glenn Gross, BA '67, MA '68) father was a construction manager for Chicago Bridge and Iron," says Gulino. "He asked if I was interested in a three-month project in Thailand." Gulino was up for the adventure—a job in logistics and material control which whet his appetite for international work.

Gulino knew then WMU President James W. Miller, who connected him with Ed Shay, the founder and chairman of Pacific Architects and Engineers, (now Lockheed PAE). That was the beginning of Gulino's more than 45-year defense career. "I guess it was a combination of the serendipity of President Miller knowing Ed Shay because it all worked together," says Gulino. "I would do it all over again, but I don't know if my career would have taken this route if it were not for this opportunity."

Gulino says he had a great mentor in Shay. "Ed placed great confidence in me," says Gulino, "and gave me confidence and responsibility way above what I should have had for my age and experience." And it was this experience, hard work and initiative that launched Gulino's career in the defense industry.

"The business courses are important, but students need all of their classes," says Gulino. "Today we are in an electronic world and have so much data available. We have to be able to coalesce and analyze the data in order to make meaningful business decisions on a timely basis."

Gulino spoke on campus last fall delivering a speech titled "Experiences, Technologies and Foundations" at the College's Distinguished Speaker Series where he shared three critical elements for success with students.

First, Gulino urges students to develop a strong set of communication skills in order to be able to write succinctly and convey messages

clearly. He adds that oral presentation skills are equally important.

His second recommendation is to strive for continuous improvement both in business and as an individual. "You should be continually planning and setting goals so that you can deploy the tools necessary to reach those goals," says Gulino.

Finally, Gulino recommends that students learn the importance of developing people. "Your greatest strength is the team that surrounds you," he says. "This team is what brings you success."

To view all of the Distinguished Speaker Series presentations including Gulino's, visit: www.wmich.edu/business/dss.



Photo - Bryan Bowman

Advice for today's students

Gulino maintains that people make mistakes at all stages of their academic and professional careers, and he is no exception. "Learn from mistakes and become a better person and leader," he says. "Integrity overrides everything and should be embedded in everything you do. Then, it is about communication, continual learning and improvement, and developing people. It is important to give your team recognition and to have a great deal of humility." — Michael Gulino

Advice to students starting a business

"Don't underestimate what it takes to get a new client. Students have great ideas, but you have to have a way to get customers. Start with a couple of customers first—however you can get them. Just start bringing in revenue and cash. Focus on a few customers in the beginning to set the stage because the ideas will change." — Matthew Mace

During his senior year of high school, Mace interned in the IT department at a \$100-million automotive supplier. "I'd sit in the chief executive officer's office and work on his computer, giving me the opportunity to sit and chat about the business. I would ask employees about information technology and software and the value of knowing about supply chain, cash flow and knowing their people."

Mace soon had the opportunity to begin to build websites for businesses, so it was a natural fit for him to seek out business information systems as his major in college.

BlueGranite's early start

The business progressed from its early beginnings of developing websites and uploading brochures online in 1996 to e-commerce and networking jobs.

"We did our first business intelligence project back in 2002—a supplier quality dashboard," says Mace. "We had a large auto supplier that asked us to build software to analyze 6,000 global suppliers and determine the top third of preferred suppliers that the company should be using in order to be more profitable. We helped create a database and built a portal where staff could look at eight key metrics of supply performance—things such as on-time delivery and defect rates. We learned that we could drill down by product line, then by country through the use of different filters."



Mace visits campus regularly to share his entrepreneurial and leadership experience with students.

The company today

BlueGranite recently helped a client that has 400 sales representatives who each have about 20 clients. The need—pipeline performance management—best performing accounts, worst performing accounts and other related detailed client information. As a result of BlueGranite's work, the district sales manager views a dashboard with a rolled-up view of the company's sales people, while the regional vice presidents can see all the metrics easily with the click of a mouse.

The dashboards are the biggest part of what BlueGranite focuses on today for clients. "In the past, we were a jack-of-all trades," says Mace, "and we decided to focus more on one area of the business and to do it very well. Building custom software can be very costly, so we utilize out-of-the-box solutions from Microsoft, and that has been a success for our clients."

Mace is continuously looking for new opportunities. He talks about Apple having revenues of \$6-8 billion 10 years ago, while today Apple's revenues are over \$60 billion. "They are always offering new products such as the iPod and iPad," says Mace. "IT is constantly changing so if you have an IT business and want to stay around for a long time, you have to be looking out for emerging trends and be willing to make changes to enhance your services."

The downturn in the economy was tough on the business in 2006 and 2007, but by restructuring and refocusing, Mace and the BlueGranite leadership team were able to pull through the difficult times. More recently the bigger worry is about finding enough people to meet demand. Throughout the economic downturn, BlueGranite had its best years, with each consecutive year being better than the last. In 2011, the company was up another 30 percent in revenue.



On balancing work and home

Aside from BlueGranite, Mace has a passion for gardening, and he keeps busy with remodeling projects around the house. He and his wife, Lisa Mace, BBA '97, will soon have remodeled their home from top to bottom. Taking his two daughters to soccer practice and games, Girl Scouts and other activities also keeps him busy.

"The trick to is to know when to turn off the cell phone," says Mace. "When I get home, I turn it off and place it in a basket. I make family and dinners a priority and may do some work later on in the evening; however, the girls are growing up too fast to miss out on this time."

On leadership

Mace leads the firm through a team-based approach. "I'm not going to have all of the ideas," says Mace. "My strengths are in having a strong network with my clients, my partners inside and outside of Microsoft, my professional network and the trust within my team. We are a pretty flat organization. In order to be a high performing team, you have to trust each other. The folks on the team have good ideas and help me vet those ideas."

In general, the IT industry is doing very well. "I've gone to Microsoft partner conferences for years; a couple years ago employers were worried about their companies, and more recently the bigger worry is about finding people."

Transforming the Land

Six leaders share what it



Photo courtesy of Michigan House Republicans

“Michigan tax reform changes have resulted in Michigan’s ranking from 49th in the nation to No. 7 for corporate income tax treatment.”

– Jase Bolger

State Government

**Jase Bolger,
BBA '94**

Michigan has seen a flurry of activity and changes in the state capitol that have energized and reshaped the state’s economy and business climate since Governor Rick Snyder assumed office in 2011, says Speaker of the Michigan House of Representatives, Jase Bolger, R-Marshall, who is at the center of the activity.

Bolger says that Michigan has adopted significant tax reform; worked to balance the budget and reform the unemployment system and workers’ compensation insurance

programs; and adopted transformational reforms in the K-12 educational system.

One difference Bolger sees in the state government’s role in working with business is expediting change. As part of the tax reform effort, Michigan recently eliminated the Michigan Business Tax and replaced it with a six percent corporate income tax. “The change resulted in Michigan’s ranking changing from 49th in the nation to No. 7 for corporate income tax treatment,” says Bolger, “making it more straightforward for businesses.”

Michigan has turned the corner from past budget deficits in excess of \$1.5 billion to a surplus today of nearly a half a billion. Bolger now sees Michigan as a stable and predictable place to raise a family and invest in job creation. “I believe our future can be brighter and that Michiganders can get ahead in the Great Lakes State when they work hard,” he says.

Bolger believes that measures taken in the unemployment system and workers’ compensation reform strike a balance between helping the unemployed in Michigan in the short-term while relieving some burden on job providers long-term. “This legislation helps the unemployed, roots out fraud and helps job providers increase their payrolls,” says Bolger. “The best way to address unemployment is to find people jobs, and this legislation helps us take a huge leap in the right direction.

“In education, we have adopted nation-leading teacher tenure reform to focus on quality education and a trained workforce,” says Bolger. “Experienced, effective teachers will not be forced out the door. The measure encourages teacher accountability while ensuring a world-class education for students. Michigan is home to great teachers, and they deserve to be rewarded.”

Bolger admits that change is never easy. “Not only does it involve hard work and dedication,” he says, “but we encounter opposition as well as political challenges. We worked toward a ‘can do’ attitude in state government and now we are seeing the results.”

For the future, Bolger hopes to help maintain the forward momentum and eliminate roadblocks to job creation. “Success can breed complacency, so we must continue with the positive changes and be diligent to not slip back into the old ways of doing business.”

andscape in Michigan

takes to change Michigan

Non-Profit Industry

Jenny Lorf Cederstrom, BBA '94

"The most significant trend in the non-profit industry, spurred by the economic downturn, is that of consolidation and collaboration," says Jenny Lorf Cederstrom, chief financial officer for the American Red Cross of Southeastern Michigan. Many large non-profit organizations, like the American Red Cross, have decreased costs, improved internal controls, strengthened operations and improved the efficient stewardship of donor dollars by consolidating back-office functions of chapters and branches.

According to Cederstrom, small- to mid-sized non-profit organizations have learned the benefit of sharing back-office functions with one another as well. Through collaboration, these non-profit organizations were able to stay afloat in trying economic times. In addition, Cederstrom notes that a

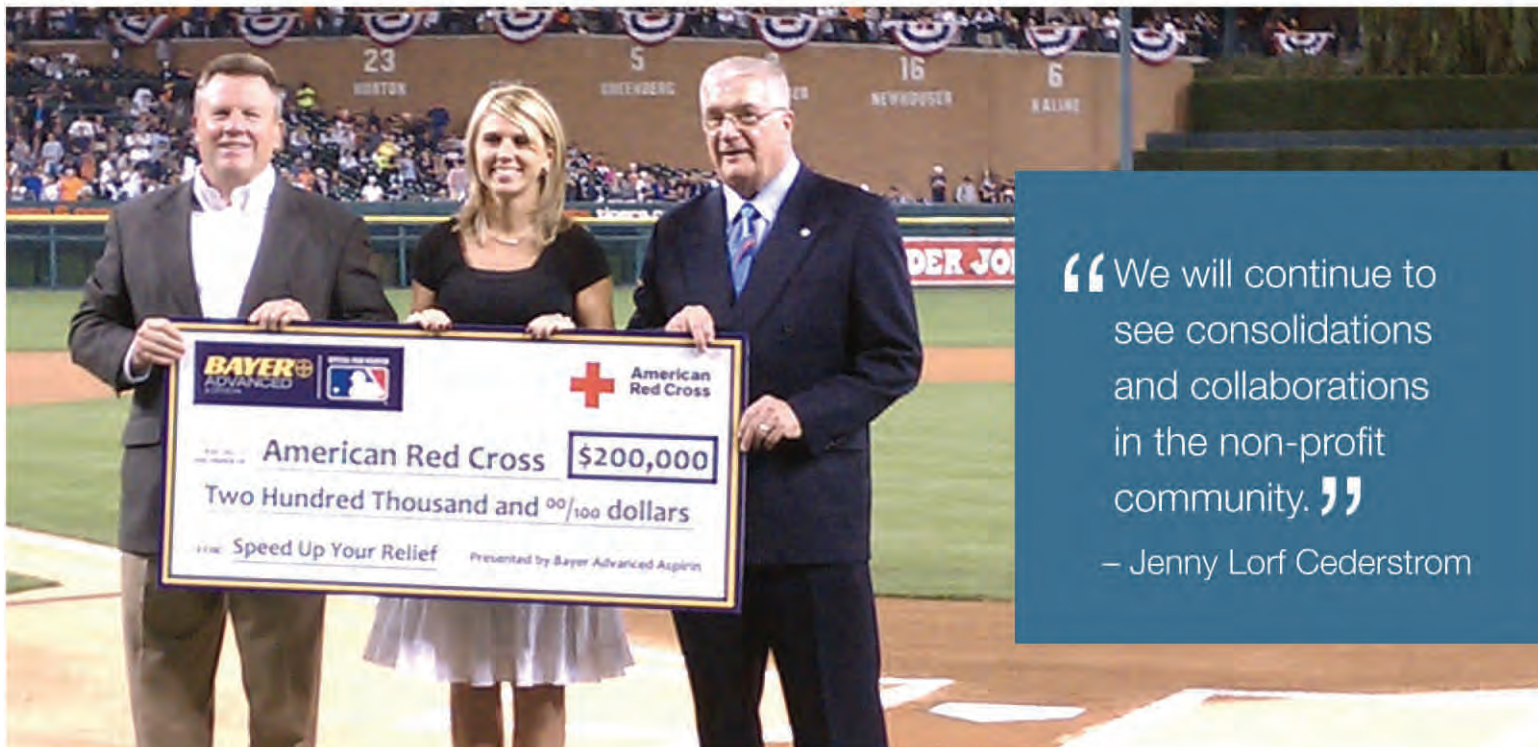
trend over the last several years has been the complete organizational consolidation of non-profits with similar missions and programs.

What did all these changing dynamics mean for the American Red Cross? "When the organization announced its national initiative to consolidate back-office functions of the chapters, this change was initially met with resistance," says Cederstrom. "I knew that a complete paradigm shift was needed in order for employees to view the change, not as a threat, but as an opportunity to focus more on core programs and serving the community."

Cederstrom elaborates on how communication was the key element in shifting paradigms and forging through the barriers. "Most important was clearly spelling out the magnitude of the change and being transparent about the end state,"

says Cederstrom. "While there was no flexibility in the end state (the consolidation of back-office functions), I allowed for ultimate flexibility on how we reached the end state. This provided employees with an opportunity to be innovative and participate in the plan, resulting in ownership in the outcome."

What's next on the horizon in the non-profit world? "In the future, I think we will continue to see consolidations and collaborations in the non-profit community," says Cederstrom. "Most grants now require evidence of community collaboration in order to be considered for funding. Social media will continue to play an important role in fundraising and interacting with donors. Leveraging low cost media channels will be instrumental in this fast-paced media environment."



“ We will continue to see consolidations and collaborations in the non-profit community. ”

– Jenny Lorf Cederstrom



Economic Development

Birgit Klohs, BBA '83

Economic development has become a much more complex endeavor over the past 25 years, not only in Michigan, but throughout the world, says Birgit Klohs, president and chief executive officer of The Right Place, which assists both current and prospective West Michigan companies with location, innovation and growth.

The number of economic development organizations has grown to well over 25,000 in the United States alone, Klohs says. This can make the process for businesses looking to make locational decisions difficult to navigate. Today, companies often retain third-party consultants—called site consultants—to assist them in sorting through the plethora of information provided by organizations like The Right Place.

“We might never know the ‘end-user’ of our information and have little influence over a company’s decision makers. This means that our marketing efforts must not only be directed to companies but also to the site consultant community,” says Klohs.

Increased competition comes not only from the U.S. but is indeed global. Today, Klohs says organizations like The Right Place and regions like West Michigan compete for a project with Tennessee and Indiana but also Malaysia, India and Ireland.

“Companies look at the world as their market, not just the country of origin. While Europeans are multi-lingual and comfortable in many parts of the world, Americans often still struggle being ‘ex-pats,’” says Klohs. “We need and must increase the competencies of our workforce to be a global workforce, including re-establishing the requirement to learn a foreign language, as well as year-abroad studies for more students. If we don’t train our talent to think and act globally, we will not be able to compete on a worldwide basis for the jobs of tomorrow.”

Another major change is the speed with which clients today expect information, but decisions can still take months or years. “This also means that our team has to be totally customer focused,” says Klohs.

“The most important attribute today is to lead change; do not let it lead you. Accept that change is the norm, not the exception; and be flexible.”

– Birgit Klohs

Venture Capital

Jeff Rinvelt, BBA '91

How are venture capital and the business climate in Michigan impacting the state economy? Jeff Rinvelt, a principal with Renaissance Venture Capital, says, “I have seen the venture capital industry mature, and public/private venture collaborations are on the rise. Since venture funding has not grown significantly in the Midwest through cycles of booms and busts, the emergence of public/private ventures is an important development in this region.”

Rinvelt sees Michigan as proof that collaborations between business, government and the educational and philanthropic communities work as a mechanism to remove unnecessary barriers and efficiently and effectively drive regional growth and access to capital. And he sees this as a trend to watch not only for Michigan but also for other regions of the country that are underserved by venture funding.

Through the Renaissance Venture Capital fund, Rinvelt has had the opportunity not only to provide access to capital to start-up companies but also has been able to connect them with many of Michigan’s most forward-thinking, larger companies, creating a “win-win” for both communities. “This kind of collaborative work builds bridges between young innovative companies and Michigan’s established business community, resulting in strong returns for our investors, great opportunities for entrepreneurs and economic growth for the entire region,” he says.

Rinvelt identifies four key elements necessary to attract venture capital to a region:

- Technology to drive innovation
- Infrastructure to support development
- Talent to operate early stage companies
- A culture that embraces entrepreneurial risk

“In Michigan, we have the technology, infrastructure and talent needed to create



exciting new companies and attract the necessary capital,” says Rinvelt. “What we need more of is a culture where entrepreneurship is respected and encouraged so that more people are willing to take a risk on a new business idea or venture. We all know that culture is hard to change and that it takes a long time. But, the change is happening through the work of economic development agencies, public/private venture collaborations and the sheer resourcefulness of people being forced to re-invent themselves due to industry shifts. We are making progress and have a lot more opportunities ahead of us.”

Sustainability

Dick Haworth, BBA '64

How are sustainability efforts impacting the state economy and businesses? Dick Haworth, chair emeritus of Haworth, Inc., says, "Customer sustainability expectations are much higher than in the past. They are interested in our manufacturing processes, our products' materials and our supply chain. They are asking great questions about a product's ability to adapt to changes in the workplace or about the ability of a product to support the company's sustainability goals."

Haworth says sustainability, as a business concept, is maturing, and with that maturing, many sustainable attributes will become expected as standard practices. This can be challenging for manufacturers; from a sustainability point of view, it translates into designing products that meet today's intended use and that have the ability to adapt for future uses. "Products will be designed and sold with more attention to the product's ability to be reused, reconfigured or recycled at the end of its intended use," says Haworth.

“Creating products for multiple uses that can be reused without waste and keeping materials out of the landfill or in the recycling bin is the first and best option for any material.”

– Dick Haworth

Haworth Inc. works internally and with its suppliers to find more sustainable materials that are better in both the short- and long-term. The company prides itself on its progress: strengthening the "green chemistry" of its products throughout the supply chain; working toward zero waste through innovative practices such as using salvaged wood chips from its production line in Germany to heat most of that plant; engaging employees in sustainable practices; and meeting and exceeding legal requirements related to the environment.

"A sustainable business is not possible as a standalone company. Sustainability requires partnerships and networks that span from the supply chain to the customer and finally to the company that reuses and then recycles the product at the end of its life," says Haworth.

Haworth identifies two key challenges for his company and other manufacturers

addressing sustainability efforts:

- Sustainability, by definition, is looking long term to the next generation. This can be difficult because not all of the materials currently available are sustainable. Many materials meet a customer's cost objective but do not meet long-term sustainability objectives. "We have to look deep into our supply chains and partner with people to look for long-term solutions," says Haworth.
- The general business environment is measured annually and sometimes quarterly. Manufacturers must constantly balance the economic demands of today's climate versus the long-term thinking and investments required to transform into a sustainable company. "Through education, people can understand that first costs do not always align with life-cycle costs."



Triple Bottom Line: The "bottom line" for a company generally refers to profits. Triple bottom line results encompass people, planet and profits. It is the key performance indicator (KPI) for assessing a company's success in the sustainable enterprise context. The term, in fact, has been adopted by the United Nations as well as other organized bodies focused on sustainability. It calls for companies and organizations to focus on various affected stakeholders (social, environmental, financial) rather than solely the shareholders.

Health Care

Nickolas Vitale, BBA '80

Dramatic changes in the healthcare industry have affected all the players—patients, caregivers, employees and payers, such as insurance companies, the government (Medicare and Medicaid) and even self-paying patients. Nickolas Vitale, executive vice president and chief financial officer of Beaumont Health System, says that Beaumont has been able to regain financial strength, while maintaining the focus on quality health care and safety, in spite of going through a very difficult financial period in 2008.

“The economic downturn, especially in Southeast Michigan, resulted in people losing their jobs and health insurance,” says Vitale. “This caused many to delay or forgo obtaining health care due to affordability. We saw reimbursement reductions driven by a payer shift from commercial and managed care payers to government insurers. The competition was increasing, and all of this was accompanied by technological advances, changing social attitudes and an aging and increasingly diverse population. These are the issues we are spending great amounts of time on to develop ‘no regret strategies’ regardless of changes that the government may drive in the industry.”

After Beaumont experienced its first-ever operating loss in 2008, Vitale says it became imperative to look at actions that would produce quick results to lower expenses.

Since labor and benefits account for a large percentage of the operating expenses, Beaumont could not meet expense reduction targets without impacting employees. Vitale says every effort was made to not reduce staff in patient care areas. “We used benchmarking data to identify areas where our labor costs appeared high compared with other hospitals,” says Vitale. “We developed an

internal labor benchmarking tool to look at staffing costs relative to fluctuations in patient volume.”

And while the hospital has reduced costs by over \$300 million, or 15 percent of the total operating expense, it has increased the value of care it provides for patients and payers. Vitale defines value as providing the highest demonstrated quality, through the

best patient experience, resulting in the best clinical outcomes, at reasonable costs. “We continue to achieve sustainable cost reductions and grow additional sources of revenue,” says Vitale.

On the horizon, Vitale sees continued changes in healthcare including further reliance on hospital-based care to care provided on an outpatient basis and in nursing homes. “There is a need to embrace and communicate this across the entire continuum of care,” says Vitale. “The physician shortage as well as changing physician alignment models will also have an impact.”

Telemedicine and electronic health records are expected to continue to be a part of the digital change in healthcare. “We believe that improving health care value (high quality at low cost) is imperative and key to our future success,” says Vitale. “The bottom line is how well we care for Beaumont patients and support our employees, private physicians and other caregivers.”



“We reduced supply chain costs through standardization and lower utilization; purchased services by insourcing more consulting and professional fees; and decreased labor costs, including benefits.”

– Nickolas Vitale

Education

Roy Roberts, BBA '70

Roy Roberts, a former General Motors executive, has had to make some tough decisions in his position as the emergency financial manager for the Detroit Public Schools. Appointed in 2011 by Michigan Governor Rick Snyder to improve Detroit's troubled school district, Roberts announced a number of key changes and academic initiatives earlier this year.

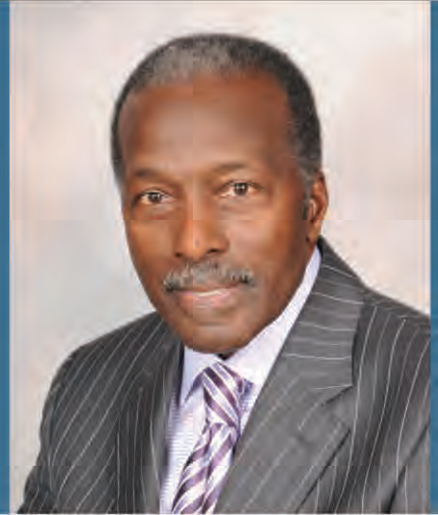
Inheriting a district with a growing deficit and declining enrollment, Roberts' plan called for the closing of nine underused school buildings, authorizing four new DPS charters and consolidating seven outdated schools into four new buildings.

Roberts also announced implementation of citywide accountability and common assessments to define school success, as well as a new cohort of self-governing schools where decisions about hiring, curriculum and budget will all be made at the school level. He also announced a reorganization of central administration to ensure accountability for performance through an enterprise model to provide services demanded by the district's customers.

In his first year in office, Roberts addressed DPS's \$327-million deficit, generating its

“We are making progress. The greatest contribution I could make to mankind is to positively impact the young people's lives in the greater Detroit area.”

– Roy Roberts



first annual operating surplus since 2002, and reducing the deficit by over \$43 million. The school district completed a \$200 million debt restructuring that further reduced the district's legacy deficit to \$83.9 million. DPS also relocated offices from leased space in three different buildings to one main location in schools owned by the district and announced school consolidation and relocation decisions four months earlier than in prior years.

Academically, DPS is creating individualized learning plans for each student in the district to help pinpoint strengths and weaknesses. The plans are automated and built electronically from existing data systems, using scores from the state standardized tests and benchmark assessments as well as other data such as attendance.

“Most teachers want to do a great job,” says Roberts. “We have to provide the means and methods for them to be successful. The solution is a community problem, and one of my first priorities was to get the entire community to rally around it.”

“Citywide, we have a collective responsibility to serve Detroit's children,” Roberts says. “Over time, we must move more and more of our students from seats in failing schools to seats in high-performing schools. We have to be honest about where we are succeeding and where we are failing, be forthcoming with data to support fair and objective assessments of schools for both parents and policymakers, and we have to commit to taking bold action to serve our children, even when it may be unpopular.”

Automotive Industry



Doug Roosa, BBA '82

The recent resurgence of the automobile industry, headquartered in Michigan, is a bright spot in the national economy says Doug Roosa, director international controls and SOX, for General

Motors. “The changes over the last several years have resulted in an industry revved up to meet today's highly customer-driven markets—cars with unprecedented technology, that are exciting to drive and are valued by the customer.

“The focus is on the customer and products—and a lot of positive has come out of this,” says Roosa. “Our relationship with our customers is critical to our number one business priority of designing, building and selling the world's best vehicles.” GM has customers around the world with vehicles sold in more than 120 countries. “Our customers have diverse wants and needs. From a talent perspective, this sparks opportunities to be part of a revitalized, highly competitive and global industry for people to design, build and sell these new vehicles.”

Although companies in the industry have been working toward change in some of the fundamental and structural areas—cost, capacity and culture—Roosa says that the combined turmoil in the financial markets and downturn of the economy several years

ago, became factors that accelerated the change. Companies and their stakeholders had to make some very tough decisions to right-size and refocus the businesses to move forward.

What does the automobile industry look like down the road? You can expect to see a steady stream of new products and technologies. “From a GM perspective, it is about creating and delivering the best vehicles in the world for our customers—it starts and ends with products.” says Roosa. “This customer value is then converted to value for all of the stakeholders and permits management to pursue a consistent investment strategy when it comes to future products.”

Debuting in the Nation



2010-11 Graduates Employment Data

Integrated Supply Management

- Response Rate 84%*
- Employment
 - Full Time 78%
 - Post-Graduate Internship ... 3%
 - Completed Internship 50%
- Salary
 - Mean \$48,200
 - Range .. \$42,500 - \$57,500

* 3 months after graduation

From the beginning, the Integrated Supply Management program's unique curriculum attracted attention among employers of supply managers and among students with a quantitative bent. The program's pairing of engineering coursework within a business program earned its first young graduates coveted professional opportunities, particularly among manufacturing segments.

Fast forward 20 years. ISM students are still earning high-profile, high-paying positions in manufacturing, still hiking over to the engineering building for specialty coursework and still mastering business skills. But the landscape for these young graduates has changed, and the program

has changed with it, continuously evolving to meet the ever-changing needs of many industries.

Today, the unique and continuously improving curriculum and relationships with industry partners has earned the WMU ISM program recognition on the national scene: Ranked 12 among the top 25 undergraduate supply chain programs, the WMU program tied with Stanford University and the University of Maryland. The program earned its spot based on evaluation of industry partnerships, additional training required of graduates, overall curriculum and integration of information technology into the curriculum.

onal Scene



The Gartner Top 25 Supply Management Undergraduate Programs

Gartner: the definitive professional organization dealing with the supply chain industry

1. Penn State
3. Georgia Tech, Arizona State, Rutgers
5. Michigan State
6. University of Texas-Austin
7. Ohio State and University of Wisconsin-Madison
9. Texas A & M and University of Tennessee
12. **Western Michigan University, ★** Maryland, Stanford
14. Lehigh University, University of Marquette
16. Syracuse University
20. University of Indiana, University of South Carolina, Auburn University, Texas Christian University, University of Kansas and University of Nevada-Reno
23. North Texas
25. Iowa State and Rider

Photo - John Lacko

In addition to manufacturing, students are now landing jobs in various industry sectors in a range of positions—buyer global purchasing and supply chain, material planner, production planner, procurement coordinator, supply chain administrator and many others.

ISM students graduate with strong information technology skills, including intensive experience in enterprise resource planning using SAP software, and often have one or more internships under their belts before graduation. Many participate in study abroad opportunities, a priority for ISM students, as supply chains become increasingly global, says Dr. Bret Wagner,

associate professor of supply management.

- At graduation, ISM students readily find employment and are among the highest paid new business graduates.
- Industry participation with the program is at an all-time high:
 - ◆ Job opportunities for WMU students are up 20 percent.
 - ◆ A large executive council meets twice per year and boasts over 30 industry members.
 - ◆ Employer recruiting at ISM-related career events continues to surpass other fields.

- ◆ The fall 2011 ISM Career Night drew 28 employers, a 47 percent increase from fall 2010.
- Student enrollment has increased in recent years.

As the program has evolved and found success, it has become more selective. Students must now apply to become an ISM major. To earn a spot in the program, students must have a 3.0 GPA, successfully participate in an interview process and demonstrate commitment to continued success.

Sales program continues to stand out

2010-11 Graduates Employment Data

Sales and Business Marketing

- Response Rate 81%*
- Employment
 - Full Time..... 70%
 - Post-Graduate Internship ... 3%
 - Completed Internship 40%
- Salary
 - Mean.....\$43,500
 - Range... \$30,000 - \$50,000

* 3 months after graduation

Also earning national recognition, the WMU Sales and Business Marketing program is a standout nationwide in the annual Sales Education Foundation list of top university sales programs.

Citing its uniqueness in offering a major in sales, as well as the number of Ph.D. faculty members, required courses, availability of a sales lab and active student and professional organizations, the list gives props to WMU for recognizing the need for a major in the field.

"There are very few sales majors at universities across the country. Offering a major adds greater legitimacy to a student's degree. Most other programs offer sales-related classes or a concentration but fall

short of offering a major," says Dr. Stephen Newell, professor of sales and business marketing.

Newell says he and Dr. Jim Eckert, associate professor of sales and business marketing, work with industry partners and alumni to evaluate the program, course offerings and employment opportunities for students to continually upgrade and improve the program.

"We are very proud of the quality and the success of our SBM program as measured by the employability of our job-ready graduates and their professional accomplishments over time," says Eckert.



In the Harold Zeigler Interactive Sales Lab, students perform role-playing sales exercises in a realistic business setting, says Dr. Steve Newell, above, professor of sales and marketing. The lab has three offices and a waiting area, all with video cameras with which to record the sales interactions.

Executive-in-Residence adds industry component

What is a food and consumer package goods industry executive to do in retirement? Why, serve as executive-in-residence at one of the leading undergraduate programs in the country, of course.

"I had a wonderful career with a leading CPG company (Kellogg Company). It only seemed right that my experience should be shared with our students in hopes of providing specialized knowledge, mentorship and support as well as career counseling and assistance," says Phil Straniero, the executive-in-residence in WMU's Food and Consumer Package Goods Marketing program for the past 10 years.

Straniero connected with WMU early in his career, mentoring two WMU student interns.

"Little did I know at the time that this would result in 10 years as the executive-in-residence," says Straniero.

During his own career, Straniero spent seven years working in supermarkets and was exposed to every facet of the operation. After college, he joined Kellogg Company and spent 16 years in sales. In 1987, he relocated to Battle Creek, Mich., to start up the Kellogg Customer Marketing Program, which eventually led to his appointment as vice president. When he retired, Straniero was on the mergers and acquisitions team and was responsible for sales synergy identification/capture as well as sales integration for the Morningstar Farms, Kashi and Keebler acquisitions.



Phil Straniero advises recent graduate, Jason Gaylor, BBA '12, who now works at Kroger.

So what's next for this popular instructor? For Straniero, it is all about the students.

"We will continue to grow in terms of recognition and the number of tremendous student experiences we will be able to supply. Beyond the classroom, our students attend national conventions, tour the industry both domestically and internationally, and participate in case competitions and industry-sponsored projects. We also plan to offer industry-certification in category management and hope to expand our industry education programs in the near future."

Employment Data

Food and CPG Marketing

- Response Rate 79%*
- Employment
 - Full Time 80%
 - Part Time 2%
 - Completed Internship 79%
- Salary
 - Mean \$42,300
 - Range \$30,00 - \$50,000

* 3 months after graduation

Photo - John Lacko

Telecommunications program earns the spotlight

In fewer than seven years, WMU's Telecommunications and Information Management program went from an idea among academic colleagues to an award-winning program, graduating students with a well-balanced education in a variety of business and technical management issues.

The program earned top-status among peer institutions when it received the 2011 International Telecommunications Education & Research Award (ITERA) for program excellence.

The program is interdisciplinary between the College of Business and the WMU College of Arts and Sciences, offering students a unique opportunity for studying a variety of telecommunications and data

communication sub-disciplines in one of the nation's fastest-growing fields.

In addition to earning top honors in 2011, the program regularly has students participate – and win – the ITERA case competition and student paper presentation awards.

- 2011: Won case competition
- 2010: Won case competition; Shane Mittan, BA '10, won Best Undergraduate Student Research Award
- 2009: Matthew Andreychuk, BBA '09, received Best Undergraduate Student Research Award
- 2008: Top three in case competition
- 2007: Steven Gole, BBA '07, received the Best Undergraduate Student Research Award

Senior Hugo Martinez Rodriguez earned recognition at the 2012 ITERA conference when he was invited to present his paper, "Mobile Device Security: Current Challenges and Future Forecast." Rodriguez examined methods for increasing data security on mobile devices along with "futuristic technologies" that can be developed.



Hugo Martinez

Five Business Bronco alumni share perspectives

Contributors

Carrie Jones-Barber, BBA '82
CEO, Dawn Food Products, Inc.
Jackson, MI

Joy (Russell) Nicholas, BBA '80
VP, Business Development
Balance Innovations
Lenexa, KS

Mark Pacchini, BBA '79
Retired, Draftfcb, (President of Asia
Pacific)
Chicago, IL

Amy Papranec, MBA '93
VP, Transparency
Stryker Corporation
Portage, MI

Douglas Speck, BBA '83
Senior VP, Marketing, Sales and
Customer Service
Volvo Car Corporation
Goteborg, Sweden

Whether in a corporation, the community, in the home or a non-profit organization, success is guided through effective leadership. Developing tomorrow's leaders involves more than lectures, papers and case studies, and today's organizations welcome fresh and innovative leaders.

The Haworth College of Business has a significant number of Bronco alumni who are proven and successful leaders. We asked five of them to share their perspectives on successful leadership.

Here are their thoughts on traits and characteristics that distinguish a great leader.

Great leadership

In her quest to become the best leader she could be, **Joy Nicholas**, vice president of business development at Balance Innovations, learned to always remember the simple Golden Rule, "Do unto others as you would have others do unto you. When you can put yourself in the shoes of those you are leading, you can determine the level of effectiveness your leadership style has on others," says Nicholas.

Mark Pacchini recently retired after 32 years in the advertising industry, serving in his most recent position as the regional president of Asia Pacific operations for Draftfcb, one of the largest global advertising agency networks. "Leaders possess a can-do, positive attitude," says Pacchini. "Leadership requires a little humility and a little patience." He believes leaders evolve from being passionate about something—a goal, objective or vision.

Carrie Jones-Barber, chief executive officer of Dawn Food Products, Inc., agrees that great leaders have a passion for what they do. "There is a reason beyond just getting a paycheck that brings people to work every day," she says. "I cannot imagine life without passion—whether it is a passion for your family, your hobbies or your work; passion is what makes life interesting and worthwhile! It is the chocolate in the

cookie or the exhilaration at the end of the 5K run, or the smile on your daughter's face at the silly joke you just shared. We all live to fulfill these passions. It is what takes a team, a family, or a business and makes them great!"

Vision, mission, goals and alignment

Pacchini says companies need specific strategies to keep people from going off course. "In training, we talk about the shortest distance between two points—where we are now and where we want to be," says Pacchini. As simple as it sounds, he says that the simplest path is often the one least taken. "Egos, complexities and even corporate cultures can tend to hinder the course, and sometimes it is a fight every step of the way. A good leader will keep the team as close to the line as possible," he added.

"Staying on target takes daily communication, reminders and meetings," notes Pacchini. "We always try to align the incentives to the company's mission and financial goals, dividing goals up into department and employee goals—and then aligning achievable targets for all goals. All of this should be reflected as a constant reminder on the company's webpage."

Jones-Barber believes good leaders have a strong vision and the ability to communicate the vision in a compelling manner. "Leaders want to be a part of something positive. Not only do successful leaders know their



“Having open honest lines of communication—in both directions—between company leadership and employees is the most respectful and effective way to ensure everyone has knowledge of the goals.”

— Joy (Russell) Nicholas

Lessons on leadership

own strengths, but they hire talented people to offset their weaknesses,” says Jones-Barber. Although work can be stressful, she believes that good leaders use laughter as a tool to help keep perspective and stay positive and focused.



Business Bronco alum and senior VP of Volvo North America Doug Speck, second from the right, is pictured with U.S. President Barack Obama. With backing from major automakers, including Volvo, the president announced a set of standards governing fuel economy in new vehicles. The legislation, made in summer 2011, will put the average fuel economy of new cars and trucks at 54.5 miles per gallon by 2025—which is nearly double current levels.

Communication

Doug Speck, senior vice president of marketing, sales and customer service, Volvo Car Corporation, emphasizes the importance of communication in spreading the vision. “Clear, concise and consistent communication drives alignment of strategic direction, employee engagement and excellence of execution,” says Speck. “Effective communication is perhaps the most critical aspect of leadership.”

Nicholas echoes Speck’s point of view and maintains the most effective way to align employees and company goals is to “communicate, communicate, communicate.”

“As long as the goals are communicated in consistent and concise ways and are



Photo - John Lacko

communicated often, they should be clear and easy to follow by all,” says Nicholas. On the other hand, she believes the fastest way to failure is to keep the staff in the dark or have inconsistent messages regarding goals. “If there is no trust, there is no team, and everyone loses,” she says.

“Good communication is absolutely essential, but involves more than sending out a message,” says **Amy Papranec**, vice president of transparency at Stryker Corporation. “A good leader should first listen and gain as much information as possible, and this cannot be done by talking,” she says. “Leaders should strive to seek feedback and input for solutions.”

Papranec says early and frequent

“An effective leader inspires people to support and actively commit themselves to the vision each day.”

– Carrie Jones-Barber

communication is critical in the change management process. “If you wait to tell people about a change until it happens—rather than very early in the problem definition phase—you increase frustration and resistance, and you lengthen the learning curve,” she says. “This is very costly.”

Ethics

"Leaders should be genuinely ethical, trustworthy and humble but firm at all times, and they must enjoy what they are doing," says Nicholas, who explains that responsible ethics create a culture for success. "In every organization with which I have been associated, the culture emulates the personality of its leader," says Nicholas. "If you have an unhappy, arrogant or unethical leader at the top, chances are good that the organization will be run the same way. Good to great leaders are team players and usually love working with others. If they don't, then everyone suffers."



“Ethics are essential—
if something doesn't seem
right, it probably isn't.”

— Amy Papranec

Echoing the sentiment, Papranec says "People's perceptions are their realities. As a leader, you should ensure that you are always setting the right tone and example so that the perception of you and the organization will be positive." Papranec advocates always taking the high road, adding that this is difficult sometimes. "Choosing to compromise sets a precedent for others to follow. Always do what is right, regardless of the impact on the bottom line of the company. Failure to do so will have more of a negative impact—think of Enron and other examples where a series of poor decisions impacted the company. Each and every one of us (at all levels in an organization) has a responsibility to ensure that ethics are never compromised. It is our responsibility to lead by example."

Bringing out the best in people and teams

So how do leaders bring out the best in people? Papranec says good leaders want employees to focus on their strengths and regularly provide a lot of honest feedback versus 'bottling' up criticisms. "Recognition of performance is critical but must be appropriate for the individual," she says. "Individuals are different in that some thrive on public recognition, while others would see this as uncomfortable—ask their preference." Papranec also advocates that good leaders accentuate the positive by

putting people in positions where they have opportunities to do what they do best every single day. "This helps drive job satisfaction, happiness, motivation, performance and ultimately engagement," she says.

Pacchini notes that successful leaders spend individual time with their employees. "Leaders find ways to encourage employees and focus on strengths rather than look for weaknesses," he says. "When employees miss something or need to develop a skill, it works better to meet them halfway to build their confidence. They have to know that their boss is supportive." Pacchini observes that the younger generation desires praise even more than the previous generation. He says you have to draw out the best in them.

Becoming a better leader

Nicholas suggests that leaders continually ask the question—how could I have done that better? "As a leader, you should challenge yourself to be a more effective leader," she says. "Learning how to motivate and drive your team towards a goal can be achieved through finding any and all opportunities to lead an effort, no matter how big or small. Always remember you are part of a team at every level—leaders just have a different role to play than others. And no one likes a dictator!"

"By observing leaders in various roles in life, one can learn what type of leader is most effective in any given situation," continues Nicholas. She considers it wise to take note of those people in leadership positions—like team captains and teachers who do not seem to be effective and study the characteristics that are consistent among weak leaders—then, try to avoid those behaviors.

Speck says that it is important to stay engaged. "I would encourage students, who aspire to become leaders, to listen and proactively provide informed and thoughtful feedback. A young professional should not be afraid of making decisions and taking risks—calculated risk taking is necessary in business."

Continuous learning

A good leader never stops learning. Speck says the pace of change globally, technologically, and competitively has never been greater, making it critical for leaders to stay informed and have a zest for continuous learning in order to be successful."

Continuous learning comes in many forms both formal and informal. "From Six Sigma and lean manufacturing to continuous improvement in our daily work, Dawn Food



“You know when someone is genuinely passionate. You see it in their eyes—they will be successful and bring the team along with them.”

— Mark Pacchini

Products is committed to these important efforts," says Jones-Barber. Development is also apparent in the professional growth of Dawn's employees. "Whether it is through seminars or university-level academic programs and supporting advanced degrees, we expect team members to keep expanding their knowledge. Professional development is also nurtured in many other ways – like asking co-workers for honest feedback – and not just the positive comments! We work hard to make people comfortable and encourage them to voice

their ideas about how we can be better or whether we need to stop doing something! We not only tolerate sharing ideas and opinions, we expect it as part of our collaborative culture," says Jones-Barber.

“A young professional should not be afraid of making decisions and taking risks. Calculated risk taking is necessary in business.”

– Doug Speck

Future leaders evaluate center for medical school

Experiential learning is one of the hallmarks of a Haworth College of Business education. And during spring semester, a team of MBA students, led by Dr. Dan Farrell, professor of management, was given a unique opportunity.

"It was the ideal project for a group of MBA students," says Farrell. "They evaluated the competition, determined demand and developed three proposals with supporting financial analysis. All this for a timely and high-profile project—a proposed simulation center for the WMU School of Medicine."

With 13 medical schools within 250 miles of Kalamazoo, each with varying types of simulation centers, the students had quite a bit to evaluate. Most of the 13 competitor simulation centers have an auditorium, standardized intake rooms, debriefing areas, task training, and low- and high-fidelity sections. Some had additional control rooms, while only three—the University of Michigan, the University of Chicago and Loyola University—boast virtual reality rooms, the future of medical education.

"The students applied a set of knowledge and skills that is seldom part of the repertoire of medical educators. They compared costs, immediate educational requirements, and potential future markets for simulation-based training. They provided a unique perspective that we will incorporate into the design of this new simulation center," says Richard Lammers, MD, assistant dean for simulation, WMU School of Medicine.

While the proposals are still being evaluated, Farrell says the students created viable options for three potential simulation center configurations, and made their own recommendation to the WMU School of Medicine.

And in the end, the students said the project gave them a unique opportunity to develop and research a business proposal.

"The importance of group dynamics, functional responsibilities and clear and concise communication between teams and working groups was truly brought

into focus. This was not a simulation or case study, rather an opportunity to participate in an important and meaningful fact-finding and recommendation process," says team member Mike Sagara, who is also an EEO compliance analyst at Kellogg Company.



Dr. Dan Farrell

"The opportunity to work with a talented and motivated group of MBA students and faculty members with extensive industry experience is the highlight of my college experience. Our teams were placed in real-world, real-time situations; we conducted interesting research on medical simulation centers and presented our findings and proposals to the leaders of the new medical school," says Sagara.





Rob Peterson of Downtown Kalamazoo Incorporated, Carolyn Rourke and Tamara Davis of the Southwest Michigan Small Business and Technology Development Center, business owners Kathleen and Andy Widner, and Professor of Management, Tim Palmer, at The Spirit of Kalamazoo retail store.

The Spirit of Kalamazoo and The Spirit of WMU

Did you know?

The Spirit of Kalamazoo serves long-time, local favorite, Plainwell Ice Cream, which is owned by Business Bronco Art Gaylord, BBA '66.

We've all done it. You stroll down the street in your local community and enjoy a specialty cup of coffee, buy the perfect gift for a friend, or enjoy a pre-theater meal at a local restaurant that has the perfect fusion of comfort food and gourmet sensibility, and we think ... "This place has a great niche ... if I started a business, I would ..."

And suddenly, the "thought race" begins. Maybe the idea you have harbored since you were a kid wins out in the end or maybe your latest pastime provides the seed of a great idea for the business you would start. There are many people walking around with ideas for niche businesses.

Andy, BBA '93, MBA '98, and Kathleen Widner were no different. The couple had lunch hour and late night talks about the business they would start. "Fifteen years ago we talked about opening a dessert place in downtown Kalamazoo," Widner says. "We had big ideas and no money.

Our skill sets complement each other with my background in finance and Kathleen's in public relations and marketing. We knew that starting a business was something we wanted to do 'one day.'"

Self-dubbed "foodies and yuppies," the couple wanted to build what they knew and enjoyed – a niche business that caters to people who like eateries and specialty items and think of downtown Kalamazoo as a destination for entertainment and shopping. "For a lot of years, we were talking about starting a business because it was fun," says Kathleen Widner. "Within the last few years, the conversation changed, and I realized we weren't just talking anymore."

As questions of "if" they could start their own retail business turned to "when" they would, the couple enlisted the help of several partners to help negotiate the feasibility of the endeavor. First, they contacted Downtown Kalamazoo Inc, an

organization that provides comprehensive and coordinated services related to downtown development. Fellow WMU alum Rob Peterson, BA '95, MBA '02, was the Widners' business partner at DKI and began the process of exploring their idea of opening a walk-in ice cream parlor, which was missing from the downtown landscape. At that time, Peterson also suggested that a store offering spirit gear for the local schools (including your favorite university!) was another missing element from downtown.

Enter Carolyn Rourke, BBA '86, a finance and strategy consultant with the Michigan Small Business and Technology Development Center for Southwest Michigan, housed in the Haworth College of Business. As the Widners considered the idea of a combined ice cream parlor and spirit shop, Peterson approached the MI-SBTDC to oversee a feasibility study of whether such a store could thrive in the Kalamazoo market.

Journal Impact

Atmosphere Matters

“The Spirit of Kalamazoo is a promising shop which has a warm and welcoming atmosphere. Andy and Kathleen are so friendly that you really feel invited into the store.”

— Senior Megan Trout

Rourke worked with Dr. Tim Palmer, professor of management, and a team of students to execute the study. “Students explored the feasibility of The Spirit of Kalamazoo concept,” says Palmer. “Project classes are an important component of our management major. They give our students hands-on experiences in leadership roles and working on teams while providing a significant benefit to the community. Students work alongside entrepreneurs, the MI-SBTDC, faculty and community organizations such as Downtown Kalamazoo Inc. It’s really a win-win for all of us.”

One key takeaway that routinely comes to the surface as a result of the feasibility study and MI-SBTDC process is refining the focus of a potential business.

“When the student team came to meet with us about the feasibility study, I told them that if there was a market for this business, they would see a store up and running within 12 to 18 months,” says Widner. “And here we are. Quite a few of the students from the feasibility study project group have visited the store, and you can tell what a great experience it is for them to see their research translated into a brick and mortar reality.”

Eric Stuard, BBA '11, who worked as a part of the feasibility study team, took the responsibility of the study very seriously. “This project becomes more than just another class,” he says. “It is hands-on, collaborative and goal-oriented. You get to experience a real-world working environment, and you and your classmates hold the future direction of the business in your hands.”

Why did the Widners decide to pursue opening a business now? Several factors were at play. There was the business plan, held close to their hearts, which had been steadily evolving through conversations and life experience. There was the ability to harness the resources of several partners, including WMU’s Haworth College of Business, MI-SBTDC, and DKI and the retail incubator program. And there was the Widners’ desire to take charge of their future.

“With the market being up and down and the economic challenges, Kathleen and I have been spurred to take more hands-on control of a portion of our investments through the business,” says Widner. “There is something energizing about the idea of the return on investment being the product of your own hard work. Though factors you cannot control still exist, there are a great many things that you can control when you are in the driver’s seat.”

The Widners are quick to point out that their dream of owning their own business would not have been possible had it not been for the multiple resources available to them in the community. Describing Kalamazoo as “a big, small town that values entrepreneurial spirit, neighborliness and business mentoring relationships,” they feel they found the “sweet spot” where their passion and the community’s top-notch business resources met. “Everyone who was involved was crucial to this process. I think that we are particularly fortunate to have WMU’s Haworth College of Business as a leader in this community. The shared resources were vital. We are huge fans of WMU and have been very involved with the school throughout the years. Now, not only is WMU a pivotal part of our business launch, but it is also our product through our spirit apparel merchandise.”

What’s next for The Spirit of Kalamazoo shop now that the store has reached the tipping point, with the owners posting their first monthly profit in May. Kathleen Widner will be implementing elements of a marketing plan that a student project team developed for the store during Fall 2011, supervised by Dr. Ron Larson, professor of marketing. In addition, the store will broaden its selection of items related to the City of Kalamazoo, as the popularity of these items grows with each passing month.

So, the next time you are in Kalamazoo ... enjoying an Art Hop, festival, play or dinner ... stop by The Spirit of Kalamazoo, located at 128 Portage St. in downtown Kalamazoo ... you just might walk out with more than merchandise – you might walk out with “The Spirit of an Entrepreneur” as your thoughts return to the business you would start if ...

The MI-SBTDC enhances Michigan’s economic well-being by providing counseling, training, research and advocacy for new ventures, existing small businesses and innovative technology companies.

Statewide Economic Impact, 2010 data

Jobs created.....	4,461
Jobs retained	4,269
New businesses started.....	566
Businesses counseled	6,866
Attended training sessions	10,097
Hours of training	64,590
Capital formation: \$248,333,529 (loans SBIR, investors, other)	

The office serving Southwest Michigan is housed at WMU’s Haworth College of Business.

Three Haworth College of Business graduates combine talents at Aha! Leadership

When Robyn Moxley Marcotte, BBA '88, founded Aha! Leadership LLC in 2008, she had no idea the business would later grow to include two more Haworth College of Business alumni. Aha! Leadership is a leadership development organization that helps companies and organizations create dynamic, vibrant cultures that drive accountability.

The company serves a wide range of industries throughout the Midwest, acting as a change agent by inspiring leaders to transform their mindsets, tap into their unique personal potential and ignite results based on teamwork. The teaching approach utilizes solid leadership principles and engaging exercises based on authentic business situations and experiences. Ultimately, the company strives to create experiences that generate those "Aha! moments" for leaders and their teams, when something clicks into place to produce tremendous impact within their organizations.

Marcotte says her time at Western Michigan University prepared her for this type of work.

"I was a marketing major and management minor at the Haworth College of Business, and I took a class that required us to work in a team, complete a full feasibility study and ultimately present a recommendation to a live customer," states Marcotte. "Fast forward 20 years, and this is what I do every day for a living. I'm analyzing business situations and working with a team of talented people to propose solutions. While in college, I also learned that I love the challenge of building and starting new things from scratch. I was a founding member of a local sorority, which three years and 75 members later, became Sigma Kappa. There were many trials and tribulations, but what drove me to do it was that most people said that it couldn't be done. We did it and learned real-world leadership experience in the process."

Michelle Helmer Laxa, BBA '88, met Marcotte while working in a sales position at Valassis Communications in Livonia, Mich., and eventually joined her at Aha! Leadership. Today, Laxa helps clients learn to grow sales by developing vital connections with customers, providing

common sense solutions, communicating in unique and effective ways and improving sales close rates. She provides a variety of training programs and coaching on overall sales and leadership effectiveness. Laxa recalls how WMU set the foundation for her in a sales career, "I had excellent professors

in the management program that made sure that what we were learning would translate into our real-life business careers. We had opportunities to work in teams to create a product or solution and then determine its feasibility, from conception and development through production and marketing. Learning to collaborate and work effectively with people to develop solutions that work, set the stage for exactly what we are doing now with our customers. It was fun then, and it's still fun now."

Alexandra Allmacher Rozema, BBA '97, is the most recent addition to Aha! Leadership. Her focus is on helping clients improve people practices, team-building and leadership development. Her

background includes 15 years in human resources and leadership development with various Fortune 1000 organizations. "As a management major at the Haworth College of Business, my emphasis was human resource management. I learned from my coursework the impact company culture has on achieving operational outcomes for business. From that time on, I decided to focus my career on the people aspect of the business to drive results."

Although the members of Aha! Leadership did not know of their WMU Haworth College of Business connection until after they started working together, it is clear the foundation laid in their college experience and their innovative approach to business were important elements that they recognized in each other from the start.

Now, all of their insight is a part of this exciting and growing company.



Alexandra Rozema, Michelle Laxa and Robyn Marcotte combine their talents as well as the skills that they learned at their alma mater on a daily basis at Aha! Leadership.

“Passion wins every time, especially when building and growing a business. We fight fear with faith. By believing in our business and caring about our customers' success, we have been able to create a culture that fuels results and growth!”

— Robyn Marcotte

Sam Jaquette, BBA '11, Serving niche markets – The Western Way



Though he is young, Sam Jaquette, BBA '11, is experienced when it comes to launching new ventures. He uses his strategic and creative vision to serve niche markets with new online businesses. Coming from a family of small business owners, some would say it

was in his blood, but after being president of the Entrepreneur Club during his time at WMU and owning 49 domain names to date, he takes what it means to be a young entrepreneur to a new level.

How did Jaquette come up with ideas for 49 unique online businesses? He puts it simply, "I find a problem and provide a solution. And, I do lots of brainstorming. I stay well connected in my local communities and see every new relationship and conversation as a potential opportunity."

Jaquette is trailblazing with his startups, so no predetermined best practices exist for many of his ventures. He must learn an industry inside and out by talking to potential customers and studying competitors before creating comprehensive business plans (which accompany each domain) and bringing a site online, which addresses the particular business needs or services he is seeking to fulfill. He has launched businesses ranging from e-commerce to video sharing to recycling programs to business consulting; and there are even more to come.

Jaquette competed with a team of WMU students in the Michigan Clean Energy Venture Challenge with their company, e1e2, a recycling program that grants members points for recycling, which can be redeemed for discounts at local retailers. His team earned \$7,000 from the competition in combined awards and mini-grants, which will be used to complete overhead purchases and launch a website devoted to the company.

"The Haworth College of Business provides its students with lots of opportunities, and it is very important to take advantage of them," says Jaquette. "Being involved in a school where there were other students that were like-minded when it came to entrepreneurship helped out a lot, and the connections I made were huge. My classmates and I worked together frequently, keeping each other motivated and challenging one another to take our ideas to the next level."



John Potter, president of the Entrepreneur Club for 2011-2012, took on a leadership role in promoting a luncheon with several successful entrepreneurs to students across campus. Look for Potter to take on a new role, as the former WMU kicker and school record holder was drafted by the Buffalo Bills this spring.

Entrepreneurs share their tips for achieving success.



The Haworth College of Business supports and promotes entrepreneurship and engages with the business community in a number of ways.

The Michigan Small Business Technology and Development Center, located in Schneider Hall, offers a full range of services to growing businesses. On left is Tamara Davis, regional director of the MI-SBTDC. The organization selected Davis as the 2011 Outstanding Regional Director of its statewide network.

On right, is Lisa Garcia, director of business outreach of the new WMU Business Connection. The office provides access to University expertise and student talent and is a part of the Michigan Corporate Relations Network (M-CRN), a statewide initiative aimed at putting higher education resources to work to create jobs.

MI-SBTDC - (269) 387-6004

WMU Business Connection - (269) 387-0950

K.C. O'Shaughnessy: An entrepreneurial legacy

A year after K.C. O'Shaughnessy's passing, long-time friend and colleague Professor Bob Landeros reflects on O'Shaughnessy's lasting impact:

"I recall the way K.C. spoke so passionately about creating a center that would give meaningful opportunities to faculty, students and the community. His pursuit of those opportunities is exactly the same as that of an entrepreneur. It is now up to us to honor K.C.'s work and passion by ensuring that his plans for inspiring future entrepreneurs come to fruition," says Dr. Robert Landeros, chair of the Department of Management.

For 17 years, Dr. Kenneth "K.C." O'Shaughnessy was a professor of management at Western Michigan University's regional location in Grand Rapids, Mich. as well as WMU's main campus. Tragically, on July 19, 2011, O'Shaughnessy, an avid cyclist, was taking part in a weekly ride with a group of about 40 riders when he was struck by a pickup truck and suffered life-threatening injuries. He passed away 12 days later.

As director for the Center for Entrepreneurship and Innovation in the Haworth College of Business, O'Shaughnessy established the Entrepreneur Club, a student organization that encourages the entrepreneurial spirit in students by teaching them the skills necessary to start their own businesses, to explore internships with growing firms and mentorships with successful entrepreneurs, and to compete on the national level.

O'Shaughnessy devoted his career to securing meaningful entrepreneurial opportunities for students, faculty and the community—and his legacy will continue in memory, in part through gifts made to the K.C. O'Shaughnessy Entrepreneurship Endowment. The fund supports scholarships and other activities related to the Center for Entrepreneurship and Innovation, but more importantly, it allows O'Shaughnessy's entrepreneurial spirit to remain an inspiration to students for years to come.

"K.C. was an inspiration to all and loved by many. As a long-time friend and colleague of his, I am grateful for the generosity and willingness of others to share his great vision by contributing to the fund. With the help of others who share that vision, K.C.'s legacy will continue," says Landeros.

The fund has grown to more than \$35,000 through gifts from over 200 generous donors, many of them O'Shaughnessy's former colleagues, students and business associates, as well as his family.

Please consider making a gift to the K.C. O'Shaughnessy Entrepreneurship Endowment as a way of honoring O'Shaughnessy's memory and ensuring that his entrepreneurial spirit will continue to make an impact on students and the Haworth College of Business. Gifts may be mailed using the envelope included in this magazine or made online at MyWMU.com/MyGift.



K.C. O'Shaughnessy

Reflections from his students

"As one of those lucky students to have studied business strategy with K.C. O'Shaughnessy, I had the opportunity to experience his exuberant teaching style and quick wit firsthand. He always set the bar a little higher for each of us than we thought we could go, then he helped us make it to that goal. I'll forever cherish the education and friendship that he provided."
- Roxanne Buhl, MBA '06

"K.C. was one of the best instructors I had at WMU, and I will always remember the enthusiasm he generated in all of the students in the entrepreneur class he taught. It inspired me to volunteer at the YWCA GROW - Mind Your Own Business Class."
- Bobbi Bieschke, MBA '05

"K.C. was my favorite professor at WMU. He was a brilliant, charismatic individual."
- Ron Klyn, MBA '99

"I had K.C. for three classes, which is more than any other professor during my MBA program. He mentored my independent study where he pushed me to be more scholar than student. I value that as a treasured gift. At graduation, he was on the stage as a College representative. When I went to shake his hand, he laughed and pulled me into a hug instead. That is who K.C. was – a great scholar – an even greater friend."

- Carrie McDonald Swift, BBA '96, MBA '09

Difference

Imagine the possibilities



Photo - John Lacko

Lindsey Truitt is one of the recipients of the William T. and Terri L. Sturtevant Business Scholarship.

Two stories about the impact of scholarship gifts

"A university education is a turning point in someone's life. Scholarships are often a key to providing access to that experience, particularly given the challenge of affordability confronting many families," donor Terri L. Sturtevant believes.

Terri, and her husband, William (Bill), BBA '69, know that availability of scholarships has become increasingly important in giving students access to quality higher education. Nearly 70 percent of all undergraduate students at Western Michigan University receive some form of financial aid, and many of them are awarded scholarships funded by donors like the Sturtevants. In 2005, the Sturtevants directed a gift to WMU that established a scholarship fund in their names. The William T. and Terri L. Sturtevant Business Scholarship is awarded annually to undergraduate students in the Haworth College of Business with high academic merit and financial need.

"I was fortunate enough to receive a scholarship as an undergraduate and wanted to create the same possibility for others," says Bill Sturtevant. "My degree from WMU has made a profound difference in my life and helped pave the way for my

professional success. Giving back through a scholarship program has been an extremely gratifying experience." The Sturtevants live near Champaign-Urbana, Ill., where Bill has spent a large portion of his career at the University of Illinois Foundation.

One of the recent recipients of the Sturtevant Scholarship is Lindsey Truitt, an accountancy and management double major, who has benefitted from several scholarships.

"I feel more prepared and marketable for my future career because of scholarships," says Truitt. "They have helped enhance my resume and set me apart from other candidates and have provided good talking points during interviews, illustrating how I have worked to earn those various scholarships," says Truitt.

The Sturtevants decided to make their gift for many reasons, "Scholarships are not just about money; they encourage students to pursue their academic activities with vigor and enthusiasm," Bill Sturtevant notes. "They also bolster self-confidence and enhance the entire college experience."

This is true for Truitt, who believes scholarships helped her realize how her hard work inside and outside the classroom was recognized and appreciated by others, "I am so thankful because it kept me motivated to always do my best in my classes and my job. I have 150 credit hours, which enables me to sit for the CPA exam

this summer. In the fall, I will start my career with Ernst & Young in the Grand Rapids, Michigan, office as an auditor."

The impact of a donor's investment in scholarships cannot be overstated. These gifts are essential to giving bright students like Truitt the opportunity to achieve academic success in a supportive environment.



Terri and Bill Sturtevant

Scholarships ensure that WMU and the Haworth College of Business continue to recruit talented students and prepare them to become tomorrow's leaders. To learn more about how you can make a difference for students, please call the Office of Development & Alumni Relations at (269) 387-8700.

Faculty Focus

Her passion-perfect fit – advertising, teaching and research

Dr. Karen M. Lancendorfer receives WMU's Distinguished Teaching Award for classroom excellence

Becoming a teacher was always part of the plan for Dr. Karen Lancendorfer, associate professor of marketing. However, in her second year of college, she took a position as an advertising copywriter for a real estate company. She wrote well, was good at spelling and grammar, and quickly realized that advertising was the career for her.

Today, after nearly 20 years of working in advertising, representing companies such as Century 21 and Brogan & Partners, Lancendorfer has her Ph.D., and she teaches advertising – a perfect fit. So perhaps it is no coincidence that she was a recent recipient of the WMU Distinguished Teaching Award—the highest honor given by the University to recognize faculty members for teaching.

Known for her boundless enthusiasm for the marketing and advertising fields, Lancendorfer is credited with bringing a wealth of real-world experience to her teaching endeavors. She relishes the role of student mentor, encourager and confidant and is complimented and respected for the “contagiously high” academic performance standards that she establishes for her students.

Noted for leading interactive classroom discussions filled with current and relevant information from the business sector, Lancendorfer has been applauded for her caring, direct involvement that leads to student personal and professional growth.

“I have had the privilege of working with Dr. Karen Lancendorfer as my professor, academic advisor and mentor as an undergrad at WMU,” says Veronica

Owens, events and programs coordinator, Kalamazoo Regional Chamber of Commerce. “Her teaching ability, which allows her to engage with her students and motivate them to do well, is one of her many outstanding qualities as a faculty

member. It is her professionalism, paired with the drive to build a genuine connection with each and every one of her students, that really shows how she has positively impacted the advertising program.”

Her teaching style has evolved through the years. “When I first started teaching as a doctoral student, I focused solely on making sure the students had all the skills and the information they would need to start their new careers,” says Lancendorfer. “But over time, I’ve realized that teaching is more than simply imparting skill sets. I’ve started to really focus on each student as a whole person.”

Describing her teaching style as “tough love,” Lancendorfer says she wants her students to achieve as much as they can. “I want to provide them with the tools they need and nurture them along the way,” she says. “I let them make mistakes, and I let them try their wings and fly. But you’ve always got to be there for them and ‘have their back.’ I want them to understand the challenges they will face, seize the opportunities available to them, and realize that learning doesn’t stop just because they graduate.”

It can be frustrating and challenging sometimes to reach 40 students in a class with different learning styles, different majors, different skills and different pressures on their time, but Lancendorfer says it is worth it. “I tell my students that I’m an advertising geek,” she says. “I love the field and want to talk with them about it in depth every day. Do they have to be ad geeks too? No. But I’m hoping my enthusiasm rubs off on them. I want them to love the field they are entering.”

“The students know I care about them and want the best for them,” she says. “I try to throw in some industry scenarios that they are about to experience. You can’t sugar



“I’ve started to really focus on each student as a whole person. When I get to know them as individuals, they do better in class and are more open to my challenging them to succeed.”

– Dr. Karen Lancendorfer

“I have the opportunity to teach what I love—it makes perfect sense. I can use my teaching skills, and I like the fact that I can communicate with and work with students—and it’s all about my passion for advertising.”
– Dr. Karen Lancendorfer



Photo - John Lacko

coat it. In the advertising industry, the clients aren't going to wait for you.”

In addition to teaching, Lancendorfer has spent countless hours on research—including political advertising, mobile marketing, corporate image, crisis management and issues of branding in higher education.

She is currently preparing for her sabbatical research this fall which will focus on how people respond to negative political advertising messages pertaining to the U.S. presidential election. The national study will be set up as an online experiment where people will review and respond to messages in the ads. The study will be similar to her dissertation research, conducted in 2004 with Dr. Bonnie Reece (Michigan State University), which canvassed over 350 voters in Michigan.

“In the 2004 study, we found that men weren't influenced to vote one way or another as a result of negative advertising,” says Lancendorfer. “On the other hand, women viewed negative ads as a reason not to vote for the candidate running the ad. We expect to see similar results on a national level,” she added.

So why is this important? Lancendorfer observes a double standard in laws

governing political ads compared with corporate advertising. “Freedom of speech takes on a much broader context in political ads, whereas there are limits in the corporate advertising world,” she says. “The impact of the research is really good information for those who manage political campaign advertising.”

Lancendorfer's most interesting research project involved the use of dogs in advertising. Conducted with Dr. JoAnn Atkin, associate professor of marketing, and Dr. Bonnie Reece (Michigan State University), they found that advertisers were able to favorably influence consumer attitudes towards a brand by featuring an animal in the advertisement. Other factors influencing the consumer included the attractiveness of the animal. “Overall, we found that if you love dogs, you'll love an ad featuring a dog and probably think positively about the brand that is being promoted through the use of the dog.”

And for having such a passion for advertising, one needs not mention the importance of advertising in connection with the Super Bowl. Each year, Lancendorfer reviews the ads and typically shares her views on what works and what does not work with the local media following the annual advertising extravaganza.

Particulars

Born and raised: Canton, Michigan

Degrees held: Bachelor of Science, Eastern Michigan University; Master of Arts/Ph.D., Michigan State University

Research Interests: Political advertising, mobile marketing, corporate reputation and responsibility, and crisis management

Professional reading: Advertising Age and Ad Week

Professional Organizations: As a member of the American Academy of Advertising, Lancendorfer will assume the role of vice president of the organization beginning in fall 2012.

Favorite Apps: Facebook, IntoNow, LinkedIn and ESPN Score Center

Managing supply chain risk

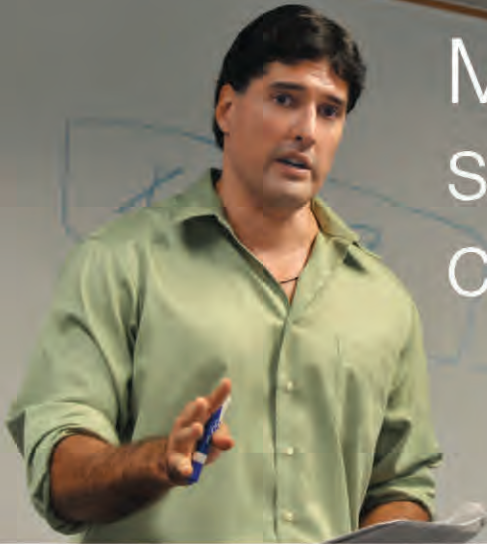


Photo - Mike Lanka

“While firms have increased their exposure to this risk through initiatives that focus on cost reduction, few have a formal strategy in place for managing the risk involved.”

– Dr. Sime Curkovic

The news tells us what happens: A tsunami devastates Japan, late spring frost damages fruit crops in Michigan, fuel costs rise and fall, safety concerns require changes in transportation for hazardous chemicals. Government officials respond to needs and examine the toll and economists predict the economic impact. Then, business executives must determine how best to maintain supply chains.

Whether the disruption is significant or minor, how do businesses plan for the near constant interruptions to supply chains?

While the research on managing supply chain risk is relatively new and limited, it can be critical to a company's success. In a continuously changing field, supply chain risk management (SCRM) is critical for small and large companies. Experts do not always agree on the best methods, nor does any single method work for all industries, says Dr. Sime Curkovic, professor of management, who spent spring semester researching SCRM needs with Mercedes Benz Technology, as part of his sabbatical research.

“Most businesses surveyed agree that supply chain risk management should be a core issue in the planning of any organization. While firms have increased their exposure to this risk through initiatives that focus on cost reduction, few have a formal strategy in place for managing the risk involved,” reports Curkovic.

Few tools exist to assist managers with analyzing the risk associated with supply chain management. Managers agree that without a systematic analysis technique to assess risk, much can go wrong in a supply chain (i.e., unexpected costs, extended

lead times, poor quality, or numerous other negative performance variables). “But one thing is certain, documenting and analyzing risk must be an essential part of continuous improvement. It becomes critical to have an easily understood method to identify and manage risk,” says Curkovic.

After finalizing his research and submitting it for publication, Curkovic pinpoints the following key results:

- Failure Mode Effects and Analysis (FMEA) is a mainstream tool used to collect information related to risk management decisions in engineering capacities, but not in a supply chain capacity. Most managers support a modified version of the tool that could be used to help evaluate risk.
- Most managers agree that risk management is uncommon in most firms, but that it is required for minimizing disturbances and that with FMEA, unforeseen problems can be avoided.
- For SCRM to succeed, the process needs to be immersed throughout an



WMU Supply Chain Challenge team members competed in Lansing, Mich., against teams from universities across the country, placing third. From left, ISM seniors Joseph Cronk, Erik Markstrom, David Lipowski and Dylan Green with advisor Dr. Sime Curkovic.

organization rather than housed in a separate department or assigned to supply chain managers. To be successful, it is critical that SCRM become part of corporate strategy, the supply chain organization, process management, performance metrics and information technology.

Curkovic Sabbatical Activities 2011-12

- Completed 6 papers for publication.
- 2011-12 Editorial Review Board, Editor-in-Chief, Open Science | Open Minds.
- Keynote Speaker, Grand Rapids APICS/ISM Joint Meeting, November 9.
- Keynote Speaker, Midwest Decision Sciences, April 13.
- Joined the dean of Extended University Programs to develop an undergraduate degree in sustainability which will be implemented in the 2012-13 academic year.
- Led a team of four WMU students that took fifth place overall, placing in the top three in two of four categories scored, at the Undergraduate Supply Chain Challenge held in Lansing, Mich.
- Led a team of four WMU students that took third place in the first Wayne State/General Motors National Supply Chain Case competition held in Detroit, Mich.



Photo - Sara Valkenburg

Professor's research in Detroit aims at defining a framework for "place marketing"

Whether at the local, regional or national level, the importance of geographical branding and image-building is more crucial today than ever before. Dr. JoAnn Atkin, associate professor of marketing, has made it her focus to study the process surrounding this emerging topic, referred to as "place marketing."

So why the interest? According to Atkin, the subject is important for a couple reasons. "We live in a hyper-competitive environment, so it's really important for all places – cities, regions, states or countries – to differentiate themselves and convey that differentiation to attract the best resources, talent and companies." Because this is a fairly new discipline, Atkin says existing studies are very 'soft' in terms of academic rigor. "Place marketing needs theoretical

grounding so that we can develop a stream of generalizable learnings that can be used in revitalization efforts, such as those happening in Detroit."

Having strong ties to the Motor City, Atkin uses Detroit's revitalization efforts as context for her research. "I've lived, studied and worked in the Detroit area," says Atkin. "I have a strong affinity for the city, its people and its successes. I am compelled to find a way to make some contribution, however big or small, to the city's revitalization efforts."

As part of her research, Atkin is interviewing people who are in non-profit, philanthropic and public policy positions as they relate to economic development and marketing. She is also trying to identify the role the media plays in covering economic and

revitalization efforts in Detroit. "Public perception of a place is a key factor in its success," says Atkin. "And the media plays a critical role in shaping those perceptions. From nationally televised news stories to insider blogs and e-zines, what is being said in both traditional and non-traditional media about places makes a difference."

Although the study is still in the preliminary stages, Atkin says that one of the biggest issues is the nature of the partnerships or relationships among the many stakeholders who have a vested interest in the success of a city or region. "Trust, communication and learning styles, and power and commitment are just a few key concepts that play vital roles in managing a place," she says. "Each stakeholder group has different goals and defines success in different ways. It is going to be a very challenging web to untangle."

“I have a strong affinity for Detroit, its people and successes. I am compelled to find a way to make some contribution, however big or small, to the city's revitalization efforts.”

– Dr. JoAnn Atkin

A stylish enterprise

Josh Breshgold, BBA '09

Josh Breshgold wasted no time in pursuing his dream after graduation. Combining his love of clothing with his degree in sales and business marketing, he started his own menswear clothing company, Joshua Gold.

The company caters to busy professionals – attorneys, wealth managers and business owners – who are looking for high-quality menswear but do not have time to spend shopping. The hallmark of the company is excellent customer service, and it is this level of service that is earning the Michigan-based clothier rave reviews and loyal customers. Joshua Gold representatives visit clients at their homes or offices, where they take measurements, and allow clients to hand-select everything about their garment from style to fabric to color. The finished product is a one-of-a-kind garment, tailored specifically for the client's needs. The majority of products that Joshua Gold offers are made in the U.S., from suits made in Maryland to luggage made in Massachusetts.

Quality is key to the Joshua Gold enterprise. Breshgold knows the tailoring trade; he completed an apprenticeship with a family friend and master tailor in Singapore when he was 19 years old. That experience and his education at WMU's Haworth College of Business have prepared this Bronco to be a successful young entrepreneur.

But to Breshgold, success is not all about numbers. When asked about his most significant professional achievement, he spoke about a time when he saw feedback from his clients. "Reading their testimonials about my business and how much it helped them was incredibly humbling and gratifying," says Breshgold. "It made everything I've worked so hard for feel completely worth it."

He also understands the importance of giving back to the community, where he takes part in multiple volunteer projects in Detroit – everything from planting trees to "suing up" (literally) soon-to-be Detroit high school graduates.



Creating a company culture from scratch is like making a suit:

"When you start a company, you have to think very carefully about the overall design of what you want to produce. Creating a culture of excellence is not unlike cutting a great suit. You have to have the best raw materials in terms of talent and standards and then bring everything together; and, in the end you have something unique that truly 'fits.'"

– Josh Breshgold

Profiles

Breshgold is happy to “pay forward” his College of Business experience by sharing his top advice for young entrepreneurs:

- Do not take no for an answer. Throughout the journey of creating a business you will hear “no” much much more than you hear “yes.” If you reach a roadblock, know that there are an infinite number of ways to reach your goal.
- Set goals for everything. Create goals that spell out exactly what you are trying to accomplish. Add details that explain exactly how you plan to accomplish your goals. Set deadlines and make sure your goals and daily schedule align.
- Back to rule number one. People may tell you that you are “crazy, a dreamer or unrealistic.” You must do everything

possible to not get discouraged by naysayers. If you have a strong passion, drive and a great idea, you can accomplish whatever goals you set for yourself.

- Seek out guidance from successful people who are already working in the field. You will find that they are usually eager to tell their story, and often you may be able to find answers to questions that have been holding you up in your progress.
- Follow your dream. Starting a business is no small task. It may take years and an incredible investment of time and energy, but when you can wake up every day and absolutely love what you do, there is no better feeling in the world.



Photos – Simon Fairweather

A passion for business of Olympic proportions

Mary Lobbestael, BBA '99

Mary Lobbestael recently joined Octagon, the world's largest sponsorship consulting practice in athlete and personality representation and management, as a group account director. In this role, she is responsible for BMW's entire promotional portfolio, including the development and execution of BMW's Olympic partnership, as well as its Motorsport and Golf platforms. In addition, she serves as a host of other events and partnerships.

Lobbestael is no stranger to the automotive industry. Her first job after graduation was an account planner and research

manager at Bozell Worldwide where she led international research projects for Chrysler. She later became the vice president of experiential marketing at General Motors R*Works where she managed promotions for Cadillac, including programs and partnerships with the Tribeca Film Festival, American Film Institute, the movie blockbuster Transformers, and the 2004, 2006 and 2008 Olympic Games.

While working for these global brands and building these illustrious partnerships, Lobbestael has had some interesting experiences. She interacts with high profile business leaders and celebrities on a regular basis, (and even once made Adam Sandler

laugh!) but out of all of the Oscars, ESPYs and Super Bowls that she has worked on, her favorite event is the Olympics. She recently interviewed a group of Olympians and Olympic hopefuls and was incredibly moved by their courage and dedication to their passions. “I take inspiration from them and try to recognize a similar spirit in myself,” she says.

The culture of the Haworth College of Business

Lobbestael finds inspiration close to home, from a professor at the Haworth College of Business, Dr. Betty Parker, “Dr. Parker saw something in me that at the time I didn't see in myself. She helped convince me that anything is possible. She invested her faith in me, at a time when I needed it most, and for that I am eternally grateful.”



In the driver's seat of Ford's emerging media

Brian McClary, BBA '04

How do you land a job that did not exist when you were in high school, one that involves everything from non-traditional vehicle launches on Facebook to rolling out an online virtual car building site to leveraging the power of a quirky "spokespuppet" via emerging media?

As a social and emerging media analyst for Ford Motor Company, Brian McClary, BBA '04, does all these things and more as part of Ford's Digital Team. "Whenever I talk to current business students, I always say 'you too can have this job' by being a sponge, by being the first to learn new technologies and by keeping an eye to trends and knowing when to act," says McClary.

The goal for McClary is to keep Ford on the leading edge of all things digital and strategize where and when it makes sense to leverage social media and digital tools to maximize the Ford "brand experience." The central question for McClary is "How can we leverage 'social' in every single campaign in the right way?"

One of the most promising and interesting areas for McClary is consumer multi-tasking as it relates to content. "We see

consumers leaving their phone open to tweet or to comment on Facebook about major events such as the Super Bowl or the Oscars or the new season of their favorite show," says McClary. "Finding ways to integrate different social media platforms and designing campaigns that cater to how people jump between these media streams is an area of interest for us. A successful social media campaign is not only about doing something new and different, though it often is; it is also about designing something that captures how people are using their smart phones, computers, tablet devices and entertainment and infotainment sites."

Another growing area for digital media is gaming. "Gaming consoles are used to do more than just play video games; they have become content consumption devices," says McClary. "The typical person with a gaming system spends an average of 84 hours per month on their console with just under half of that time playing games," says McClary. "The rest of the time is spent using it to watch programs, to surf the web and for other applications."

"Gamification," the use of video game design, techniques or concepts to make technology more interactive and game-oriented, is driving Ford's online Mustang Customizer, where friends and family members can "battle" each other to design

the best virtual Mustang. "These trends are exciting, and we are just scratching the surface; there is a lot more to come," says McClary.

McClary is quick to point out that traditional media is not diminished by social and digital media. "Billboards, television commercials, print material ... it all is important to the messaging," says McClary. "Social and digital media is just another layer of the experience. And, it gives you the benefit of immediate feedback from consumers in the form of comments, votes, likes, tweets, downloads, views and great analytics. The ability to see people's reactions in real time makes this field very exciting."

Check out Ford campaigns that McClary has worked on in terms of social media strategy:

Ford Focus, Doug the Spokespuppet, Search YouTube for Ford Focus Doug

Mustang Customizer www.ford.com/cars/mustang/2012/customizer/

Ford Explorer Facebook Rollout <https://www.facebook.com/fordexplorer>

Great corporate culture

“At Ford, we really work as a team. I have to say I have a dream job. My job is not work; it is a passion. The only 'work' that I do in a day is waking up and showering before going into the office. Every day, I finish the day wondering how time can pass so quickly. I enjoy what I do so much. I will talk about emerging media to anyone who will listen!”

– Brian McClary



Making a difference through digital

Scott Robinson II, BBA '05

Scott Robinson II, BBA '05, a motivated, self-starter, did not let his busy schedule as a student athlete (WMU football defensive back) stop him from gaining job experience outside of the classroom. During his time at WMU, he expanded his marketing and promotions company, DMP Productions, to gain web design experience to complement his advertising and promotions coursework in the Haworth College of Business.

In his first job after graduation, he served as a digital communications specialist at the Kalamazoo Regional Chamber of Commerce. After a year and a half at the Chamber, Robinson saw an opportunity in Chicago and landed his dream job as the webmaster and IT support specialist for the Chicago Bears. During that time he traveled to Miami for Super Bowl XLI along with the team.

His success with the Chicago Bears attracted the interest of the W.K. Kellogg

Foundation, and Robinson was offered his current position as new media manager. Robinson serves as the liaison between the communications and IT departments. He oversees the organization's web properties, including its intranet, public website, and many microsites, and partners with the director of communications on managing the Foundation's social media efforts.

With all these responsibilities it would be easy to feel overwhelmed, but Robinson keeps his cool. He recalls projects and presentations he completed at the College and goes into similar projects at work with a sense of confidence, knowing from past experience and his current team dynamics that he can tackle any project the organization needs. "My mantra is: Do more than you have to do," says Robinson. "It pays off if you put in the extra effort. Strive to be better than the next person. And, if you are passionate about something, an employer can see it in your eyes and hear it in your voice."

A great culture in the non-profit world

“Walk inside of the W.K. Kellogg Foundation in Battle Creek, and you will encounter a building filled with diverse and passionate individuals from all over the country that come together to do their individual part in supporting the Foundation's vision. The Foundation's vision is 'We envision a nation that marshals its resources to assure that all children have an equitable and promising future – a nation in which all children thrive.' In other words, the W.K. Kellogg Foundation is full of passionate individuals ready to make an impact for the children of our future ... pretty cool, huh?”

– Scott Robinson II



Scott Robinson II works with grantees of the W.K. Kellogg Foundation who are either new to digital communication and social media or are working to improve their presence. Here are Robinson's top tips for those looking to establish or grow their digital footprint:

- Do not overwhelm yourself by signing up for every new social network and website. Determine the value each option will provide you and your audience(s). If the goals behind your business include establishing a thriving Facebook presence, do not just sign up for Pinterest and Google+ for the sake of being there. Make sure your networks fit within your strategy and will not become abandoned.
- Put in a little extra work and stay relevant. We can all become overwhelmed with major projects, but you do not want to lose your competitive edge. Take an hour or so at home a couple days per week to stay on top of your skill sets and the latest and greatest trends. It will yield results when that next project comes your way.
- Find what you are most passionate about and build upon that. It will show in your work, and it will show in your walk; it will show every time someone asks you "what are you doing nowadays," ... and that is the best life!

Celebrating Alumni



Photo - John Lacko

Alumni and friends were honored at the first annual Haworth College of Business Awards Ceremony, held over Homecoming Weekend. Recognized for their outstanding contributions in business and service, these alumni and friends of the College are affectionately dubbed our “rockstars of business” by students. Read on to find out how each honoree embodies the values of the Haworth College of Business.

“This year’s honorees represent a true master class in visionary leadership within their industries and organizations as well as outstanding contributions in service.”

– Dr. Kay Palan, Dean
Haworth College of Business



Haworth College of Business Advisory Council President and awards ceremony emcee, Steve Parker, BBA '67, MBA '07, shares the honorees' accomplishments.

umni and Friends

College Awards

Haworth College of Business Outstanding Alumni Achievement Award



Michael L. Gulino,
BA '65, MBA '66

Michael Gulino launched his career at PAE Government Services (Lockheed PAE). He served in a number of management capacities on a 28,000 employee U.S. Army contract before being

transferred to Washington, D.C. He then built the Washington operation into the most successful division of the company, before serving as president of a division of The Donohoe Companies. Next, he joined VT Griffin Services where, as president and chief operating officer, he was responsible for total operations and management, playing a key role in the acquisition of two companies and growing business more than 400 percent in three years. He then joined ITT Corporation where as president and general manager of the mission systems division, he oversaw total operations. During his tenure, the business increased revenue from \$1 billion to \$2.2 billion. He also served as chief development officer for ITT Defense and Information Solutions. He was recently named chairman of the board of directors of Agis Defense Services.

“Michael’s career epitomizes the kind of achievements for which we prepare all Haworth College of Business students.”

– Dr. Kay Palan, Dean,
Haworth College of
Business

Haworth College of Business Outstanding Service Award



Angela Davis
Robinson, BS '74

Angela Davis Robinson’s career at the Federal Reserve Bank of Chicago spanned more than 30 years. Starting as an assistant examiner/examiner in the supervision and regulation department,

she held progressively responsible positions with the Fed. In 2008, she retired as senior vice president of finance. In 2007, she was named a Business Leader of Color in Chicago. She served on the WMU Alumni Association Board of Directors and was a member of search committees for both the dean of the Haworth College of Business and the vice president for development and alumni relations. She was a long-standing member of the College’s advisory council, serving as president from 2008 to 2011. She is passionate about community service related to women and children, participating in the Women’s Self-Employment Project, Sarah’s Inn and Florence Crittenton Services of Arizona, among others.

“It is no surprise to me that the dedicated, hard-working student that Angela was has led to her success as both a professional and esteemed volunteer for the Haworth College of Business.”

– Mike Lewis, BBA '71,
Friend and Fellow
Bronco

Haworth College of Business Outstanding Young Alumni Award



Tyler J. Colton,
BBA '06

In the short time since graduation, Tyler Colton has developed an impressive resume. He began his career with Michigan Braille Transcribing Fund as an intern in 2005 and has been there ever since, eventually

being named president and chief executive officer in 2009. Michigan Braille uses inmate populations to create Braille materials and is the largest Braille production facility in the nation. Colton has had a major impact on the organization, introducing Internet advertising and better response to customers via smart phones and improving efficiency. In addition, he teaches after-hours business courses to staff; these classes better prepare men for operating their own businesses when paroled or released. To date, he has helped seven individuals start businesses, all of whom have become very successful. He serves on the board of directors for the National Braille Association and is chair of two committees, fund development and public relations.

“Tyler has leveraged his skills to become the CEO of an organization that transforms the lives not only of individuals who are blind but also of the prisoners who become trained Braille transcribers.”

– Dr. Kay Palan, Dean,
Haworth College of
Business

Department and Program Awards

Department of Business Information Systems Outstanding Alumni Award



Matthew D. Mace, BBA '98

Even while still a student at WMU, Matthew Mace was laying the foundation for his firm, BlueGranite. A recognized leader in business intelligence, BlueGranite's promise is "Business Insight.

Delivered." Recognized by Crain's as a leader in the "knowledge economy," the company was selected as a 2009 Microsoft Worldwide Partner Awards finalist in business intelligence. In 2011, BlueGranite was named the winner of the Microsoft Partner of the Year Award in Exceptional Sales Management. Mace is one of just 20 members of the Microsoft Partner Advisory Council for Business Intelligence, representing partner companies from North America as well as representatives from Europe, Asia and South America. He has been identified as one of the Top 40 Business Leaders Under 40 in West Michigan. He has served as chair of WMU's Department of Business Information Systems Advisory Board for several years.

“Matt has always been able to see where trends are going.”

– Dr. Alan Rea, Professor, Department of Business Information Systems

Department of Finance and Commercial Law Outstanding Alumni Award



Todd A. Sanford, BBA '83

Since graduation, Todd Sanford has been serving clients and helping them achieve their financial and personal goals through personal financial planning. In 2000, he founded Sanford Financial Services,

a firm dedicated to comprehensive financial planning services. The company is committed to firm decisions, driven by loyalty to clients. Sanford has been named one of the Top 1,000 Advisors in the Nation by Barron's Magazine, a Top Independent Advisor in the Nation by Registered Representative Magazine and is consistently a Top 10 Advisor for Raymond James Financial. He is a long-time Department of Finance and Commercial Law Advisory Board member and has more than 20 years of experience working with TIAA-CREF plans for WMU employees. Active in the greater Kalamazoo community, he holds several not-for-profit board positions and is an adult leader for high school ministry at Southridge Church.

“We are proud that Todd is a WMU alum and grateful that he gives back in so many ways.”

– Dr. Judy Swisher, Chair, Department of Finance and Commercial Law

Department of Management Outstanding Alumni Award



Christopher J. Flum, BBA '86

A 25-year veteran in supply management and member of several academic and supply management advisory councils, including the ISM Services Group, Chris Flum is an expert in integrated supply management.

After graduating, he held many supply management positions with three automotive business divisions of AlliedSignal and then moved to ThyssenKrupp Automotive. In 2003, he joined Harman International to establish an indirect procurement organization, overseeing the supplies and services, logistics, capital and equipment, and IT areas, with total spend of \$400 million. Harman is a \$4 billion global business that designs, manufactures and markets a range of audio and infotainment solutions. A regular speaker at various sourcing and procurement events, Flum was selected twice for the Supply and Demand Chain Executive Magazine "Pros to Know" issue. He has a long-standing relationship with WMU's Integrated Supply Management Program and its Executive Council.

“Chris has been a leader and a consummate Bronco his whole career.”

– Dr. Tom Carey, Professor, Department of Management

Department and Program Awards

Marketing Hall of Fame Award



Patricia J. Daugherty, BBA '80, MBA '81

After earning her BBA and MBA from WMU, Patricia Daugherty taught in WMU's Department of Marketing and then earned a Ph.D. from Michigan State University. She then

joined the faculty of the University of Georgia's Department of Marketing and Distribution and after eight years joined the University of Oklahoma. In her most recent position, she served as division director and Siegfried Chair in Marketing and Supply Chain Management and is currently professor emerita. One of the founding members of the Oklahoma Council of Supply Chain Management Professionals Roundtable, she served as general conference chair for the 2007 Annual Global CSCMP Conference, and she has served on the CSCMP Board of Directors. She was also the CSCMP 2008 Programs Chair. She serves on editorial boards for several prestigious business publications and is a prolific researcher. Daugherty has consulted with several firms, including The Gillette Company, Nabisco Foods and Ralston Purina Company.

“Pat is the quintessential marketing and logistics expert. She has trained and mentored dozens of doctoral students over the years.”

– Dr. Diane Halstead,
BBA '80, MBA '81,
Friend and Fellow
Bronco

Marketing Hall of Fame Award



John E. Dillworth, Jr., BBA '79

After graduation from WMU, John Dillworth began a career with Kellogg Company. The first ten years of his career saw him holding various sales positions in New York and Detroit. Next, he joined food service

marketing at Kellogg, holding multiple director-level positions. He was responsible for developing new business opportunities for Kellogg Foodservice USA, including new product development and new market development from concept to execution. In addition, he worked as a member of the mergers and acquisitions group on Morningstar Farms and Kashi – two significant acquisitions for Kellogg. In 2000, he became president and chief executive officer at Goodwill Industries of Southwest Michigan where he is responsible for developing and growing human services, retail stores, industrial manufacturing and custodial divisions to provide a financially solvent contributor to employment and training within southwestern Michigan. Goodwill has a compounded annual growth rate of 75 percent over the past 10 years.

“John is one of the most creative and visionary business leaders with whom I have worked.”

– Phil Straniero,
Executive-in-Residence,
Food and Consumer
Package Goods
Marketing Program

Food and Consumer Package Goods Marketing Outstanding Alumni Award



Donald C. Baker, BS '85

Donald Baker has been in the consumer package goods industry for more than 25 years. He began working for Jewel-Osco in high school in the Chicago area. He has held sales positions with direct

selling organizations and brokered sales organizations and managed geographies that have spanned the country. He also has extensive marketing experience and has taken part in a number of key strategic initiatives, including SKU elimination, plant rationalization, company reorganizations, ERP implementations, trade spend redesign and syndicated information contract negotiations. He is currently vice president of best practices for Sara Lee Food and Beverage where he is responsible for pricing, training, shelving and assortment, category management, sales operations and sales information systems. His primary role is to lead his group in best practice process orientation. He has been active on WMU's Food and Consumer Package Goods Marketing Advisory Board for a number of years.

“We are extremely proud of all that Don has accomplished. His career serves as a wonderful example for our students.”

– Dr. Frank Gambino,
Director, Food and
Consumer Package
Goods Marketing
Program

Department and Program Awards

Food and Consumer Package Goods Marketing Outstanding Alumni Award



Christopher T. Burns, BS '86

Christopher Burns began his grocery career in his youth by helping out in his grandfather's store, Fred's Food Centre, in Ionia, Mich. He began his defense commissary career in 1984 by working

cooperative internships with the U.S. Army commissary system and subsequently served in a variety of assignments. He then served for a year as director of operations for DeCA East. In that capacity, he was responsible for tasks focused on store-level support and improvement for the 99 commissaries within DeCA East. After serving as deputy director for DeCA West, he assumed his current role as director of sales in February 2010. As the Defense Commissary Agency's director of sales, he is responsible for more than \$5.9 billion in annual agency sales. He is also responsible for the efficient and effective movement of subsistence to overseas commissaries through the Defense Transportation System – a \$120 million-plus program.

“Chris's career-long commitment to the food industry and his leadership have distinguished him in the field.”

– Dr. Frank Gambino,
Director, Food and
Consumer Package
Goods Marketing
Program

Food and Consumer Package Goods Marketing Outstanding Alumni Award



Brian J. Haaraoja, BS '84

After graduating from WMU, Brian Haaraoja joined Jewel-Osco in Chicago, where he spent 17 years and then moved to Shaws in New England, where he spent five years, distinguishing himself with both

organizations. His career then took him to Landover, Md., where he spent three years with Giant Foods. While at Giant, Haaraoja served as the vice president of deli and bakery and vice president of sales for the firm's southern division. He then joined Spartan Stores and held the position of vice president of perishable merchandising. He has also served Spartan as the vice president of center store merchandising. His experience in executive management of merchandising and category management contributed significantly to Spartan's bottom line. Haaraoja is currently vice president of the eastern division for Spartan Stores. Headquartered in Grand Rapids, Mich., Spartan distributes full line groceries to over 300 independent customers in Michigan, Indiana and Ohio and operates 96 stores in Michigan.

“Brian is a great example of an alum building the local and regional economy through the application of his degree and leveraging of his experience.”

– Dr. Kay Palan, Dean,
Haworth College of
Business

Food and Consumer Package Goods Marketing Outstanding Alumni Award



Sawan Kapoor, BBA '01

Completing four internships and a study abroad semester while a student prepared Sawan Kapoor to be a work-ready and flexible employee who hit the ground running after graduation. He joined Daymon

Worldwide, where he quickly moved from an analyst role to managerial roles. Generating revenue in his various positions, he had several notable accomplishments, including building the Safeway “O” Organics program, which generated \$40 million in year one from 152 items. In 2006, he joined Palm Bay International and rose to vice president of enterprise planning and business development where he managed a budget in excess of \$260 million. He then became CEO of Sutton & Maxwell, a Palm Bay International investment venture. He is currently the president and chief executive officer of Kapoor Lighting, India's oldest and largest decorative and commercial lighting company with manufacturing operations in India and China, 21 retail stores and 110 dealers.

“In a short time since graduation, Sawan has earned a position as a CEO. He is a wonderful example of all that can be achieved with a degree in Food and CPG Marketing.”

– Dr. Frank Gambino,
Director, Food and
Consumer Package
Goods Marketing
Program

Department and Program Awards

Food and Consumer Package Goods Marketing – Adrian Trimpe Distinguished Service Award



Phil McGrath

Phil McGrath has spent the better part of his career with The Nielsen Company, having celebrated his 35-year service anniversary. His early career was devoted to working in client service roles on the manufacturing side of the business. He

worked on several client teams, including Johnson and Johnson, Lipton Company and Warner Lambert. With Nielsen, he also completed leadership assignments in the retail services group, where he led a team that managed Nielsen's relationships with many of the top retailers in the U.S., including Kmart, Jewel-Osco Foods, Walgreens, Kroger, SuperValu and Target. In that capacity, he was instrumental in developing the company's solution-based offerings for retailers. He is currently director for business service at Nielsen, leading a team responsible for developing and implementing the Value Measurement Objective Program globally for the organization. He has served as chair of the WMU Food and Consumer Package Goods Marketing Advisory Board.

“Phil's leadership on the advisory board has been instrumental in further building the industry partnerships for which our program is known.”

– Phil Straniero,
Executive-in-Residence,
Food and Consumer
Package Goods
Marketing Program

WMU ROTC Wall of Fame Award



Colonel Rodney L. Faulk, BBA '87

Following assignments as platoon leader, battalion staff and two company commands, Col. Rodney Faulk served with First Army Regional Emergency Preparedness Liaison Team V, Great Lakes Naval Station, Illi.,

Deputy Inspector General, Joint Task Force, Guantanamo, and Inspector General for the 300th Military Police Brigade, Inkster, Mich. He assumed command of the 785th Military Police Battalion in 2004 and deployed the battalion to Iraq to exercise command and control of the world's largest military detention facility at Camp Bucca. He then served as Chief of Staff for the 300th Military Police Brigade, deploying again to Iraq. He is currently assigned as Commander, 310th Expeditionary Sustainment Command (Rear), Indianapolis, Ind. His awards and decorations include the Bronze Star Medal with oak leaf cluster, the Defense Meritorious Service Medal, the Army Meritorious Service Medal with three oak leaf clusters, the Army Commendation Medal with one silver and three bronze oak leaf clusters, and the Army Achievement Medal with bronze oak leaf cluster.

“Colonel Faulk has dedicated his life to the U.S. Armed Forces, both in his civilian job with Tank and Automotive Command and his military job as an Army officer.”

– Lieutenant Colonel Brett Johnson, Scholarship and Enrollment Officer, Department of Military Science and Leadership

In Memoriam



James W. Hill,
professor emeritus
of management,
April 9, 2012.



Richard L. Hodges,
associate professor
emeritus of
accountancy,
Jan. 30, 2012.



Robert L. Jones,
assistant professor
emeritus of finance
and commercial law,
Sept. 13, 2011.



Leo Niemi, professor
emeritus of business
information systems,
March 2, 2012.



Kenneth "K.C."
O'Shaughnessy,
professor of
management,
Aug. 1, 2011.



Carol L. Stamm,
professor emerita
of management,
April 15, 2012.

Full obituaries for WMU faculty, staff and retirees are listed at: www.wmich.edu/news/obituaries/.

Class

1970

Russell W. Blake, MBA '70, has been serving as the city manager of Pocomoke City, Md., for more than 30 years and was appointed vice chair of the board of trustees at Wor-Wic Community College.

1971

Thomas R. Eurich, MBA '71, has published the second installment in the Dalton Crusoe Novels, "The Israeli Betrayal," under the pen name Richard Trevae.

1972

Scott Wagner, BBA '72, retired from more than 35 years in corporate sales and started his own business, Wagner Sales Training, which offers continuous education workshops to current business professionals. These workshops examine actual case studies of selling obstacles and their successful solutions.

1977

Robert B. Zalewski, BBA '77, has been promoted to supply chain manager at Kaltech Inc., a Michigan-based manufacturer of tankless water heaters. He previously worked at Kaltech for four years as a purchasing manager.

1980

Jeff W. Corey, BBA '80, was promoted to vice president of public relations for Palace Sports & Entertainment where he will manage all public relations efforts for concerts, shows and sporting events at The Palace, DTE Energy Music Theater and Meadow Brook Music Festival.

Steven P. Kreider, BBA '80, has joined Comerica Bank as vice president for private banking. He will work with the bank's wealth management clients in Kalamazoo, Battle Creek and southwest Michigan.

1981

Richard D. DiBartolomeo, BBA '81, has been elected to the board of directors of the Michigan Association of Certified Public Accountants. Some of his other involvements include membership in the Rick Snyder for Michigan Committee, MACPA's Professional Ethics Committee, American Institute of Public Accountants and Detroit Economic Club. He is currently serving as the president of the Detroit Athletic Club for 2012.

James E. Sahli, BBA '81, MBA '83, has been named director of global field sales and marketing for the Vehicle Group at Eaton Corporation.

1983

Nasim U. Ansari, MBA '83, is president and owner of Business and Technical Education Services in Kalamazoo, serves as a part-time instructor at WMU and has been appointed to the Asian Pacific American Affairs Commission within the Michigan Department of Civil Rights by Gov. Rick Snyder.

1984

Thomas E. Eisenhower, BBA '84, former student athlete on the WMU track and field team, was inducted into Clare Michigan High School's Athletic Hall of Fame for his record-breaking times in the 800-meter dash.

1986

Julie Blum Andzenga, BA '86, MBA '89, has been named community bank president at MidCounty Bank in St. Cloud, Minn.

Carolyn S. Rourke, BBA '86, joined the Southwest Michigan Small Business and Technology Development Center, housed at the Haworth College of Business, as a finance strategy specialist. The MI-SBTDC is a resource for small businesses.



David Rozelle, MSA '75, WMU emeritus associate professor of accountancy, participated in the 2011 World Transplant Games in Goteborg, Sweden, and returned home with gold medals in the 800-meter run and 5k race. The annual, weeklong event shows that, "Organ transplantation not only works, but these people flourish," says Rozelle, who received a heart transplant after a heart attack in 2001. "I am a lighter, stronger and better physical person than I was before," he says, but remains humble and thankful for the gift he was given by a 17-year-old Newaygo County boy who was killed in a car accident. Rozelle keeps in contact with the donor's family and has sent two of his gold medals to the boy's mother (one from the U.S. Games in 2010 and one from the World Games in 2011).

Notes

Lary E. Blahnik, BBA '85, owner of Blahnik Builders and Blahnik Property Management, basketball and soccer coach and former WMU basketball player, passed away on July 20, 2011 after being critically injured in a car accident in Kalamazoo County. "He was 6 foot 8 inches with a size 18 shoe and a heart bigger than his entire body," says wife RoseAnn Blahnik. The two met in Harrison Hall, a WMU residence hall, and married six years later. Blahnik called her husband a "basketball fanatic," and they and their children visited Western frequently for games. The family has set up the Lary Blahnik Memorial Fund at the Fifth Third Bank in Plainwell, Mich., to fund a yearly scholarship at WMU.

1990



James D. Kitchen, BBA '90, owner of Golf Tech in Novi, Mich., received the Customer Service Excellence Award from the Novi Chamber of Commerce. He and his business were honored for more than 20 years of service to customers.

Lance S. Smith, BBA '90, MBA '98, has been named senior vice president and director of consumer and small business lending at Flagstar Bank, where he is in charge of the Retail Lending Center which underwrites and processes all consumer and small business loans.

1994

Todd M. Jacobs, MBA '94, has been promoted to president of Talcor/Aristoplay, a producer and retailer of family-friendly card games, board games and puzzles that incorporate an educational experience into fun family time.

1995

Toru Awano, BBA '95, is living in Germany and continuing his 15-year banking career as a corporate banker. While on vacation in Michigan last year, he visited the College and said, "It was my pleasure to visit the College of Business again!"

Jennifer Miller Monk, BBA '95, joined Educational Community Credit Union as manager of information technology where she directs and plans the credit union's technology infrastructure and IT tools.

Catherine A. Salome, BBA '95, has joined Perrigo Co. as a procurement operations buyer, serving as the liaison between the company and its packaging suppliers.

1997

Thomas W. Cronkright II, BBA '97, earned his JD at Wayne State University in 2009 and is now the CEO/co-owner/vice president/managing partner at Sun Tile, Vets Tile, Sun Law Group, Docs on the Fly, Cronkright Ventures LLC and Jade Clothing LLC. Cronkright was named one of the 40 Business Leaders Under 40 by Grand Rapids Business Journal in 2011.

Janice Jaroneski Quakenbush, BBA '97, MBA '99, director of business operations at WMU, passed the inaugural Certified Auxiliary Services Professional exam certification, which prepares her to advance within auxiliary/ancillary services.

1998

Brookton N. Behm, BBA '98, is the anti-money laundering national practice leader in the risk consulting business unit at Crowe Horwath LLP, one of the nation's largest public accounting and consulting firms, and has recently been elected as partner at the firm.

Jason W. Kapica, BBA '98, and his business partner have begun operations of Park n Party, a website that brings together parking lot owners and fans for a one-stop tailgate experience in Ann Arbor, Mich. on football Saturdays. Park n Party's first day of operation was September 3, 2011 – the University of Michigan's opening football game against WMU.

Rebecca Secco Turner, BBA '98, earned her JD from Syracuse University in 2001. She specializes in franchise law, corporate and business law, and real estate transactions and has been named shareholder at Maddin, Hauser, Wartell, Roth & Heller P.C.

1999

Philip R. Sullivan, BBA '99, has a passion for beer and was named 2011 Midwest Homebrewer of the Year. He has won other awards including, four Best of Shows (the highest honor) at competitions all throughout the Midwest and a bronze medal at the U.S. Open Beer Championship where he competed against professional brewers.

2001

Theresa M. Porołniczak, BBA '01, serves as the media planning supervisor at Universal-McCann (UM) working on FIAT. In addition to FIAT, UM is the planning and buying agency for Jeep, Chrysler, Dodge and Ram.

Carolyn Renzema Ridderman, BBA '01, is director of operations/plant manager for Stryker Medical where she oversees the production of many medical products the company sells worldwide.

Devon O. Wilson, BBA '01, has joined Biggs|Gilmore in Kalamazoo as project manager. In addition to his degree from WMU, Wilson is ITIL-certified.

2003

David J. McKay, BBA '03, MBA '10, has joined Callander Commercial, the leading provider of commercial real estate services in West Michigan, as a sales associate.



Michelle R. Alberda, BBA '89, best-selling co-author of "SKIRTworking: How to Network Using SKIRT," presented an informational talk on networking for women to community members, alumni, faculty and staff of WMU. The event was co-hosted by the Haworth College of Business and Inforum of Southwest Michigan.

Multiple Business Broncos on the move!

Cathi Camp Deschaine, BBA '92, and David T. Jewell, BBA '02, were promoted to senior managers at Yeo & Yeo P.C. Deschaine provides consulting and tax planning services with emphasis in manufacturing, retail and professional service industries while Jewell serves the tax department as the co-chair of the firm's tax team.

Peggy Flynn Day, BBA '84, Wesley G. Lenz, BBA '88, and Perry Wolfe, BBA '89, have all been elected as officers to serve on the board of directors for Junior Achievement of Southwest Michigan.

Three Broncos have joined Humphrey Products, a Kalamazoo-based pneumatic products manufacturer. William M. Wiescinski, BBA '92, as controller, William J. Miller III, BBA '05, as sales representative and Matthew D. Brown, BBA '07, as sales representative.

Business Bronco Brothers! Brian J. Lueth, BBA '05, has been promoted to associate at Plante & Moran PLLC where he will provide auditing services to the firm's higher education and manufacturing clients. He is married to Alexandria Lueth, a fellow associate at the firm. Brad L. Lueth, BBA '08, has been named assistant director of leasing and acquisitions for Phoenix Properties' eight-story, mixed-use development, The Exchange, in downtown Kalamazoo. Along with these responsibilities, he assists in managing other commercial developments owned by Phoenix Properties. The brothers have carried on a strong WMU tradition along with their parents, Larry D. Lueth, BBA '74, and Linda DeRight Lueth, BBA '76.

2003

Garrick J. Rochow, MBA '03, has been named vice president of energy delivery at Consumer's Energy and is beginning to use social media for the company as a new way to respond to customers' needs.

2004

John H. Bultema III, MBA '04, the youngest executive vice president in Fifth Third Bank's history, has been named one of the 40 Business Leaders Under 40 by Grand Rapids Business Journal.

2005

Brett A. Cummings, BBA '05, earned his JD at the Thomas M. Cooley School of Law.

Robert A. Moore, BBA '05, earned his lending analysis certification from the Credit Union National Association's Business Lending Institute and has been promoted to assistant office manager for Consumers Credit Union's Gull Road office in Kalamazoo.

2006



Justin M. Hartman, BBA '06, and wife, Crystal Mosteller Hartman, BS '05, MS '07, have recently opened Hartman's Haven Dog Rescue in Conover, N.C. The organization was responsible for 304 of the approximately 500 canines that were rescued from Catawba County Animal Control in 2010.

2007

Christopher J. Ryan, BBA '07, earned his JD from Michigan State University and has joined Giarmarco, Mullins & Horton, P.C. as an associate in the business practice group. Giarmarco, Mullins & Horton, P.C. is the 12th largest law firm in Michigan and named in Best Law Firms in America in 2011.

2008

Daniel B. Wiener, BBA '08, MA '11, has been named executive director for The American Power Boat Association, the sanctioning body for all types of boat racing in the United States, located in Eastpointe, Mich. The organization endorses more than 150 races nationwide, including everything from small runabouts to 200-mile-per-hour hydroplanes.

2009

Christopher N. Armour, BBA '09, recently completed the Series 7 examination, which is required to process trades with corporate securities. He has been named a registered client associate at Wells Fargo Advisors in Portage, Mich.

Jennifer L. Knapp, BBA '09, has assumed the role of marketing specialist at Consumers Credit Union in Kalamazoo where she promotes the brand and image of the credit union through the existing marketing plan and development of new campaigns.

Jeffrey T. McCray, BBA '09, has joined Burnham & Flower Insurance Group in Kalamazoo as an account manager.



1st Lt. Alexander T. Schell, BBA '09, provided security for a mosque opening ceremony in Tarok Kolache, Afghanistan. This ceremony marks the beginning of a reconstruction project by local landowners and International Security Assistance Forces in an area that was formerly a Taliban stronghold and destroyed in October 2011.

2010



Elizabeth L. Gartner, BBA '10, completed her master's of human resources and industrial relations at the University of Illinois Urbana-Champaign. She has recently been hired by Microsoft and is working in their HR Trax program.

Kirsten Boyce Glaser, BBA '10, married Hope College graduate Daniel Glaser on September 3, 2011.

2011

Jenna M. Rowekamp, BBA '11, has joined SolSpring at the Kalamazoo Center for the Healing Arts as bookkeeper.

Baby Broncos



Matthew R. Kanan, BBA '91, and wife, Denise, welcomed baby, Matthew Hans Kanan, on April 12, 2011.



Bryan L. Dougherty, BBA '02, and wife, Samantha Smith Dougherty, BS '05, welcomed their first "Baby Bronco," Allison, on December 3, 2011. Allison's parents report that she is looking forward to her first WMU football game!



Travis J. Kramer, BBA '04, and wife, Melissa Heslinga Kramer, BBA '04, had a baby girl, Annabelle Renae, on October 7, 2011.

Timothy M. Johnson, BBA '98, MPA '05, and wife, Heather, were excited to welcome a baby boy into the family on July 8, 2011.

Janine Grochoski Holmes, MBA '02, and husband, Chris, welcomed twins, Samuel Felipe and Fabiana Luani, on January 12, 2012.



Cara Crandall McMillan, BBA '04, welcomed "Baby Bronco," Gage Thomas McMillan, on November 24, 2011.

BryAnne Nardella Truiett, BBA '01, and husband, Blaise Truiett, BBA '01, had a son, Brayden, on September 2, 2008.



Miguel A. Martinez, BBA '03, wife Holli, and daughter Aryanna, added to their family with the birth of Lillyanna Lenae Martinez on December 21, 2011.



Adam F. Lube, BBA '07, and wife, Amanda Laramy Lube, BS '08, are proud to announce the birth of their first child, Alivia Jayne, on September 1, 2011. Although they currently reside in Chicago, they hope the future will bring her back to the great state of Michigan!

Nathaniel G. Wehner, BBA '01, and wife, Dana Marton Wehner, BS '04, welcomed their new "Baby Bronco," Hazel, on November 5, 2011.

Have you joined us lately?



Dennis Archer, BS '65, delivered an address titled "Education and Leadership + Respect for Ethics and Diversity = A Successful Global Competitor" as part of the College's Distinguished Speaker Series.



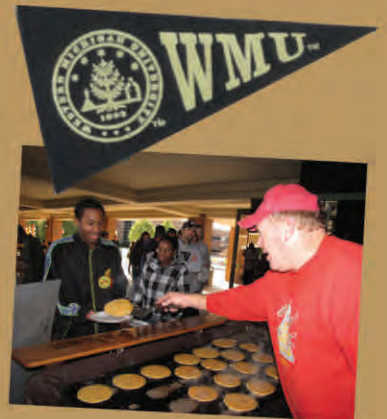
Bronco Biggest Loser Mike Danley, BS '71, inspired an audience with his testimonial in conjunction with information from a panel of WMU and community health and wellness experts.



Best-selling author and editor Andrew Carroll gave a poignant speech on how he came to author his books and established The Legacy Project.

Mark your calendar for Homecoming 2012

October 5, 4 p.m.
Haworth College of Business Awards Ceremony
Dean's Conference Room
Schneider Hall
Join us as we honor our outstanding alumni and friends!



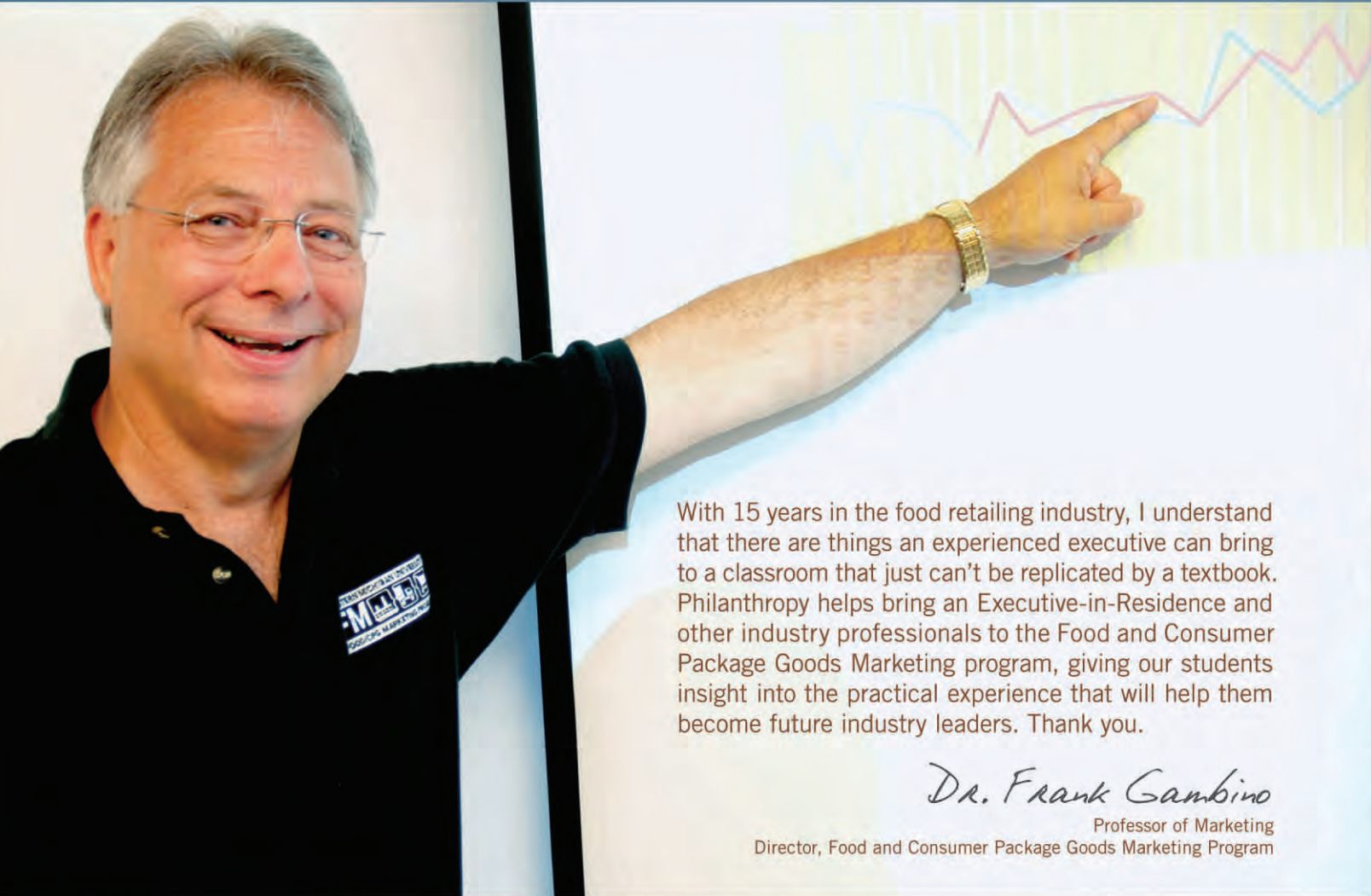
October 6, 10 a.m. until 12:30 p.m.
Haworth College of Business Homecoming Pancake Breakfast
Homecoming Tailgate area on the grounds of the College of Health and Human Services

You are invited to join us for a complimentary pancake breakfast served by World Record Pancake Flippers – Chris Cakes. Then, cheer on the Broncos as they take on the UMASS Minutemen at 2 p.m.



For more on Homecoming and other College and University events, visit MyWMU.com.

imagine the **possibilities**



With 15 years in the food retailing industry, I understand that there are things an experienced executive can bring to a classroom that just can't be replicated by a textbook. Philanthropy helps bring an Executive-in-Residence and other industry professionals to the Food and Consumer Package Goods Marketing program, giving our students insight into the practical experience that will help them become future industry leaders. Thank you.

Dr. Frank Gambino

Professor of Marketing
Director, Food and Consumer Package Goods Marketing Program

with my **gift**

Surround Yourself With the Best

To achieve success, top leaders surround themselves with the best—shouldn't you?

Engage with Core Faculty ...

Who involve students in research on a wide range of business topics.



Who are well-read and share their leading-edge knowledge on business issues and trends.



Who integrate relevant issues affecting industry into classroom discussions and projects.



Who serve as consultants, offering expertise in the business community.



“The saying 'It's not what you know but who you know,' is only true if you actually know something that other people value. The knowledge that I gained in WMU's MBA program heightened my skills thereby allowing me to be of even greater value to my network of colleagues.”

– Rob Peterson, BA '95, MBA '02
Business Recruitment and Retention Director
Downtown Kalamazoo Incorporated



WESTERN MICHIGAN UNIVERSITY

ETHICS

Our students are equipped with values that guide their critical thinking when making difficult business decisions.

GLOBAL FOCUS

Our students are open-minded, adaptable and flexible as a result of international study abroad and internship experiences.

SUSTAINABILITY

Our students embrace sustainability in their long-term thinking and planning. They understand the right balance between people, planet and profits.

LEADERSHIP

Our students are prepared with real-world experiences, poised to be effective problem solvers and thought leaders.

TECHNOLOGY

Our students are not only grounded in the latest technology but are savvy in using the latest tools within the disciplines.

ENGAGEMENT

Our students learn best by doing. We offer courses that provide hands-on experiential learning and service learning opportunities to more fully prepare students for their future careers.

INDUSTRY PARTNERSHIPS

Our partners in business and industry provide us with guidance for the business education needs of today.

ENTREPRENEURSHIP

Our students have the entrepreneurial mindset to recognize an opportunity and take advantage of it, understand feasibility analysis and manage risk.



“I like that the professors in the College have experience in their fields. As students, we get the theory, but we also get the practical aspect of how we will use this information, which makes us better prepared as we go on to internships and full-time employment.”

– Saidal Mohmand, Finance Major