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Haworth College of Business

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2017

# BUSINESS

Haworth College of Business




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Western Michigan University

# Greetings from the Dean's Office





Dear Alumni and Friends,

This edition of Business focuses on change management and how our alumni, students, faculty and staff examine, participate in and lead change initiatives.

The college is in a period of transition as we seek a new dean who will bring cutting-edge thinking, priorities and leadership to our college. We view this transition as an opportunity to assess where we have been and to look to where we need to be in the future. Change is healthy, and it is a process.

As a college, we are involved in change in two very fundamental ways—through research and through our students. Our faculty are on the leading edge of change, formulating the paradigms that will evolve our understanding of business. Since this research is applied, it directly affects businesses and their operations. Our students learn from our faculty and staff, so their fresh thinking and energy is shaped by the most current business knowledge. They graduate ready to be the next generation of outstanding business leaders and agents of change.

We teach students that the world is dynamic—that their careers will be dynamic—and we teach them how to strategically lead and execute change initiatives.

Here are just a few ways that we are preparing students for an ever-changing business environment.

- Developing new programs such as a graduate certificate program in information security and new majors in business analytics and business law.
- Providing cohesive, immersive and progressive professional development experiences through programming in the Zhang Career Center and through the new required Student Professional Readiness Series.
- Offering students the opportunity to consult with businesses through BroncoConnect and Bronco Force student-faculty consultancies and through project management classes.
- Encouraging entrepreneurial thinking through Starting Gate, the student business accelerator, the annual business pitch competition and the curriculum.
- Embedding topics such as sustainability and globalization throughout our courses.
- Connecting students with speakers who bring in their expertise on critical issues in the business world.
- Investing in our programs so that students have a world-class university experience, yet with professors and mentors who become a second family.
- Preparing our students to work in organizations of all scopes and sizes. Our current three-month post-graduation success rate is 95 percent—well above the national average.

We realize that the dynamism and energy that our students take into the workplace reflect what the Haworth College of Business represents—contemporary thinking, unparalleled work ethic in executing priorities and a spirit of adaptation and innovation. Our alumni are a testament to that ethos.

Please take some time to read about our incredible students, alumni, faculty and staff in this edition. I hope this magazine will be a conversation starter between us. I invite you to contact my office at any time.

Through collaboration, we become even better at serving our students.

Sincerely,

Satish P. Deshpande

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Interim Dean, Haworth College of Business
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40

Business is an annual publication of Western Michigan University's Haworth College of Business, Kalamazoo, Michigan, for alumni and friends of the college. The views in the magazine are not necessarily those of the University.

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On the Cover: Rhonda Davenport Johnson, B.B.A.'84, MBA'93, Executive Vice President and Director of Retail Banking, Comerica



# The Only Constants: Change and the Customer

## Here and Now

Since the financial crisis of 2008, change has become a business imperative in the banking industry. The first wave of change resulted from reforms that caused all financial institutions to be subject to greater regulation and required transparency on lending practices, financial instruments and overall risk management.

Now, many banks are in a second wave of change as they attempt to refine their regulatory processes, increase efficiencies and design customer experiences that foster loyalty. This second wave of change is critical, as banks seek to differentiate themselves while simultaneously committing to the collective best practices in the industry. Those banks that are able to distill the experience of the last decade into processes that drive growth, embrace simplicity and put the customer at the center of all decisions will be the ones that succeed.

Heading up those efforts for retail banking and the national sales and service team at Comerica Bank is Executive Vice President Rhonda Davenport Johnson, B.B.A.'84, MBA'93, who assumed the role of National Director of Retail Banking at Comerica in September of 2014.

Though much at Comerica has changed, there is a constant—the customer.

"Among the challenges that emerged from the financial crisis was that some financial institutions lost focus on placing their customers first, and unfortunately, this persists at some institutions," says Davenport Johnson. "However, Comerica with its Comerica Promise of providing a higher level of customer service by serving as a trusted advisor is among those institutions that are focused on their customers. Customer centricity is a core value at Comerica and helped to motivate me to develop our new customer service initiative called the 4 As, which brings a laser focus to improving service for our customers."

# d Transition

## Comerica Customer Promise

There are certain people who expect more from their bank. Some are working hard to build their dreams; others have already worked a lifetime to achieve them. Yet all of these customers demand one thing: the same unwavering commitment to excellence that defines their own lives.

At Comerica, this is something we've understood for over 167 years, which is why we provide the higher level of service, the higher level of knowledge and the higher level of experience that our customers want, and deserve.

It's also how we deliver on our most sacred promise: to raise the expectations of what a bank can be.

HOW DO WE TAKE CUSTOMER SERVICE TO THE NEXT LEVEL?

## The 4As




### APPROACH FIRST

Be proactive in approaching customers and prospective customers.




### ASSESS NEEDS

Listen and assess the needs of the customer, finding where we can assist as a trusted advisor.




### APPRECIATE

Gratitude is a must. Being thankful for our customers, their business, and most of all, their trust is the core of who we are. Sustainable relationships are based upon appreciation.



### ADD VALUE

Find ways to show how Comerica differentiates itself as an institution by adding value to the customer experience and helping to achieve dreams—both business and personal.

**The 4 As supports creating and nurturing lifelong relationships. All Comerica employees in retail banking and on the sales and service teams for Comerica receive training in this paradigm and practice it daily.**

Assessing the need for change is one of Davenport Johnson's talents. "Usually, there will be indicators that an area is not operating effectively," says Davenport Johnson, who describes her three-step process in approaching any potential change:

1 "First, I inquire about the inefficiency or desired state with the existing leadership team. Listening is very important. Those doing the work know the challenges and limitations affecting results."

2 "If a candid discussion about the changes needed does not help the issue, then I will bring in additional expertise such as a Six Sigma team to analyze the process to see where inefficiencies exist or how we can reach the desired state. An impartial third party can greatly help in the situation analysis."

3 "Lastly, as a team, we ascertain what kind of change is necessary to address the issue. In many instances, this is a coaching opportunity for me to help the existing leadership make necessary adjustments to implement the change. In this role, I am often coaching other coaches who work with the teams who will execute changes and deliver on our promises to customers."

By reputation, Davenport Johnson has always excelled at relationship building and working with teams.

Trust, authenticity and communication, along with her identity as a servant leader, has aided Davenport Johnson in connecting with employees who have been impacted by change.

- **Trust**
  "Change requires trust, and leadership is based on trust. As I moved into senior leadership, this trust was a function of the reputation I had developed in my nearly 29-year career with Comerica. It is an opportunity to be candid about the potential impact of a change on employees while keeping them focused on their day-to-day responsibilities to our customers and our business. To their credit, my employees have always continued to perform. Had they not trusted me, I don't believe they would have done so with the vigor that they continued to display and that helped to keep the customer in the center of all we do."

- **Authenticity**
  "Throughout the years, as I have had to deliver both good and bad news to employees, I have developed a reputation that I will be real with them. This reputation is immensely important in communicating any change that will have an impact on employees whether I am in communication with one employee or hundreds of employees. In every situation, my tone and tenor need to reflect authenticity."

- **Communication**
  "Credibility is important, but you still must craft the right type of message, which I usually accomplish with the help of our exceptional corporate communications team at Comerica. Then, you must deliver that message in the right medium. In some cases, it is important to deliver that message to all leaders simultaneously via a conference call. In other cases, such communications can be made to smaller groups or even an individual. Obviously, the more personal the medium can be when delivering news that will alter people's professional lives, the better."




Keeping the customer at the heart of any change is key to Comerica's change management strategy.

Davenport Johnson's personal identity as a servant leader is also key to who she is as a business professional and an agent for change. "I believe that my job is to serve leaders in my organization and help them in becoming more effective and successful. As I moved up the ranks at Comerica, I realized that by assisting others in being successful, the entire organization becomes successful. I bring this perspective to everything I do. People respond better to a helping hand rather than an iron fist. This brings my Christian faith into play because Jesus was an exceptional example of a servant leader. He led by example and inspired people to make their own decisions within a moral framework."

Trust, authenticity and communication, along with the Comerica Promise and the 4 As, allow Davenport Johnson to steer her unit forward while simultaneously keeping customer centricity at the business's core.

## The Future

For Comerica, like any major corporation, agility is vital in addressing changes within the world, the nation, the economy and the banking industry. For Davenport Johnson, this dynamic environment is about making the right decisions at the right time to ensure Comerica's ability to continue to have an engaged workforce focused on the needs of its customers that also delivers a superior return to its shareholders.

When asked about what most excites her about the future of her industry generally, she focuses on the increased emphasis of diversity and inclusion as a core business objective at Comerica and within the financial industry at large. "Truly embracing diversity is not only the right thing to do but also the smart thing to do from a business perspective, because our country is becoming more diverse," says Davenport Johnson. "This increased diversity means that greater awareness about doing business with diverse populations will be important to ultimate business success." Comerica articulates diversity and inclusion as a core value that:

- Effectively utilizes and values similarities and differences in people to create a work environment that encourages creative thinking and solutions;
- Recognizes and leverages the benefits realized from a broad range of ideas, viewpoints and backgrounds working together to produce superior products and services for a diverse marketplace;
- Embraces the inclusion of all talented and qualified individuals, regardless of differences in beliefs, experiences, backgrounds or physical characteristics; and
- Fosters an environment where all colleagues, customers and suppliers are treated fairly, with dignity and respect.

Diversity at Comerica is defined broadly and is inclusive of ancestry, race, color, religion, national origin, age, physical and mental abilities, medical conditions, veteran status, marital status, height, weight, sexual orientation and gender identities. "I am proud that this core value permeates the organization," says Davenport Johnson. "At Comerica, diversity is more than words, it is specific actions where we demonstrate our commitment to this core value from workforce, business outreach, community outreach and supplier perspectives."




## Passion in Action

Change is possible—this is something that Davenport Johnson has found to be true in business and in her service work. Inspired by a 2011 mission trip to Mumbai, India, where she got an in depth look at the impact of human trafficking, Davenport Johnson and her husband, Chris, have now spoken to more than 2,000 individuals about the gravity of the issue, including over 600 students in the Haworth College of Business.

"To students, we introduce the concept of what human trafficking is, its prevalence in the U.S. and worldwide, and how supply chains allow traffickers to exploit workers, allowing many of the products that we in America eat, use and wear to be tainted with human trafficking. We also talk with them about ways to get involved in the fight against it and how service organizations need leaders in business to apply their critical thinking skills to solve business issues with societal impacts."

The Johnsons have founded the Center for Justice, Rights and Dignity, where they have consolidated all their work in the area of human dignity. Chris Johnson, retired vice president and general counsel at General Motors and adjunct faculty member at Western Michigan University's Cooley Law School, now makes advocacy regarding human trafficking his full-time occupation.

Organizations such as the Michigan Abolitionist Society, the American Bar Association and the Johnson's center have educated thousands of individuals about this critical issue.

"Awareness and then knowledge about how to act are the first steps to change," says Davenport Johnson. "Just as in business, it's not always easy to change, but developing a methodology to help people understand the need to change and approaching them truthfully, with authenticity and the right communication medium, will lead them to engaging in those changes."

# CHANGE AGENTS:

## Eight Students Speak on Industry Trends and Their College Experiences





## Mariel Dehn, Senior

**Program: Food and Consumer Package Goods Marketing**

### Keeping it Real

"The buying behaviors of Millennials are changing how companies operate in our industry. Millennials have now overcome the buying power of Baby Boomers, and they are scrutinizing ingredient statements. They are requesting healthier products, free of dyes and artificial ingredients, without a rise in product prices. Our industry must listen to these consumers and adapt to answer their needs. We are now seeing Fortune 500 companies make such adjustments and acquire brands that cater to the natural segment. To reach Millennials, companies are also adapting their marketing strategies, particularly in the area of social media."

### On Her College Experience

"During my college experience, I was able to really remake myself. From case studies, to conferences, to becoming president of the Food Marketing Association, I have had the opportunity to get involved and become a rising leader. At orientation, I was told that the college has great resources as long as you are willing to put in the work, and four years later, this statement could not be more true."



## Holly Hagerty, Senior

**Program: Human Resource Management**

### The Latest Species

"Bridging the generational gap with Millennials has been a hot topic in recent years. Millennials are often talked about as if they are a different species from older generations; consequently, organizations aren't sure how to integrate them into their workforces. Among the stereotypes, the most common are that they are technologically dependent, job hoppers and emotionally needy.

Organizations face the dilemma of how to break down the barriers of generational differences in their workforces. Challenges can arise from differing thought processes and communication styles of workers born in different eras. Thus, HR professionals will need to effectively address and take advantage of the differences in the values and expectations of each generation to encourage inclusion as well as organizational and individual success. Overcoming these challenges will require strategies such as diversity training, multi-generational mentoring and accommodation to work styles.

Companies should capitalize on what value Millennials can add. In my current role, my direct supervisor is a Baby Boomer. Our multi-generational team enables us to blend our different ways of thinking to lead to greater innovation. Our communication and work styles are not the same, but it is our differences that make us a successful team."



## Aaron McClendon, Senior

**Program: Integrated Supply Management**

### In the Middle

"We are experiencing a shift away from traditional third party services and towards automation. Ever since the explosion of Uber, companies across the globe are now developing technology to support the expansion of on-demand business models in industries that have favored more traditional ones. This trend is emerging in the trucking industry, as multiple venture-backed tech startups are working to connect manufacturers with local trucking companies so that they no longer need to rely on third party logistics firms.

Although it's a $650 billion industry, shipping freight can be a slow and inefficient process. And because it isn't the sexiest industry, it can be a challenge to attract the right talent to capitalize on these challenges. However, it is important for both manufacturers and logistics companies not to underestimate the speed at which these early-stage technologies should be adopted. They should invest early on to remain competitive and avoid losing market share in the long run."



## Chase Rau, Senior

**Program: Marketing**

### No Waiting

"With a booming e-commerce industry and the rise of technology, companies are faced with the challenge of finding new ways to promote their products and services, rather than relying on traditional or point-of-purchase methods.

Recent innovations like Amazon Go, an advanced shopping technology that allows consumers to purchase items without waiting in line, show what is possible for the future. Quick, easy and painless: that is what today's consumers want. Whether it is grocery delivery, meal kit delivery or personal shopping subscription services, convenience is key. The challenge is to promote products and services in this new era. The solution will most likely be in digital and social media marketing. In addition, the industry is starting to see more location-based marketing via mobile devices."

### Lessons on Change

"The Haworth College of Business not only teaches students about current industry trends but also asks students to think beyond today and discover new ways to generate consumer interest. In short, the professors teach less about adapting to changes in marketing trends and more about influencing such changes."



## Sibie Daniel, Senior

**Program: Accountancy**

### Counting Down

"Customer service is becoming increasingly important in accounting. The traditional model of infrequent one-to-one formal meetings is rapidly being replaced by a trend of having continuous and ongoing engagement between firms and their clients. Today, accounting professionals need to be versatile, using both in-person and technology-enabled contact to assist their clients. Innovation and growth in technology will change the way accounting is done, improve client support services, and in some ways, change the very definition of an accountant in the future."

### On His College Experience

"As an international student, choosing to go to WMU to earn a degree in accountancy has been the biggest decision of my life, and it has also been the best decision I have ever made. Personally, I have found myself a home in this college amongst a group of peers with whom I belong and thrive. Professionally, I have been able to prepare myself to tackle the challenges that are headed my way and have had access to experienced professionals to help me lay the foundation for a successful career."



## Erin Sionkowski, Senior

**Program: Electronic Business Marketing**

### Model Behavior

"Content created specifically for the digital channel is where I see the greatest potential for change. Eventually, old marketing models won't work. Currently, marketing is a mix of status quo practices and practices that have been adapted to accommodate for technological advances, but this model is not sustainable. Technology has changed the way our lives work and making it central to the focus and design of marketing campaigns is a must. With the dwindling effectiveness of television commercials and print media, marketers will have to continue to develop completely new methods to reach their target markets to avoid shouting into a void."

### On Her Major

"Electronic business marketing allows me to take classes in marketing, programming and data analytics, giving me a well-rounded education in both information technology and marketing. Because of this, I do not think of digital marketing as only social media and email marketing; I think of creating a virtual reality experience to replace traditional online shopping or a mobile application that promotes products while simplifying the purchasing experience—perspectives I wouldn't have developed without the curriculum put in place by the Haworth College of Business."

# TRENDS
## FACULTY WEIGH IN



## Dorian Corbett, Senior

**Program: Finance**

### Piquing Your Interest

"Low interest rates have been the topic of discussion in regards to the sluggish U.S. economy over the past several months. The moderate increase of rates by the Federal Open Market Committee this past winter and spring may indicate the beginning of a positive shift for the economy. The FOMC has been keeping rates low to stimulate economic growth by way of increased investments and consumer spending. Although the committee expects gradual increases provided economic conditions continue to evolve, they also believe rates are likely to remain low for some time. Since indicators such as labor market strength and jobless claims are holding steady or are mildly improving, there is reason to be optimistic. And, with lower interest rates, businesses can take calculated risks to borrow and invest in their companies and hopefully look forward to continued economic improvements that will support their business growth."

### On the College's Technology

"The implementation of Bloomberg terminals in the college has immensely helped students with research of trends such as this one above. In addition, the computer applications in finance course offers students credit for completion of the Bloomberg Market Concepts course, which introduces the financial markets and more than 70 Bloomberg terminal functions and benchmarks."



## Kaitlyn Watkins, Graduate Student

**Program: Master of Science in Accountancy**

### Skyrocketing Data

"Business throughout the world is constantly changing and growing because of the technology that is available at the fingertips of today's consumers. Since accountants deal with a variety of businesses, it is important to be versatile and understand the business models of a variety of companies. Companies like Uber, Venmo, Zappos, Warby Parker, and TurboTax are all internet-based companies where transactions happen on the consumer's computer or mobile device. I believe this trend will continue to skyrocket. This is a new business model that accountants need to understand and be able to analyze, especially with the high volume of sales in these online companies. Being able to efficiently and effectively analyze big data is very important as an upcoming accountant."

### The Art of Conversation

"During my college experience, I have learned how to speak and communicate in front of large groups of people with ease. I will take this skill into the professional world by being able to give presentations to my colleagues or clients."

## Faculty share perspective on coming trends

Management expert Peter Drucker once said "We now accept the fact that learning is a lifelong process of keeping abreast of change."

The college's faculty work diligently to shape students' knowledge of emerging trends. Relying on their research and industry experience, faculty instill in students the importance of recognizing and adapting to these changes. Recently, faculty members shared some of the top trends representing their areas of expertise, such as this one from Dr. Kelley O'Reilly, associate professor of marketing and expert in retail, entrepreneurship and franchising:

"Automation will require more adaptation from salespeople. Technology has advanced to the point that many steps in the sales process can now be effectively automated (think prospecting). This will necessitate a crop of sales professionals who can adapt to a changing sales role and who can focus more on delivering high-tech, high-touch enabled solutions."

Visit **wmich.edu/business/trends** to read more on what faculty members had to say.

# Adapting Curriculum to Changing Industries

At universities, faculty members continuously evaluate curriculum—analyzing feedback and data, researching industry trends and needs, consulting with industry partners, and developing methods. Most recently, the college of business added noteworthy offerings that address the college's strategic goal to leverage multiple revenue streams to support the fiscal vitality of the college while adding and maintaining innovative, high-quality curricula.

## Academic programs

**Internet security graduate certificate:** IT employees with advanced cybersecurity training become valuable assets in any organization. WMU's new online graduate certificate combines business and engineering courses to offer IT professionals with a bachelor's degree an opportunity to specialize in either information security management or secure software and engineering. The certificate can be earned in just 10 months and prepares students for the Certified Information Systems Security Professional or select Global Information Assurance Certification exams.

**Business analytics major:** The new business analytics major addresses industry needs related to the escalating opportunities for businesses to collect data. The major addresses the high-demand for analytics skills required by many business disciplines. In addition to the promising employment outlook, university accrediting organizations, graduate admission programs and changes in accounting standards also signal the need for more advanced courses in analytics for undergraduate business students.

**Business law major:** The business law program provides two options for students—an undergraduate business major or an accelerated path to complete law school at WMU's Cooley Law School. Students who pursue the bachelor's degree will be uniquely prepared to address issues and trends at the intersection of business and law, while those opting for the accelerated law degree will be able to complete law school in six years, making the degree more affordable.




## Co-curricular program

The Student Professional Readiness Series program is guiding undergraduate business students in cultivating their interpersonal, leadership and professional skills through co-curricular programming. Students move progressively through activities related to self-awareness, major exploration, exploration of industries, communication strategies, and taking ownership of their professional development to more immersive experiences in critical thinking, networking, leadership, teamwork, cultural appreciation, personal branding and more.

> "Through the Student Professional Readiness Series, I have learned a lot about myself and my career path. I see how important it is to be versatile and adaptable and have become more confident in my abilities to be a successful business woman."
>
> – Larkin Hubert, pre-business student

# WMU Food Marketing Students Strike Gold at National University Case Competition




*An entire team of food marketing students helped the three-student presentation team bring home the gold through coaching, research and role playing.*

A team of three WMU students claimed first place in the 2017 National Grocers Association Student Case Study Competition, which took place in Las Vegas in February.

Students Mariel Dehn, Sarah Hamilton and Rustin Rice earned the top spot and $8,000, competing against teams from 13 other universities. The case focused on developing a marketing strategy that would increase basket size, frequency of store visits and volume of higher margin purchases among Millennial consumers for Harps Food Stores, an independent retailer. A broader team of food marketing students worked on the case, breaking down the tasks, preparing the presentation team to convey their research and traveling to Las Vegas.

The team concluded that many look at Millennials as a whole. Yet with such a large age range, Millennials can be in distinct life stages, and the team adapted their strategies accordingly. For Harps' 81 stores, team members came up with a marketing plan and four different merchandising plans that targeted each stage: young transitionals, start-up families, small-scale families and young, bustling families. For each life stage, the students were able to give a snapshot of what that group currently needs from a grocery store. This segmenting of the Millennial market was one of the unique features of the WMU presentation.

Team performances were evaluated by industry professionals who represent both the retail and manufacturing sectors.

When the students reached the final round of competition, their efforts were rewarded. "It felt amazing to know that all of our hard work had paid off," says Rice. "We were able to show everyone at the National Grocers Association Conference that Western's food marketing students can compete with the best students across the country and win."

WMU shared first place with St. Joseph's University after judges determined there was a tie after the final round of presentations.

# Food Marketing Conference Theme Centers on Change

Nearly 900 industry professionals attended the 2017 WMU Food Marketing Conference. The conference's theme was "Leading with Change" and focused on being proactive versus reactive. Topics included retail innovation, customer engagement, transforming your business, industry disruption, the shopper of the future, technology and analytics, health and wellness, personal development, consumer insights and many others.




# Gambino Appointed for Second Term



Dr. Frank Gambino, professor of marketing and director of the food and consumer package goods program, has been re-elected as the chairman of the Food Industry University Coalition for an additional two-year term.

The Food Industry University Coalition was established in 2004 in order to advance a collaborative agenda of industry-focused academics and research. The mission of the 16 members is to leverage the combined wealth of its members' intellectual capital, strategic perspective and third party status to provide thought leadership for the food industry in dealing with challenging issues.

# Crowdsourcing your thoughts on change and transition from social media

We asked, and you responded with your lessons learned, takeaways and thoughts on navigating change.

"I work for a company whose main focus is to be prepared for every change and ahead of every curve. Often, we create the curves, and make it a mission to change our industry and be the name on the lips of every policy maker. In business and in life, you have to roll with the punches and change everything at the drop of a hat, or you risk getting left in the dust. I love working for a company that recognizes that, and am proud I graduated from a college that prepared me for it."

- Kim (Schoenherr) Shedd, B.B.A.'11

"Change is a process and cannot be rushed."

- Beau Preston, MBA'14

"Change can be hard—really, really hard. Those who do not embrace change in the workplace will find themselves with limited career opportunities. The ability to embrace change in the workplace has become a core competency that quickly separates the best employees from the rest."

- Christine (Bishop) Baranowski, B.B.A.'97

"Business isn't going to stop. You've got to adapt and push forward, or you'll fail."

- Tom Fenwick, B.B.A.'06

"I subscribe to John C. Maxwell's philosophy: 'Change is inevitable. Growth is optional.'"

- Brian McMahon, B.B.A.'88

"It is rare to have 100% consensus, but it is critical to have 100% commitment."

- Paul Dudek, B.B.A.'90, MBA'95

"Change and transition both imply an end point. When you think of your life or career as dynamic, you will be open to ideas and opportunities you may never have considered."

- Katie (Munson) Vargo, B.B.A.'96

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# A Bend in the Road



With nearly 40 years in public accounting, 27 of which have been as a partner at KPMG, Milford McGuirt's experience is wide-ranging. He has worked with a spectrum of industries, with clients in manufacturing, healthcare, financial services and higher education. "One of the advantages of my career has been exposure to talented professionals who have challenged me to optimize my performance and develop a strong career pathway," says McGuirt, B.B.A.'78.

The breadth and depth of McGuirt's experience positioned him to take on a number of leadership roles within KPMG. Most recently, he became the managing partner for KPMG's Atlanta office and mid-south business unit in January 2015.

McGuirt reflects on changes in his industry, as he looks around the next bend in the road.

## Regulation

"Companies and the public accounting profession have been affected by the Sarbanes-Oxley Act and the Public Company Accounting Oversight Board. The PCAOB subjects auditors of U.S. public companies to external and independent oversight. Previously, the profession was self-regulated. What does that mean for our industry and our clients? It requires heightened focus on overall audit quality and greater scrutiny of our clients' internal controls and management processes. As for the future, the new President and his administration have committed to reducing regulations for business, which many believe could be positive for economic growth. We are evaluating proposals as they come forward and are working to determine the prospective effects on our clients—be they tax reform, healthcare or financial services regulations."

## Data and Relationships

"The exponential increase in data of all kinds has significantly affected our business. The availability of so much data, coupled with increasing demand for structured analysis of data, spurs our clients to request more and more of our assistance. We help them figure out how best to respond to market demands for information, services and products. This data must be analyzed in conjunction with a deep understanding of the agendas and business issues of our clients. In today's hyper-competitive climate, that understanding is critical to delivering the right solutions and exceeding client expectations. It's the client experience that ultimately drives our business."

## Macro-Trends

"Growth is a must for our firm and our priority markets. To that end, we have a spectrum of strategic growth initiatives that parallel macro-trends affecting our clients and targets in the marketplace. For example, we see technology converging with certain industries like healthcare, consumer, retail and financial services, which creates a transformational environment for business models and technology platforms."

## Tech Impact

"As a global professional services firm, one of the biggest changes we will face is how technology is radically changing business models and driving consumer behavior and expectations. Cognitive technologies, such as digital labor and robotic process automation, are emerging and could become game changers for our business. Consequently, we've developed alliances with key companies, leveraging our capabilities to accomplish two main objectives. First, we need to enhance and expand the services we provide clients. Second, we need to improve select internal processes."

## Talent

"In light of technology revolutions, changes in regulatory climates and other challenges, talent management has never been more important. KPMG is in the people business, so talent is fundamental to our success. To remain vibrant, we must ensure that our clients enjoy a superior experience—a different experience—when they work with KPMG. Key to that is hiring the best and brightest and helping them develop and enhance their skill sets over the course of their careers. We are also very intentional about inclusion and diversity as well as developing a rich pipeline of talent for high-quality leadership succession within the firm."



# Driving Change and Innovation in IT

The career path of Richard Hook, B.B.A.'96, began at the family cottage near the Michigan International Speedway, where he listened to stories of Roger Penske's positive impact on business and community. Years later, Hook's computer information systems degree and nearly 20 years of experience led to his appointment as senior vice president and chief information officer at Penske Corporation.

Hook returned to campus for the 2016 Western Michigan IT Forum as the keynote speaker with his presentation "Driving Technology @ Penske Corporation" and provided his thoughts and insights.

## What trends do you see in big data and the internet of things?

When you look at the areas of big data and the internet of things, I think we are only at the beginning of the art of the possible. IoT is extremely exciting, but what is really needed are the applications and services that wrap around the devices to make them meaningful and useful. The lack of standards could drive some short- to medium-term challenges with limited integration between disparate IoT platforms and systems creating pockets of dysfunction or frustration. In addition, security will continue to be a big focus as it should be. We will continue to see the ecosystem of IoT mature through standards and partnerships.

On the big data side, the fact we have so much data is amazing when you think about the history of computing power. The explosion of data will continue at unprecedented rates into the future. There is still a shortage of data scientists, but over the past several years, the tools and platforms continue to mature to help address some of those challenges. The cloud has also enabled the ability to collect more data and make it accessible everywhere, while the analytics tools are plentiful to help mine the data. The protection of this data and information is critical as well.

Another trend that will have a significant impact on IoT, big data and security is the autonomous vehicle, for both cars and commercial vehicles. The next five to 10 years in this space will be extremely exciting.

> "When you look at the areas of big data and the internet of things, I think we are only at the beginning of the art of the possible."
>
> – Richard Hook

## What trends in your industry are you most excited about?

It's a very exciting time for our profession as technology truly empowers consumers, business and the transportation services industry. Over the past several years, we have seen mobile and social media positively impact our businesses and enhance the customer experience. That trend will be critical as we continue to digitally transform our businesses. The use of data is critical to every business but looking to turn insights into actions will take us to the next level. There are some things happening around artificial intelligence, big data, augmented reality and IoT that will be exciting to drive through our businesses in the upcoming years and will positively impact our customers and employees.

## What is the most interesting aspect of your role at Penske?

I'm fortunate to work for a diverse transportation services company that allows me to get involved in our various businesses—large, small, domestic and global—meaning many days are not the same. The most interesting or unique aspect of my role is probably the involvement with Team Penske. Currently competing across the Indy Car, NASCAR and the Australian V-8 Supercars, Team Penske has produced 438 major race wins, 502 pole positions and 29 national championships. In 2016, we celebrated 50 years of Team Penske and our drivers went 1…2…3 in the Indy Car Championship and finished 2nd in the NASCAR Sprint Cup Championship.

My involvement with Team Penske deepens as there are significant technology partnerships with Verizon, Hewlett Packard Enterprises, Hitachi and others who are partners in both racing and in our business.

# Change: Researched and Resourced



"Hope is not a strategy for change."

These words come from Kay (Jarzyna) Benesh, B.B.A.'81, senior audit partner at Deloitte & Touche LLP. Leading the global audit succession and deployment area for Deloitte and managing several large clients in the energy and utilities sector, Benesh has long been a member of the change leadership team at the firm.

"Though we can feel emotions regarding change, and we need emotional intelligence to do many parts of our jobs effectively, change requires an analytical approach using data and facts to build a new model," says Benesh. "It can be emotionally hard to change, but that's not a valid reason not to change. The best decision making takes place when we look at the business case for a given change."

Here are some best practices in change management that Benesh and Deloitte employ to ensure that the process is fully vetted, rigorous and based in fact.

- Start with data and analysis that shows, rather than tells, why the change is a sound move.
- Properly research and resource change. Not having the requisite human and financial resources is one of the key reasons that change initiatives fail.
- Provide learning opportunities and training that allows employees to practice the change they will be leading. If you are able to involve leaders in a hands-on way such as being involved in the governance of new initiatives, do so.
- Minimize the unknown; in fact, aim for no surprises. Having a plan that all parties articulate and execute helps lessen the emotional hurdles that some may feel with change.
- Realize advantages of a change may need to be communicated differently to various stakeholders to achieve the greatest buy-in. For executive-level leadership, a competitive advantage for key clients, greater profit margins or the ability to save time might be compelling messages. For younger employees, it might be engaging with a valuable new technology and building new capabilities.
- Test your change and tweak it. Piloting change is extremely valuable and allows for smooth transitions later.

Benesh's guiding principle is to keep her focus on what is fundamental to Deloitte's business: clients. "They are why we do what we do, so serving them with any change and testing in light of what will be best for them is vital."

> "The best decision making takes place when we look at the business case for a given change."
>
> – Kay Benesh

One of Benesh's current change projects involves looking at what the audit of the future will look like, projecting out five to eight years. "We are looking at questions such as how employees will work in the future, where they will work, how working remotely will factor in, what tools will be available to them, and what skills and capabilities will be required. We are working very diligently to embrace innovation and analytics. Being futurist in our thinking will allow us to continue to serve clients well and be at the forefront."

The thing that has been the greatest opportunity for the accounting profession is also the greatest challenge: technology. "Our clients' businesses are changing so rapidly that our business changes continually to anticipate their needs," says Benesh. "For example, in terms of audits today, we are able to get many data flows automatically from our clients, or we are able to profile certain areas of their business and risk-assess what we need to see in terms of documentation."

Benesh notes that technology is something to consider longer term as well. "Could we look at a future where some traditional firm functions are completely automated at some point? Yes. Could the government prepare tax returns in the future based on the data available? Possibly. That's why it is important for us to look unflinchingly at the future and analyze the landscape and how it keeps reframing itself."

# Lattices Versus

## Q and A with Christine (Gilboe) Walsh,



Christine Walsh graduated from WMU with a degree in human resource management and received her master's degree in human resources and industrial relations from the University of Illinois. She then entered General Electric's rotational program where she held positions in Boston, Grand Rapids and Connecticut. In this program, she worked in talent and executive development, acquisition integration, HR business partner roles, and labor relations and negotiations. While at GE, she led the integration of an acquired British aviation electronics business and provided HR leadership for the chief marketing officer and commercial teams for GE's private label credit card business.

She then joined American Express in New York City as a director of human resources for the credit operations business, a global organization with 2,000 employees. Walsh's current role is director of talent, engagement and development at Nielsen, a global information, data and measurement company operating in more than 100 countries with approximately 44,000 employees worldwide.

### What is your philosophy regarding change?

We live in a time when change is constant, though still challenging for most people. I have been in many jobs where my main focus was on changing organizations and their cultures, including recently acquired businesses. I tell my teams we need to understand where people are and meet them there. In order to effectively drive change, it is important to understand the starting point and mindset of the people affected and approach change with empathy. I have also learned that regardless of the change I am trying to drive, people will eventually forget the details of the shift but will remember how they were treated, so listening to their concerns and showing respect for their perspectives is critical.

### When you see a positive change that can be made, how do you go about recruiting support for the idea?

I first assess the group to determine who is supportive, neutral and opposed to the changes. Because these groups will accept change differently and at different speeds, I need different approaches for each. I tend to invest a lot of energy in people who are influencers among their peers and often these individuals become informal leaders. Building a network of change agents enables change to happen more effectively and quickly. Another way to build support is to communicate the reason for change effectively so people understand the rationale.

### What changes do you see occurring in the human resource management field generally?

One of the major changes is the move to increased use of analytics and data to drive decisions. HR is becoming a field of business people who specialize in people strategy to drive business results. Another shift is embracing a feedback culture. As a society, we expect to receive information quickly, easily and with transparency. In the field of HR, this means that traditional HR tools like engagement surveys and performance reviews cannot be annual or episodic events. These should be ongoing, less formal and integrated into the employee life cycle. Lastly, like other fields,

# Ladders:

## B.B.A.'05

there is an increased use of HR technology that is replacing manual work. Major areas where this change has already occurred are payroll, benefits and HR information systems.

### What is evolving in terms of what attracts new hires to an organization? What factors have remained somewhat static over the last several years?

Long gone are the days of pensions and the stability of spending careers at single employers. Today's new hires are focused on professional development and learning and will often select jobs they feel will enhance their skill sets. People want to know how they will be stretched and challenged and expect organizations to make an investment in them as employees. Culture is a key driver of engagement, which means there is a much greater focus on working as part of effective and engaging teams. The work environment is growing more important to candidates, and organizations are investing more in their employment brand than ever before.

Something that has not changed is that people want to work for capable leaders who care about their well-being and success. Employees want to feel like they are being treated fairly and with respect by their managers and organizations. This sense of fairness extends to compensation where both new and existing employees expect to be paid equitably.

### What excites you most about the changes in your field? What are you hesitant or concerned about related to change in your industry?

I am excited about the progression of the HR function and the partnership it has developed with business leaders. HR professionals have transitioned from being "people people" to business-minded leaders who focus on maximizing human capital. This shift causes some concern about potential gaps in the HR function as skills and needs shift. As a group, HR practitioners need to enhance and update their skills in data analysis, technology and the evolution of performance and assessments.

### Is adaptability or the ability to accept change something employers are valuing more highly? What about the ability to lead change initiatives?

Agility continues to grow even more crucial as a skill. Given the environment of constantly changing technology and business imperatives, the ability to pivot is important to success. For this reason, the ability to learn quickly and openness to change are quite important. I can think of a time when I took a job where the plan was to shut down a business within my first two months. Then, there was a change in strategy, and we ended up growing that business rapidly. I had to use different skills and quickly change my approach and plans in that role.

The good news is that navigating and leading change is a skill that can be developed. People can learn to manage change both by learning approaches and methodology and also through experiences and jobs that require them to build and exercise these skills.

### What is one key piece of advice you would give to people in hiring roles today? What about those who are job seeking?

I would encourage hiring leaders to look beyond specific experience and years of work history and look at candidates more broadly. Specifically, it is beneficial to look at capabilities around learning agility, self-awareness and demonstrated history of accomplishments. Some of the best employees I have hired have not had 100% of the desired skills but their flexibility and willingness to jump in and learn quickly have made them wildly successful.

For job seekers, I would encourage people to be open-minded and look at job opportunities holistically. Careers look more like lattices versus ladders today. The career paths of people who have had the most interesting and successful careers have seldom been vertical. I have grown the most and acquired critical skills in roles that involved taking a risk or making an unexpected move. I would also encourage job seekers to look beyond compensation into what provides the most interesting experience and builds their resumes and capabilities for future opportunities.






*Kara Craig and Jenny Hammis, BroncoConnect team members, present social media strategies for Junkless. Craig takes the photos ( at right) that appear on the Junkless social media pages.*

# Building a Connection

What if your company could hire a talented group of students with a passion for marketing, supervised by professional staff and faculty, to help you develop and execute your marketing strategy at a fraction of the cost it would take to hire a professional marketing firm? It sounds ideal, doesn't it?

That is exactly the purpose of BroncoConnect—to connect students with companies needing marketing assistance. Lisa Garcia, director of the WMU Business Connection Office, which houses BroncoConnect, and Dr. JoAnn Atkin, associate professor of marketing, spearhead the operation, making that critical connection that benefits both students and organizations.

"The goal of BroncoConnect is threefold," says Garcia. "We want to provide students with highly relevant marketing internship experiences, provide clients with high-quality and low-cost implementable marketing solutions and strengthen WMU's community relations in the process."

Whether they're helping to revamp a website or create a comprehensive marketing plan, students work with Garcia and Atkin to develop, write and implement marketing plans for organizations. In a recent project, student consultants were connected with Junkless, a non-GMO snack company. The student group was able to develop marketing skills while helping Junkless formulate and execute a social media plan.

"When we started working with Junkless, we focused on researching the target market and the company's competitors," says Jenny Hammis, electronic business marketing student and digital analyst on the team. "Soon after, we were given permission to take over their social media platforms where we are able to post content and run ads we create. As we continue working with Junkless, we will be developing a social media style guide that will allow anyone at the company to follow our strategy going forward."

Companies that collaborate with BroncoConnect receive services and assistance, while students are able to practice what they are learning in their courses and see how outcomes affect a company in real time. Garcia and Atkin work hard to recruit the right students who are studying marketing, public relations, e-business and graphic design to bring a well-rounded team to each project. Each project requires a different mix of student talent, and the students benefit from getting to work with others outside of their major.

"Students are able to apply the knowledge and skills they learn in class to a real-time marketing challenge," says Atkin. "They get to work in a cross-functional team

setting that gives them the opportunity to see the difference between what is theoretically possible versus what is actually probable or implementable, given different client situations."

The clients realize just as many benefits as the students.

"BroncoConnect provides a very efficient marketing service alternative for smaller or startup companies," says Ernie Pang, founder of Junkless. "With BroncoConnect, they not only offer pragmatic, strategic consultancy but also the option of marketing program execution. Given the wealth of business student talent at Haworth, they can very quickly staff projects with highly creative and energetic students seeking real-life business experience. It's a win-win! As for our line of Junkless snacks, the students managed our social media program very effectively at a fraction of the cost of a full service agency. We have been very pleased."









Junkless is just one example of the power of great connections. BroncoConnect clients have included:

- Urban Alliance
- Fostering Success Michigan
- WMU Center for Integrated Supply Management
- ChemLink
- Kalamazoo Gospel Mission
- WMU Blue Line Club
- WMUK
- Southwest Michigan Black Heritage Society
- Southwest Michigan Innovation Center
- WMU Office of Development

TRAILBLAZERS



# Student leaders blazing trails

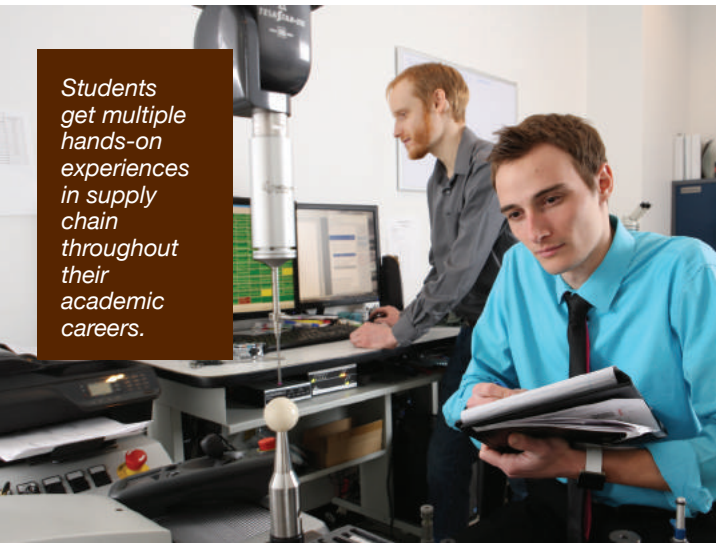
Twenty-four students were honored this spring as Trailblazers.

A student recognition program that honors students who are leaders on campus and in the community, Trailblazers is in its third year.

Lauren Carroll, a food and consumer package goods marketing and integrated supply management major, was named Trailblazer of the Year at a ceremony on March 29.

"Representing the Haworth College of Business isn't something that can be turned on or off," says Carroll. "Business students are a constant reflection of the college and their programs of study. Keeping this in mind, I strive to always represent myself in a way that would make my mentors and professors proud."

# Supply Chain Program Ranks No. 2 in World



*Students get multiple hands-on experiences in supply chain throughout their academic careers.*

The college's integrated supply management program is ranked second on a listing of the top 100 universities for supply chain talent produced by SCM World, a cross-industry learning community powered by the world's most influential supply chain practitioners.

The No. 2 ranking places WMU ahead of MIT, Harvard, Penn State, University of Michigan and many other programs. The survey respondents are industry professionals who valued WMU's connection with industry, curricular innovation and ability to prepare students to add immediate value to organizations. The ranking indicates that industry professionals see a degree from WMU as a marker of top supply chain talent.

The results of the survey show that hands-on experience may often be the differentiator in program success. SCM World cites a recent survey about the ideal skill mix that supply chain professionals identified as needed for 2020 and beyond, which stated that communication, strategic thinking and change management were among desired skills. According to SCM World, "Skills like these develop fastest in the world of work, which may explain some of what we at SCM World saw in our latest ranking data compiled in late 2016."

"The ability to offer our students multiple experiences through projects, consulting and required internships allows them to gain experience in the areas that supply chain professionals most value," says Dr. Robert Reck, professor of marketing and director of the Center for Integrated Supply Management. "We work hard to stay close to industry, listen to the needs of employers and adapt our curriculum to reflect the realities in the field. This ranking shows that our efforts are recognized and appreciated by hiring managers."

# Senior Awarded $10,000 Coveted National Scholarship



Rachel Larson is the recipient of a $10,000 national scholarship awarded by the Industrial Supply Association.

An integrated supply management and computer information systems major, Larson received the 2017-18 Gary L. Buffington Memorial Scholarship, awarded each year to a rising senior in a qualified undergraduate industrial distribution program.

"In addition to my coursework success, I think my experience with Bronco Force helped me stand out to the selection committee," says Larson. WMU's Bronco Force initiative offers applied supply chain solutions to industry clients. The program is designed to address real-life difficulties that supply chain managers face and engage students and faculty in determining the best methods to solve problems in the workplace. Larson, who started with Bronco Force as a sophomore volunteer, now leads a $14 million project encompassing the areas of material flow, quality, logistics and operations.

# Rising Stars in Sales Place at Competition

A team of two sales and business marketing students placed third overall at the University of Toledo Invitational Sales Competition, with one student placing second individually and the other ninth.

Junior Kaitlyn Phillips and sophomore Lauren Nowakowski represented WMU. They were tasked with selling 3M VHB Tape, an industrial strength tape, to buyers, role-playing for 15 minutes per round with groups representing different stakeholders at a Display Sign Manufacturing Company.

Nowakowski made it to the semi-final round, and Phillips went on to the finals to finish as the runner up. Students were coached by a student coach, senior Jeremy Juday and Associate Professor of Marketing Kelley O'Reilly. The students met three times per week for two-hour sessions for seven weeks where they did research, practiced role-plays and received feedback on their presentation skills.

For second place finisher Phillips, the most challenging aspect was being immersed in the role she was playing. "Really owning the role of a rep for 3M was a challenge. Role-playing can be odd in that you are pretending to be something you are not, and the person you are selling to is doing the same. You might think that would be uncomfortable, but it was actually much easier and more natural than I expected as I became more and more immersed in my role and selling scenarios."



*Juday, Phillips and Nowakowski*

The team's third place finish, moving up five spots over last year, makes O'Reilly proud. "What impressed me the most was the degree of competence, focus and composure that our students displayed during the event. This year, I engaged a student to coach the team with me, and the success of the team is directly related to how strong Jeremy's coaching was."

*Stay tuned for details about the expansion of our sales lab facility, which helps prepare students for competitions like this one and for the workplace.*

# Stanford Innovation Fellow

Jill Puckett, an advertising and promotion student, is one of just two WMU students named University Innovation Fellows, a global program run by Stanford University. The 224 students chosen for the program represent 58 higher education institutions in seven countries.

Fellows advocate for lasting institutional change and create opportunities for students to engage with innovation, entrepreneurship, design thinking and creativity. They design innovation spaces, start entrepreneurship organizations, host experiential learning events and work with faculty to develop new courses.

Puckett hopes to use her role to better connect students from different areas in interdisciplinary projects and research. Recently, she has worked with other students on campus to advance innovation at WMU by bringing WMU's campus makerspace to life in the University Computing Center.

"I believe that to truly foster innovation and entrepreneurship on campus, we need to have students from all areas working and learning together," says Puckett. "So far, working with other students through the Innovation Club, I have learned so much from students outside my major. Because of this experience, I think differently and with more creativity and view things from a different perspective."



# Imagine the



# John Roa: Leader, Learner, Donor

## His Story

John Roa can be called many things: visionary, successful entrepreneur, philanthropist, serial problem solver.

The 33-year old is the founder of several technology startups, selling his most recent firm, ÄKTA, to one of the largest fortune 500 companies in San Francisco, Salesforce.

But before Roa was defining his own success and having others come to him for business advice, he was a student in the Haworth College of Business—a student who struggled with being successful in a traditional classroom environment.

"I realized in middle school that my brain is simply wired differently," says Roa. "I am sure there is a scientific explanation for this, but basic functions that lend themselves to traditional classroom settings—memory, theory, simulation—are some of my weakest."

Yet this was the same student who taught himself programming at age 13 and had a knack for coming up with viable business concepts. This guy was smart—really smart.

This disconnect between ability and learning environment led to years of struggles in Roa's formal education. When he began attending WMU, it was his third university, as he searched for a place that would feel like home and would provide a hands-on learning environment that dealt with real-world problems—aspects of education that excited Roa and pushed him to excel.

He found that home in the college's sales and business marketing program, which is known for a highly immersive curriculum. Roa had discovered over the years that he learned best when he could put himself into a situation where he had to learn by doing. "I like to dedicate my energy to learning everything about subjects that I am passionate about," says Roa. "Once I entered the sales and business marketing program, I felt for the first time in years like I was somewhere I could truly grow and thrive."

Roa describes his learning style this way: "I learn by jumping off a cliff and building wings on my way down. Application and practice are what work for me, and I have to want to learn."

His drive and ingenuity have served him well in business. Whether he had to rapidly teach himself how human resources is supposed to work at an enterprise-level to manage explosive growth or learn a new array of financial skills required to execute a sale to Salesforce—one of the most experienced acquirers in San Francisco—Roa constructed those wings on the way down, and then he soared.

## Philanthropy

An unflinching capitalist who believes that fiscal success leads to professional and personal freedom, Roa is a philanthropist who invests in causes that matter to him.

"I have always dedicated a lot of my energy toward philanthropy and doing my part to make this world even a slightly better place," says Roa. "I started a nonprofit organization, Digital Hope, seven years ago as a vehicle to raise money for global humanitarian organizations that do not have the infrastructure to do it themselves through technology." The nonprofit has been able help execute projects with amazing results all over the world such as delivering thousands of bottles of water and personal care items to Joplin, Missouri, following the 2011 tornado that devastated the area or providing textbooks to a school in Costa Rica. Roa calls the work one of the most fulfilling callings in his life. "I believe that growing a great business can allow you to spend your time giving to causes that change the world."

And changing the world of WMU students is Roa's latest philanthropic venture.

"Aside from a very generous but quickly depleted financial aid package from my late grandfather, I had to put myself through college," says Roa. "Given my struggle to get good grades in a traditional classroom, I did not meet the basic GPA eligibility for any scholarships. I understand why this is—scholarships are designed to benefit students with the most capability. However, I do not think GPA should be a barrier to students who can demonstrate their ability in other reliable ways."

So, Roa worked with WMU development and the college of business to create a scholarship in his name that focuses on students who may be in a situation similar to his: students requiring financial aid, with strong entrepreneurial ambitions, who may not be as naturally capable in a traditional educational environment. A holistic evaluation of students' capabilities will guide awards.

"I want to help students who have great potential to complete their degrees and go on to do amazing things in their own unique ways," says Roa.

# Possibilities




Students without financial need
Students with financial need

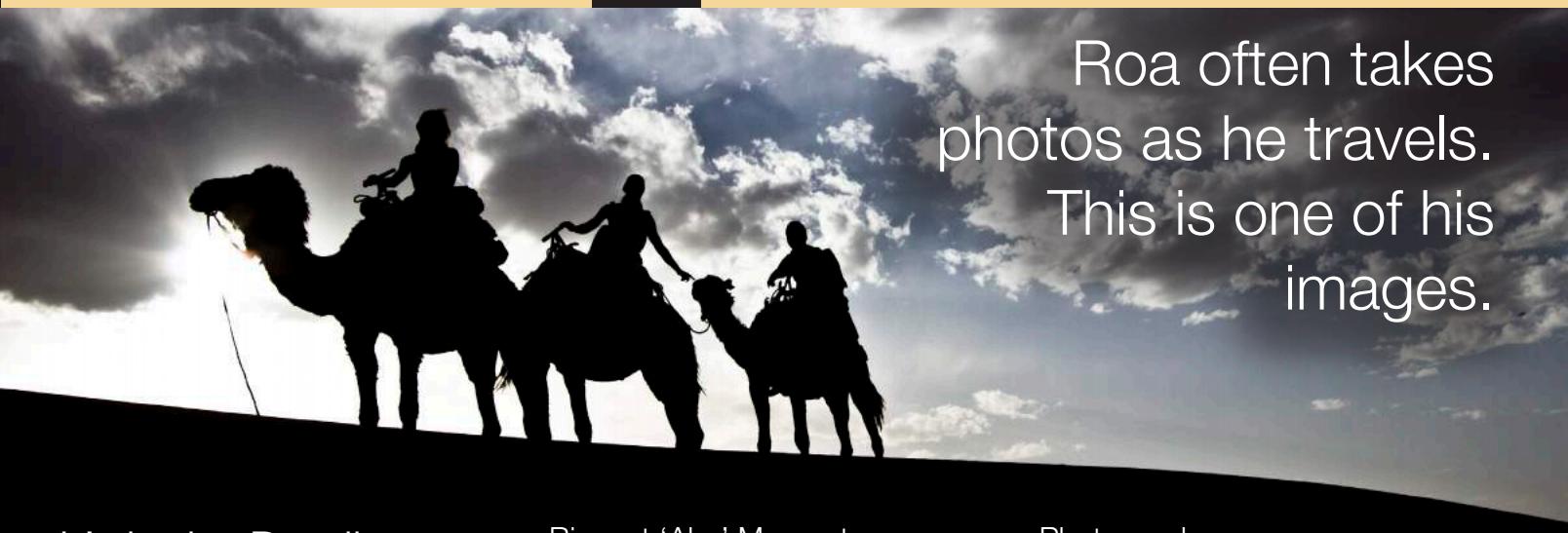
In the 2014–15 Academic year, **1,729** full-time undergraduate students' financial needs were fully met—out of a total of **13,740** who applied for financial aid.

## SCHOLARSHIPS 101

### Scholarships help business students to succeed.

- Scholarships can be endowed or annual. Endowed scholarships are given in perpetuity, generating a payout stream from a principal investment, which supports future funding of the scholarship. Annual scholarships require yearly or regular gifts to ensure funding is available to make awards. Both are valued and needed by the college.
- Any scholarship, endowed or annual, may be named for an individual or group.
- Donors will get to know their student recipient through correspondence and may meet the student or students at a college event if desired.

**For information about establishing a scholarship, contact the Office of Development and Alumni Relations at (269) 387-8700.**



Roa often takes photos as he travels. This is one of his images.

## It's in the Details, More About John Roa

### Success

"I define success in three ways. First, you have the freedom to live your life exactly how you wish and aren't forced down any path that isn't fulfilling. Second, you are able to dedicate a significant amount of your energy towards projects or causes that are inherently bigger than you. Third, you set a good example for the people coming down the path after you and are able to always take care of people you love."

### Biggest 'Aha' Moment

"The most challenging aspect of being an entrepreneur is the lifestyle it demands to be successful. It is a lesson in self-sacrifice that no one is there to teach you. During the height of any business, you are putting that business before anything else—relationships, relaxation, physical and mental health, family—you name it."

### Giving back to WMU

"I have always enjoyed giving back to WMU, whether it be speaking at a student organization event or connecting with students in other ways. There is an energy that people pursuing their dreams have, and college is a great place to connect with others on that journey."

### Photography

"I mentioned that I learn by doing. I found I had a passion for photography and at least a small natural knack for it. I then proceeded to shoot tens of thousands of photos. I would try, guess and fail and then try again until I had it down."

### What's next?

"My goal for the future is to achieve balance and not give 24 hours of my day to work, focusing on meaningful projects that drive me."

# Invention and Reinvention:

## Psyche (Smith) Terry and the Evolution of Urban Intimates



Pregnancy and welcoming your first child—it's a time that includes change of every sort. For Psyche Terry, B.B.A.'03, her first pregnancy brought about physical changes that eventually gave rise to her current business, Urban Intimates, a lingerie, apparel and lifestyle company that designs for plus size women and embraces what it means to be a beautiful woman with curves.

"I wasn't a curvy woman until my first pregnancy," says Terry. "When I went from a B cup to a DD cup in my bra size, I started to understand the challenges facing plus size women who wanted intimate apparel that is stylish, beautiful, fun and affordable. There wasn't much on the market, and what was available wasn't designed in a way that supported plus size women's beauty, both functionally and philosophically."

Terry and her husband, Vontoba, decided that they could change this. They could create a company that celebrated women with curves and confidence.

But making that decision and getting traction with the business concept and model were two different things, and Terry experienced some initial setbacks—setbacks that might have derailed a less determined entrepreneur.

"We lost a couple of business competitions, including the Coors Miller Light Business Plan Competition, which offers a $50,000 prize to fund a startup," says Terry. "We had entered twice and lost twice, but out of that experience came a great opportunity." The opportunity was The Workshop at Macy's. After seeing the enthusiasm that the Terrys showed for their business plan, the organizers of the Coors Miller Light competition encouraged them to apply for the Macy's program, which is an exclusive vendor retail development workshop designed to give select, high-potential minority and female business owners the tools to better succeed and sustain growth in the retail industry.

Terry researched the program and saw that it might be a good fit for their business and filed the application but did not expect their company to be selected from among the thousands of applicants.

Yet Urban Intimates was selected for the final interview round, which involved roughly 100 businesses, a field that had been narrowed from tens of thousands of interested entrepreneurs. During the intense interview process, Terry pitched her concept, refined it, pitched it again and was accepted into the program, which annually accepts one to two dozen applicants.

The Macy's program teaches entrepreneurs what it takes to run a sustainable business, spanning topics such as relationship building, partnerships, brand management and metrics. Though the workshop facilitators make it clear that acceptance into the program does not guarantee a retail agreement with Macy's, that is the hope of many of the entrepreneurs in the program.

After the one-week workshop, Terry had lots of feedback on what she needed to do to broker a retail deal with Macy's. It was a list that would take two years to complete and involved a series of evolutions in the business.

Terry realized that if she wanted to take her business to the next level, she would have to find a manufacturer, so she and her family traveled to China and figured out how to set up manufacturing operations there.

After some stops and starts with Macy's following the China trip, Terry was ultimately successful in securing a deal for 10 Macy's stores. Today, Urban Intimates products are in stores across the U.S., including JCPenney and Walmart. The company is currently valued at $40 million and now

# Businesses



offers apparel for women of all shapes and sizes as well as a beauty products line.

Launching Urban Intimates was hard, but sustaining and growing it is just as hard, which is why it is good that Terry never quits.

"My spirit as an entrepreneur is wired differently, where no matter how hard I would fall down, I never wanted to lose completely," says Terry. "So, I would say that I quit and that I had had enough, but I would really just be giving up for the day. I would come back and try it a new and different way the next day with a clear head and thought process."

And because she knows persistence pays off, Terry never stops pushing forward. "I have managed the company's growth by keeping my head down and making goals bigger and bigger. After closing my first order with a local beauty supply store, I could have taken that opportunity and been happy, but instead I thought, how can I take these earnings and sell my products to the largest beauty supplier in the world?"

That persistence, paired with a spirit that embraces invention and reinvention, is the key to Terry's success. "I've had to change a lot as an entrepreneur. I've had to change business partners, funding partners, employees, locations, manufacturers and customers. To stay successful and nimble, I make changes every day in my business."

With the rapid change that comes with being an entrepreneur, there are some important constants that help Terry achieve stability and success at Urban Intimates:

- "At our company, we've developed a family-friendly culture and a culture of teamwork. Every day I get to work with a group of friends who make dreams come true and who are passionate, smart and dedicated."
- "My most critical skill for business success has been relationship management and being able to know, accept and understand my greatest assets and opportunities. This helps me know who I need on my team and what I need from my team. It helps me communicate with my employees, customers and consumers."
- "I believe in surrounding myself with smart people—mentors, team members, business partners—that can help me make the big decisions."
- "Own your mistakes. When I worked in a corporate setting, I had a giant brand that I could hide behind, so it was easy not to be held 100 percent accountable for mistakes. A large company sometimes takes hits as a brand for easily preventable mistakes. As an entrepreneur, every mistake is mine, or is mine in the sense that it affects my reputation. Accountability helps us learn, grow and be better."

So, what has been a recent challenge for Terry and her business? "Digital! I am a brick and mortar girl, and digital buying is growing by leaps and bounds. My company has had to learn this landscape and react quickly to stay relevant and be helpful to brick and mortar customers. This is something that we will be investing in throughout the coming years as we grow the business and evolve it even further."

## Other Things You Should Know About Psyche Terry

Terry was born on the south side of Chicago to a teen mom and spent only the first two years of her life living with her parents. Due to a lack of resources, her parents gave custody to Terry's great aunt, who lived in Benton Harbor, Michigan. Terry's high school counselor said that she, similar to the majority of her classmates, would likely not go to college. Terry's great aunt enrolled her in camps and after school programs that ignited a fire that has never gone out. At 11 years old, Terry's 15-year-old cousin passed away and that dramatically changed her thoughts about intentional living. A few years later, she earned a high school internship that led to a 12-year career at Whirlpool Corporation.

It took Terry only three years to graduate from the Haworth College of Business. In her final year at Western Michigan University, she met Vontoba at a college internship program, and the two married in 2004 just after her 23rd birthday.

After earning her MBA with honors and graduating second in her class at the University of Nevada, Las Vegas, where Vontoba also earned his MBA, Terry began to pursue her entrepreneurial path.

As the founder and CEO of UI Global Brands, she is the first African American woman to successfully launch a line of lingerie that wholesales to the largest department, retail, off-price and beauty stores in the U.S. She has been featured in Forbes, The Wall Street Journal, Essence and Black Enterprise. She has also appeared on MSNBC, CNBC, ABC, CBS and Univision. She recently appeared on NBC's The Steve Harvey Show as a mystery millionaire in one of the highest rated episodes of the year. Terry has served as a White House speaker on young women in entrepreneurship where she also met Oprah Winfrey.

Terry's legacy includes raising more than $100,000 in scholarships, serving on multiple nonprofit boards, starting youth groups, and mentoring married couples pursuing business ventures and aspiring entrepreneurs in general.

# Cats and Wine—The Purrfect Pair

Imagine this. It's the end of the day, and you head home to prepare dinner and relax. You pour yourself a glass of wine and also pour one for your cat.

Yes, for your cat.

This isn't a daydream. It is possible with products from Apollo Peak, a pet-centric brand created by Brandon Zavala, B.S.'07, MBA'12.

Pet beverages were not the first thing on Zavala's mind when he graduated from WMU with an undergraduate degree in aviation science and administration. He first started at an aerospace company in Michigan, then decided to continue his education and that business would be his next area of concentration. After earning his MBA in 2012, Zavala found himself working at Hill's Pet Nutrition.

"While working as a sales rep in the pet market, I learned that there is a niche market for pet beverages," says Zavala. "The pet treat market mostly consisted of dry treats tailored for dogs."

In 2015, he took his idea and ran with it.

"I wanted to design something that was not only fun but interactive for pets and their owners," he says. "Making a product that resembled wine would help me achieve this goal by marketing to pet owners who wanted to socially interact with their pets at home."

Soon after this discovery came the first batch of "wine" from Apollo Peak—The Pinot Meow.

Zavala's pet beverages are not the same thing you will find available in the wine aisle at your local grocery store. Apollo Peak products are non-alcoholic beverages made from all-natural and organic ingredients such as herbs and beets and natural preservatives such as sea salt. Some of the products even contain catnip, which when ingested can relax cats.

Since launching and refining the first product, Apollo Peak has learned to adapt and change with the pet industry and consumer demand, launching four variations of cat wine and three variations of dog wine—including, MosCATo, CharDOGnay and ZinfanTail. To expand product offerings, Zavala turns to skills learned in his MBA classes and past work experience.



*Zavala recently appeared on the television show Shark Tank where he made a deal to grow his business.*

"Our biggest challenge is containing our growth to a manageable level," he says. "With a sales and marketing background, my focus is on growing our brands—before our operations team can keep up. But at the same time, we don't want to over scale ourselves and overspend. It's a never-ending balancing game."

Zavala credits his ability to intuitively make changes to his business to his flexibility in his education and career.

"WMU taught me that a career in business was not only fun but offered many different avenues to pursue including sales, marketing and entrepreneurship," he says. "To be versatile and adaptable in your career is a must, especially as you're working towards achieving your dreams. I did not create Apollo Peak out of nowhere—I learned how to be an administrator, how to be a marketer and how to be a sales person through years of applying my education in real-world settings. Continuing your education helps you evolve faster."

At the end of the day, what's next for this innovator? Continuing to grow the pet treat industry, one vintage of pet wine at a time.



# Duo Moves From Dorm to Distributor






*Thomas and Sartin*

There's something special about college. It's a place where relationships develop into lifelong connections—like the one that began when Harlin Thomas, B.B.A.'01, and Floyd Sartin, B.A.'03, started college as roommates in Fox Hall, where they had ample time to talk about life, dreams and goals.

Eight years after graduation—following marriages, children, relocations and corporate career launches that landed them both in the Washington, D.C., area—they continued their friendship and their connection with WMU. And, they made good on a dream from their dorm days to start a business together.

"In 2005, we began to sponsor social events for WMU alumni—this was the birth of our working relationship," says Sartin. "In 2014, we decided it was time to start a business together in an industry that provided great opportunity to grow and gave people a product that was special and memorable. On that day, Mochabox was born."

Mochabox.com is a roast-to-order, specialty-coffee-bean wholesale distributor that delivers high-quality coffee beans from around the world with products and services that represent integrity, authenticity and collaboration. In addition, Mochabox's subscription service is a way for consumers to try some of the finest coffees available.

While they are both still immersed in corporate careers—Thomas as a supply chain manager for Northrop Grumman and Floyd in a position working with government contractors in strategic human resource management and talent acquisition—the duo carves out time to meet biweekly to discuss company goals and business plan objectives, and to plan for local events.

With technological changes and customers who seek speedy delivery, the duo says the greatest challenge with keeping their delivery model on schedule is gaining a better understanding of order demand. "As a WMU student, I learned the importance of understanding lead times and building that into your delivery model so that you can avoid delays to the customer," says Thomas, co-owner and chief of operations. "We have solid relationships with two coffee roasters that support us with drop-ship deliveries and expedited shipments, and we are currently looking at tools that can help us connect more effectively with our customer base so that we can understand their needs real-time."

To help address demand and manage the process, they have adopted an economic order quantity model, a fundamental model for balancing inventory costs with order processing costs.

"We have a 'roast to order' model, but when there is last minute variation in the order quantity, we face the challenge of shipping the coffee to the customer on time," explains Thomas. "Therefore, we try to keep some reserve coffee on hand and stored appropriately so the coffee can be as fresh as possible upon delivery."

But delivery is not the only challenge in Mochabox's business model. Understanding the customers' palates is essential. They started Mochabox with 20 different coffees ranging from single origin to various blends but recently reduced offerings to eight, improving internal operations and speeding delivery to customers.

Sartin, co-owner and chief creative director, adds that industry trends, including innovative packaging, cold brew coffee products and additional specialized varieties, will continue to influence Mochabox's distribution. "Also, as Millennials begin to drink more and more coffee, our strategies will focus on marketing our brand and products to that audience," says Sartin. "We also plan to introduce a cold brew product in 2017."

But Mochabox isn't focused solely on coffee beans. 'We remain committed to helping sustain local communities by supporting low-income and homeless individuals," says Sartin. "Being from the inner city of Detroit, we believe that it is important to show young people that success is attainable," says Sartin.



# Leading Like a Rock Star

*Lepisto teaches organizational behavior. He earned his Ph.D. from Boston College; his dissertation won the Grigor McClelland Best Dissertation award and was a finalist for the INFORMS/Organization Science Dissertation Proposal Competition. His research centers on explaining how individuals and organizations effectively adapt and change, particularly in the face of uncertainty and ambiguity. Prior to working in academia, he was a management consultant with the Monitor Group (now Monitor Deloitte) and the advertising firm Young and Rubicam.*

Remember how you felt at the last rock concert, sporting event (Go Broncos!) or political rally you attended? Excitement, community and shared experiences connected you with the crowd. And that memory probably summons up emotions that stay with you to this day.

Imagine if you could bring that same visceral feeling to your workplace, with employees assembling around valued activities and practices. Think about what the connection of employee to company might mean to your brand, the well-being of employees and the success of the company.

Dr. Doug Lepisto, assistant professor of management, is exploring just how leaders can make this happen in organizations. Research on higher corporate purpose has traditionally centered on companies whose founders focused on a cause. Think Tom's Shoes, Patagonia, Apple or Harley Davidson: each of these organizations was launched by entrepreneurs who were also focusing on a higher purpose. But, for an established company, this presents a pressing practical question. If your company wasn't founded with this purpose in mind, how can you credibly and authentically develop it? This question is urgent as various stakeholders increasingly expect organizations to espouse these purposes.

In his 21-month ethnographic study of an athletic footwear and apparel company, Lepisto examined the company which had been previously understood to strictly focus on the utilitarian pursuit of financial success. Lepisto immersed himself into the company, spending hundreds of hours observing employees at work, attending meetings, interviewing leaders and even celebrating at company parties with his family.

"I surprisingly discovered an emergence of new beliefs that stemmed from new, company-supported workout activities employees participated in together," says Lepisto. "These shared experiences were a kind of powerful, emotive ritual activity that gave employees feelings that their work at the company was worthy, righteous, and bigger than selling shoes and t-shirts. Through these powerful experiences together, they came to see the company as standing for a bigger purpose of enabling people to become the best versions of themselves."

These settings can create an emotive shared experience by focusing people's common attention and building a mood of the worthiness and humanistic value that the company's products and services provide. In the study, these feelings were amplified when senior leaders at the company reflected back this higher purpose.

This offers important lessons to business leaders who seek to develop and entrench a higher purpose in their organizations. "Instead of focusing on how you communicate, provide employees shared experiences that focus on what your organization does," says Lepisto. "These shared experiences help build uplifting and transcendent feelings. For instance, the medical device company Medtronic creates these conditions when they bring patients in to speak at all company events about how these devices changed their lives."

Lepisto acknowledges that establishing such an idea can be challenging, met with cynicism and won't happen overnight. But the effort is worth it.

"Most employees feel there is not enough done to build a higher purpose in their organizations. Creating these shared experiences that establish a sense of purpose can help companies attract talent, increase engagement, and promote a sense of meaning at work."



# Employee Treatment, Innovation and the Bottom Line

*Dr. Jamie Weathers joined the faculty of the college of business in fall 2016. She earned a Ph.D. from Temple University and an MBA and Bachelor of Science degree from the University of Louisville. Her research interests include empirical corporate finance, corporate innovation and mergers and acquisitions. Her business experience includes work as an energy buyer and sourcing associate. She teaches corporate and international finance.*

As many as 72 percent of high school students say they want to start a business someday. Nearly 40 percent aspire to invent something that changes the world. And in response to demand from both students and industry, colleges are increasing entrepreneurial opportunities on campuses across the United States.

With this explosion of entrepreneurial pursuits, companies are responding with a variety of in-house opportunities designed to promote employee innovation. Adobe's Kickstart program offers employees a two-day innovation workshop and $1,000 to experiment. Whirlpool's ideation sessions are open to any employee who wants to contribute. AT&T's Foundry has employees pitching ideas to executives for funding akin to venture capital.

So what is the bottom line for these efforts and how can a company harness innovation while maintaining day-to-day operations for its core products and services? According to research from Dr. Jamie Weathers, assistant professor of finance, this is an area where companies can improve their efforts by treating employees well.

"Innovation is a long-term process that relies on nuanced strategies," says Weathers, whose research placed second at a Temple University Ph.D. Program Research Competition.

"Our research highlights employee treatment as one area where management can have a direct impact on the innovation process," says Weathers. "While treating employees well is typically a subjective ideal, whether an organization's leadership style is autocratic, democratic, facilitative or laissez-faire also has an impact on an intended culture of innovation."

In her research, Weathers examines employee treatment as a new channel by which innovation affects firm value. Weathers' research looks at employee treatment within organizations and measures innovative activity using patents related to a firm's core business, citations and innovative focus, which previous research indicates does correlate to increased firm value.

Weathers' research supports three practical premises:

- Failure tolerance represents job security, layoff policy and longer employee tenure. Innovative projects often involve many failures before success. Job security promotes a failure tolerant working environment, which in turn provides motivation for employees to innovate (i.e. partake in tasks with a high probability of failure) and for management to shift its strategy toward development of firm-specific resources that support innovation.

- Protection from exploitation represents a positive culture of managerial ethics and integrity. A culture of "keeping your word" helps alleviate the moral hazard at workplaces where top managers may be tempted to renege on their commitment to reward firm-specific investments made by employees.

  "Eliminating fear of being exploited or having their ideas expropriated will encourage employees to invest more in firm-specific human capital to develop innovative projects," says Weathers.

- Work environment reflects an atmosphere that focuses on teamwork and engages employees in decision making. Because innovation often involves collaboration, a corporate culture of good teamwork and respect will foster productivity.

  "Organizations that find a way to recognize and reward efforts can benefit from increased employee innovation—even when the rewards are non-economic," adds Weathers. "This process can lead to a corporate culture of citizenship."

# LOCATION LOCATION LOCATION

Not long ago Pokémon Go made a huge splash, driving people to hunt Pokémon with their smartphones on a quest to control landmarks and structures in the augmented reality game.

The National Park Service's National Mall app lets visitors use a Locate Me feature to explore historical buildings and monuments surrounding the nation's capital.

And who doesn't like Gas Buddy, an app that helps consumers find the cheapest nearby gas station, read reviews and win prizes.

The reasons these apps succeed may be apparent, but research from two business information systems professors indicates a consumer's decision making when choosing to use a new location-based app is a complex process. Dr. Bidyut Hazarika and Dr. Mohammadreza Mousavizadeh are researching the right balance of information, features and security when it comes to location-based applications.

The most important consideration is privacy. "By sharing your location, there is a risk associated with losing your privacy," says Hazarika. "It is a complex situation, since users must first decide if they are willing to lose their privacy in return for a service provided by a location-based application."

The decision by consumers to use or not to use a location-based application is a trade-off between perceived benefits and risks. Since these can vary widely, the team's research identified three areas that consumers consider—loss of privacy, time risk and psychological risk. Knowing this, companies and developers can enhance experiences with location-based apps by addressing the decision making process:

- Providing different levels of privacy settings gives users the flexibility of choosing how much information they want to share.
- Apps must deliver what they promise. The application description should be clear so that users do not feel that it was a waste of time to download and use the location-based application.
- Developers should seek to eliminate the frustration associated with boredom and mental fatigue from applications that do not work properly. The performance and the results provided by the location-based application should be current and up to date.

In addition to these three areas, companies and developers can consider reasons consumers choose to use an app.

"Several benefits push consumers toward using location-based applications more and more," says Mousavizadeh. "Our study found that personalization, timeliness and positioning are important benefits. If users are able to get in-time information (timeliness) based on their current location (positioning) and preferences (personalization), they are more likely to choose to use an app."

## BEYOND GAMES AND GAS STATIONS

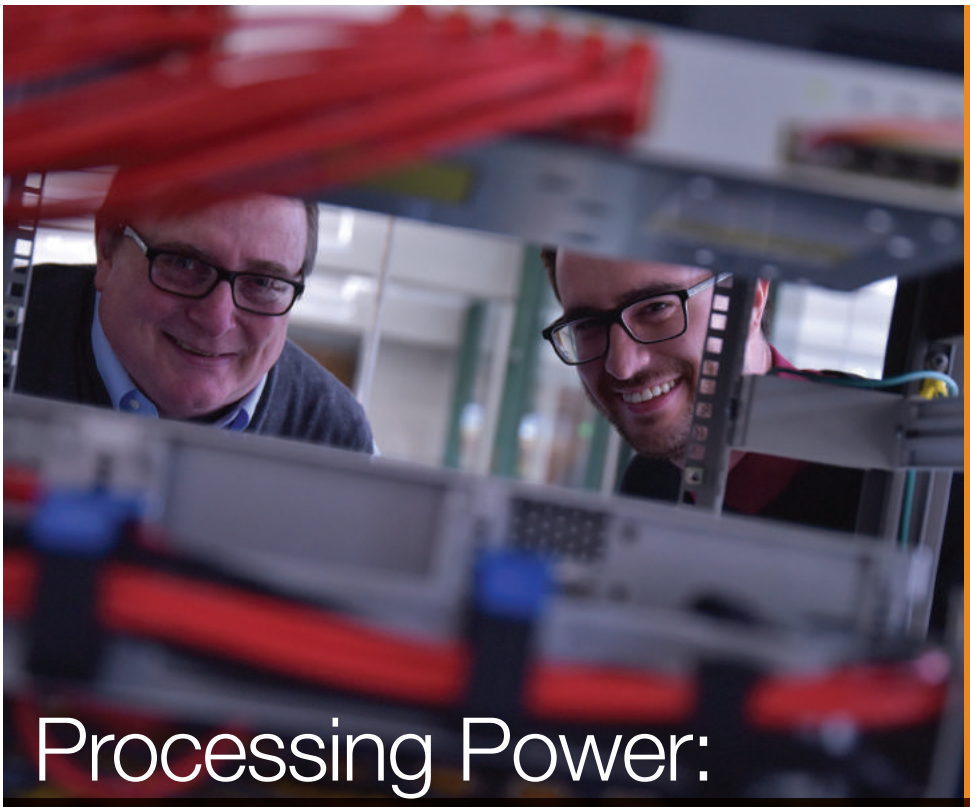
With the constant influx of new apps on the market, Hazarika and Mousavizadeh highlight the future of apps.



**Mousavizadeh:** "LBAs are becoming so popular since people are becoming more and more interested in receiving services that are location-based. Their future is connected to so many other evolving technologies and concepts. When we talk about the future of location-based apps, we have to think about emerging smart services, most of which are benefiting from location data."



**Hazarika:** "In the future, location-based apps will be able to provide an even more personalized experience to individual users. Based on an individual's location, these apps could provide personalized ads on products from a nearby store, restaurant recommendations based on the user's location and even pinpoint items on a shelf in a store. We could have a fully inter-connected home, work and automobile where our car will go to the gas station to fill itself and drive us to work—all while we are taking a nap."



# Processing Power: Tech Team Keeps the College Relevant

### *TECHNOLOGY TIP*

*What was your first car? What is your pet's name? What was the name of your elementary school?*

*Innocent questions posed to you via Facebook quizzes and memes? Or hackers trying to uncover security questions used in two-factor bank authentication? Hard to determine, according to Ralph Yingling, director of information technology. "It's important to think about what you are sharing via social media. Connecting socially can be a great thing in many ways, but there are risks, with many people using the platforms for purposes other than entertainment and networking."*

Punch cards—that is the first personal technological memory that Ralph Yingling, B.B.A.'87, director of information technology for the college, can recall. That memory comes from his time in the Air Force. Yingling's first job at WMU was running a mainframe computer that supported 20 users plus two classrooms. "Today, my cell phone has much more computing power than that computer," says Yingling. "Information technology changes daily."

Alex Roelandt, B.B.A.'10, MBA'16, network administrator and part-time instructor in computer information systems, recalls his first encounter with a computer for educational purposes. "I was in elementary school, and we had software that helped you learn how to read and sound out words. My interest in technology dates back to that moment."

This duo is responsible for running IT services for the college, supporting all students, faculty and staff.

The most challenging aspect of the job? Managing the student computing environment. It's a job that involves research, upgrades and purchasing, which Yingling and Roelandt oversee, along with the day-to-day operations in the labs and computer classrooms, which fall under their fellow staffer Bill Rotgers' list of responsibilities.

"It's a fine balance," says Yingling. "We have to embrace what's current, and yet we are stewards of other people's money—student tuition, state dollars and funding from other sources—and need to responsibly invest in technology that will serve the most students in the best possible ways."

Roelandt agrees, "We need to be relevant but also mindful of what the greatest needs are. We are here to evaluate what technology is going to give students a skill that they can apply in any environment."

As we know, emerging technology has many starts and stops, and often gets abandoned in favor of something that does the job more efficiently. "We have to be simultaneously progressive and conservative," says Yingling. "Beta testing has its place, but in an environment where budgets are constrained, it is important to be judicious in the choices you make, especially in an area that can be very costly."

A current area that Yingling and Roelandt are discussing with IT colleagues from across campus is virtualization—the concept of an area on the server that represents your technological profile and stores the programs you need, your documents and everything that makes up your tech fingerprint, which can be accessed from anywhere. "Much of the software that is provided at WMU currently needs a login at a University machine for a variety of reasons," says Yingling. "However, we know that accessing everything virtually is what students are used to and what corporations are adopting more and more."

Though Yingling and Roelandt work with machines regularly, they think about people constantly. "We think about how students use technology, but it goes deeper than that," says Roelandt. "We know that what WMU offers is interaction with faculty and fellow students—that is what we are about as an institution. Technology offers tools to support that, but it will never entirely replace the importance of other people in a student's learning. The critical thinking skills that help you tackle unstructured decision making are all about how you learn to interact with others in complex, real-world situations."

# INVENTING

## Carl McAllister: Turning Up the Volume on Ingenuity

Exercising while listening to music is what gave rise to Carl McAllister's product, headphone protectors, that are washable, reusable and preserve the style factor associated with over-ear headphones.



"I got the idea for my business when I purchased a pair of over-ear Beats headphones last summer," says McAllister. "Since they are wireless, comfortable and had a noise canceling feature, I thought that they would be perfect for exercise. In the course of a year, sweat lead to the degradation of the headphone covers. I searched online for headphone protectors, and there weren't products on the market that addressed this issue. At that moment, I realized I possessed the intellectual ability to design a product that consumers would be able to purchase to resolve this issue."

And that's just what he did.

To date, McAllister has reached several milestones with his business, including:

- Filing his business, Ingenious Fitness Solutions LLC, with the state of Michigan;
- Creating a functioning prototype; and
- Filing for a patent.

Accepting constructive criticism and being willing to "just start" are two of the major takeaways from McAllister's entrepreneurial experience thus far. "I've learned that pride does not belong in business," says McAllister. "Ultimately, the customer dictates the future of the product. I must be open to criticism, adjust to customers' expectations and be able to pivot as needed. Gradual, consistent progress is key. You can always change as you progress. It's better to begin with a flawed idea than to be stuck at the starting line making the perfect plan and not moving forward."

## Peter Shutt: A Smart Brew

That first cup of coffee—for many of us, it's a moment to savor. Peter Shutt is a coffee connoisseur who is endeavoring to make coffee breaks more consistent, easier and smarter for consumers through his concept for a smart coffee shop, Science Café.



Inventing a smart coffee machine for personal use, Shutt quickly realized the gap in the market that existed around custom brews for personal preferences. His machine uses data to ensure that each customer will get a drink brewed to their exact specifications.

"Initially, I wanted to start a coffee shop that sold good coffee following the myriad of coffee shop business plans. After modifying my espresso machine, I started to see the potential of a smart device for commercial use."

Shutt now has a working prototype, which he uses every day to make his daily coffee. He is able to see exactly what is going on inside of the boiler and can measure the extraction time for any espresso shot.

And he is learning just as much about business as he is about coffee.

"Starting Gate has helped me with the business side of entrepreneurship," says Shutt. "The business model canvas is a great way to help develop an idea before it gets too far along, which I had never heard of before Starting Gate. I have also connected with people who have helped me develop my business. The weekly push toward completing necessary goals and stimulating environment moves me out of my comfort zone for the better."

# trepreneurs THE FUTURE

## Emmanuel Machena: Dividing Lines

Think back to your college experience. Did you live in a residence hall? If you did, then you know that even if you have a great relationship with your roommate, privacy is limited, and sometimes much-needed.

It was Emmanuel Machena's experience sharing a dorm room that sparked the idea for a fabric room divider that is waterproof, fireproof, ecofriendly and much more affordable than others on the market. And uniquely, the fabric can also act as a projector screen and comes fitted with a built-in mechanism that can hold any projector at close range, creating a world of possibilities for uses in dorms, homes and offices.

Machena, and business partner and cousin Simba Chirara, B.B.A.'16, spent a lot of time validating their concept. The team spent six weeks researching the furniture market as well as administering more than 300 surveys to students to make sure their product was useful, current and realistic.

"In the beginning stages of starting our company EZ Timeout, change was our best friend," says Machena. "Every week, we effectively had to adapt to new situations, challenges and design complications."

And while Machena and his business partner worked daily on the rapid changes in their business, Starting Gate was providing a stable foundation that would enable them to take their company to the next level. "It was a critical training period that equipped us with great decision making, communication and networking skills that will be with us forever," says Machena. "I'm confident about starting



another business at any point in my career due to Starting Gate. It was a hands-on learning experience that exposed us to technical and practical tools that are critical in the real world. All we needed was our time, a passion for business and a strong desire to learn—the rest fell into place."

## Amber Delgado: A Blueprint for Success

Trying to unfold and write on blueprints and other plans while interning at Perrigo was the genesis of Amber Delgado's product, BlueBoards.

"As an intern, I had to map out layouts of steam lines, HVAC duct work and traffic flow for many of my projects in plants," says Delgado. "This meant carrying around large prints everywhere I went. Without a work surface, they are awkward to hold, the writing is sloppy and the drawings become crumpled. I looked for a product that would allow me to write on blueprints in the field, but to my surprise and frustration, there was no good solution. It wasn't until a presentation in my class about the student business accelerator that I thought I should pursue my idea of a portable stand for this purpose. I became inspired by the idea that I could create something that would be useful to others."

Delgado's major accomplishments include:

- Registering her company name.
- Creating three prototypes and choosing a final design.
- Outlining a business model and engaging seven potential customers.

Next on her list is filing a provisional patent and finalizing her working design.

"My original idea came with a lot of extra bells and whistles," says Delgado. "I wanted the product to be a complete solution that would work for all types of professions.



Starting Gate has taught me to start with the minimum viable product and research what is truly important to customers, and now I have evolved a plan that will work well and serve my intended niche."

# Celebrating Alu




*Alumni and friends of the college were honored for their outstanding professional and service accomplishments at the annual Haworth College of Business Awards Ceremony during Homecoming week. These individuals serve as a representation of the values of the Haworth College of Business and as an inspiration and example to our students. To read full biographies about each recipient, visit wmich.edu/business/2016awards-0.*

## College Awards



**Haworth College of Business Outstanding Alumni Achievement Award**

**Jeanne Carlson, B.B.A.'68**

**President and CEO (Retired), Blue Care Network**

"I had the pleasure of working with Jeanne for many years. Jeanne is a true leader of people. What I mean by that statement is she knows how to build a team of talented individuals who enjoy working for her, and she is able to set and achieve goals with them."

– Bill Smith, Executive Vice President of Operations and Information Technology (Retired), Blue Cross Blue Shield of Michigan



**Haworth College of Business Outstanding Alumni Achievement Award**

**Robert Herr, B.B.A.'67**

**Managing Partner (Retired), Crowe Horwath**

"It seems almost daily that I run into people who know Bob and have stories about how he helped them or their organization. Bob Herr is a role model for our profession—a successful businessman who cares about his people, his customers and the community."

– Chuck Frayer, Office Managing Partner, Crowe Horwath

# mni and Friends

## College Awards



**Haworth College of Business Outstanding Alumni Achievement Award**

**Milford McGuirt, B.B.A.'78**

**Atlanta Office Managing Partner, KPMG**

"Milford has a unique set of skills that has served him well in his personal and business pursuits. He listens carefully before offering his thoughts or opinions, a characteristic much appreciated by those who report to him as well as those to whom he reports. He does what he says he is going to do when he says he is going to do it, and he always meets or exceeds expectations."

– Neal Purcell, Partner (Retired), KPMG



**Haworth College of Business Outstanding Service Award**

**Michael Lewis, B.B.A.'71**

**Executive Vice President (Retired), BMO Harris Bank**

"Mike is a profound individual—one I'm happy to call a friend. Mike has always been reliable, trustworthy and supportive. This high level of character extends beyond our relationship and stretches to the lives of those he touches—it's in the fabric of the man he is."

– Jim Reynolds, Chairman and CEO, Loop Capital

THESE INDIVIDUALS SERVE AS A REPRESENTATION OF THE VALUES OF THE HAWORTH COLLEGE OF BUSINESS AND AS AN INSPIRATION AND EXAMPLE TO OUR STUDENTS.



**Haworth College of Business Outstanding Young Alumni Award**

**Trolisie D. Fletcher, B.B.A.'97**

**Financial Analyst III, City of Detroit**

"Trolisie's positive outlook on life, commitment to providing exceptional customer service to everyone that she encounters, and her keen sense of personal accountability for her actions are attributes that contribute to her distinguished, leadership-oriented character."

– Deborah Atkins, Level-Three Accountant, City of Detroit



**Haworth College of Business Outstanding Young Alumni Award**

**Anthony M.T. Majewski, B.S.'00**

**Entrepreneur**

**Director, Publicis Groupe**

"Anthony's defining trait is his energy. He is tremendously passionate about what he does, and most importantly, he can always back up that energy with execution. He delivers on what he says he will do, always."

– Eric Foster, General Partner, Belle Maer Harbor



**Haworth College of Business Outstanding Young Alumni Award**

**John Roa, B.B.A.'07**

**Principal, Roa Ventures**

**Founder, ÄKTA (acquired by SalesForce)**

**Co-Founder, Digital Hope**

"You can't get John to compete in something where he doesn't have a really good shot at winning. That's not to say he isn't a risk taker. John is a visionary. His ability to envision inspires and drives people—and in my experience, the right people at the right time—to do amazing things alongside him. I can't wait to see what comes next."

– Kevin Lerash, Director of Operations, SalesForce

# Department and Program Awards



**Department of Accountancy Outstanding Alumni Award**

**Ronald C. Edmonds, B.B.A.'79**

**Controller and Vice President of Controllers and Tax, The Dow Chemical Company**

"This honor is truly well-deserved and a testament to Ron's championship of the highest ethical standards and compliance in accounting and finance. The passionate focus on detail, his leadership by example, and the rich geographic and business perspectives he brings to his work have contributed greatly to Dow's success."

– Andrew Liveris, Chairman and CEO, The Dow Chemical Company



**Department of Business Information Systems Outstanding Alumni Award**

**Jennifer Rutledge, B.B.A.'04**

**Chief Operations Officer, SalesPage Technologies**

"In very short order, I realized Jen was a problem solver—someone I could truly depend on. Every project, problem or person that Jennifer encounters is better off for her presence, and that is what makes her a truly outstanding individual."

– Conan Venus, Owner, Conan Venus Consulting



**Department of Finance and Commercial Law Outstanding Alumni Award**

**Darrell Lindman, B.A.'75**

**Attorney, Fraser, Trebilcock, Davis, & Dunlap**

"Darrell is an excellent attorney, an honorable person and a dedicated family man. Starting from scratch, Darrell built a top-notch legal practice in the complex field of employee benefits law with a long list of blue chip clients. Perhaps there is no better testament to Darrell's legal skill and reputation than the fact that many of his clients are other law firms, making him a true 'lawyer's lawyer.'"

– David Marvin, Attorney, Fraser, Trebilcock, Davis, & Dunlap



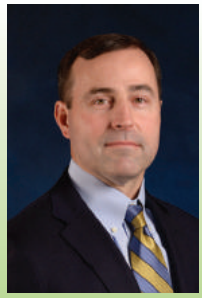
**Department of Management Outstanding Alumni Award**

**Perry Watson, III, B.B.A.'73, MBA'76**

**President and Owner, Lexus of Mishawaka**

"As a successful business leader, Perry always views the world from the customer's perspective, bringing great insight and foresight to today's challenges. Having Perry Watson on your board or leadership team is a real gift, and organizations are always stronger and more vibrant due to his passion and leadership."

– Phil Newbold, CEO, Beacon Health System



**Marketing Hall of Fame Award**

**Michael Doss, B.B.A.'89, MBA'91**

**President and COO, Graphic Packaging Corporation**

"Michael Doss is a transformational leader. As the president and COO of Graphic Packaging, his contributions have been phenomenal. The WMU Marketing Department is proud that Michael is one of our graduates, and we are pleased to honor him for his outstanding professional accomplishments. His humility in all that he has achieved is remarkable and inspirational to all."

– Dr. Mushtaq Luqmani, Chair, Department of Marketing, Western Michigan University



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

**Tom Zatina**

**President, McLane Foodservice**

"Tom's service and contributions as a member of the Food and Consumer Package Goods Marketing Industry Advisory Board are invaluable as the program continues to grow. He is an asset to the program and college, and we're immensely grateful for his leadership."

– Dr. Frank Gambino, Professor of Marketing; Director, Food and Consumer Package Goods Marketing Program, Western Michigan University

# Department and Program Awards



**WMU ROTC Wall of Fame Award**

**Colonel Andrew McConachie, B.B.A.'87**

**Director, Army Financial Management Optimization Task Force**

**Office of the Assistant Secretary of the Army (Financial Management and Comptroller)**

"Having had the honor and privilege of being not only Colonel McConachie's boss, but also his friend, I am not surprised by this incredible recognition of Andy's career in the military. I have worked with Andy in both a combat zone and in the United States supporting soldiers in harm's way, and his professionalism and technical competency were always second to none."

– Major General David Coburn, U.S. Army



At 99 years young, Virgil Westdale, B.A.'49, B.S.'62, who earned his undergraduate degree in business, is WMU's oldest living Distinguished Alumni Award recipient. He is a veteran of World War II, became a corporate scientist and has 25 U.S. patents.

# Homecoming Pancake Breakfast 2016









## SAVE THE DATE!

October 14, 2017

TriFound, sponsor of the Haworth College of Business Homecoming Pancake Breakfast, welcomes all alumni and friends back to campus for another great breakfast kickoff.



# Meaningful




# The Field of Play

Instant replay allows us to see the rapid decision making that goes into each play of a football game at a rate where all elements of the play become clear. For Jamauri Bogan, starting running back and junior in the college of business, the ability to logically assess a situation as if it were in slow motion comes naturally.

Both in football and in his major, personal financial planning, Bogan employs a disciplined and analytical approach to his work. And he combines his analytical skill with equal parts empathy and talent, which has him rushing towards success in the classroom and on the field.

## Academics

Attracted to his major initially because of family history, Bogan's career choice is tied to his grandfather. "My grandpa earned a good living throughout his life, but as he got older, he did not have as much saved for retirement as he should have to maintain his standard of living. I realized that I wanted to be educated about investments and financial planning for two reasons. First, I wanted to have the skills to be able to make well-informed choices regarding my own earnings. Second, I wanted to be able to help people make decisions about their finances that would help them reach their life goals."

Bogan plans to be a financial advisor in an urban setting. "Often, people who live in urban areas don't have the access to financial planners that others do," he notes. "I want to be able to take the knowledge that I gain here at WMU and use it to transform people's lives through access to quality financial planning services. Helping clients get closer to their dreams is something that I know will be rewarding."

Dr. Matthew Ross, assistant professor of finance, appreciates Bogan's work ethic in the classroom. "Jamauri came to his introduction to financial markets class physically exhausted from football practice or with injuries from a game. But, he came every day and staked out a Bloomberg terminal in the front row. Despite the challenges and tremendous excitement of the season, he never lost focus on learning. He even connected the expectations surrounding financial markets to looking for subtle cues while reading a defense. He is remarkable at balancing the rigors of Bronco football with academic demands in the classroom. Jamauri sets a tremendous example for WMU student athletes."

The mix of business disciplines is also something that Bogan is enjoying about his college experience. "I am learning about the art of people skills at the college. I have learned a lot about communication with

# Experiences



peers and professors, and I know that I am making relationships that will last a lifetime."

## The Team

When speaking about the 13-0 regular season of the 2016 WMU Football Team, three things rise to the top for Bogan: culture, empathy and leadership.

"We believe that culture trumps talent," he says. "We drive that home within our team and have it driven home to us. Our culture is the backbone for everything we do, whether it's in the classroom, keeping our GPA above a 3.0 or running the extra three yards after each play at practice. Our culture is built on commitment and work ethic."

That culture and looking at each week as "a one-game season" was what took the Broncos to the Cotton Bowl, with a season that made history.

A large part of the team's culture is the love and empathy that the players have for each other. "When you have 105 guys who all love each other and are of one accord, that's a powerful thing," says Bogan. "It's what distinguished us from our competition. We might not always have the biggest, strongest or fastest players, but we all understand each other and care for each other like no one else."

During the season, Bogan injured his ankle and was out for a few weeks as he recovered—and was there for his team as much as ever. "What you have to understand when you are part of a team like this is that it isn't about you. Being a leader means you make sure that the next guy is just as good if not better than you are, and you help him. I believe life is about giving and serving, and when I was out, I needed to support my teammates in every way I could."

## Mindset

Mindset is so often the differentiating factor in athletics and in business, and Bogan's motto is consistency.

"I don't get too far up or too far down with things that happen on the field or in the classroom. That's just me. I have to take things as they come and keep the main thing, the main thing."

Preparation plays a big part in Bogan's ability to be effective as a player and student. "Before a game, I have done all the preparation that I can do, between breaking down film to be able to anticipate what defenders may throw at me, to putting in a full effort at practice, to getting the proper rest. By the time game day arrives, I do my warmup jog, listen to Gospel music and let my mind relax."

And he treats his studies the same way. "You have to put in the work prior to the exam or the presentation. The good thing about Western is that professors are always willing to help you—but you need to show up and practice, just like on the field."

## Young Alumni Board and Blog Forge Connections with Recent Alumni

A little more than a year ago, the college leadership team brought together a group of accomplished and passionate alumni to form the college's Young Alumni Advisory Board—a group dedicated to deepening the college's engagement with its young alumni community through targeted initiatives.

One of the first such initiatives was launching Alumni Unscripted, a blog that centers on the perspectives and experiences of recent alumni and seeks to be a resource for alums to connect to topics of interest and the college.

"Too many graduates believe their college experience is over once they graduate—we're flipping that script," says Ryan Blanck, B.B.A.'02, founder of Deviate and chair of the college's Young Alumni Advisory Board. "The board advises the college how to keep recent graduates involved and connected. Continuous education is one of our priorities, and




we believe this blog is an excellent tool to provide meaningful insight—all while keeping the alumni connection to the college relevant and growing."

Find the blog at www.alumniunscripted.wordpress.com.



# Lessons from the Middle East

Just a few short years ago, senior Alex Gibson would have struggled to point out the Middle East on a map. Today, he is finishing a self-designed major in Arabic and Middle Eastern studies.

"When I enlisted in the Army National Guard in 2011, I was 17 years old and had little understanding of Middle Eastern culture, geography or politics," says Gibson. "I realized that my understanding of this region came from a particular world view. I had primarily seen the Middle East through our military's history of combat and actions in Iraq, Kuwait and Afghanistan. And while the insights from my military background were relevant and meaningful, I took it upon myself to learn more about the regions of the world we are impacting and operating in, not just on a geopolitical level, but also anthropologically and culturally."

A student in WMU's Military Science and Leadership program, which is a part of the college of business, Gibson is a recipient of the prestigious David L. Boren Scholarship. The Boren Awards give students the chance to develop their language and international skills in areas of the world that are critical to America's continued security and stability. Upon graduation, Boren Scholarship recipients must serve in the federal government in a position with national security responsibilities. Gibson's service will be as an active duty military intelligence officer.

At the end of his four-year contract, he plans to attend law school, focusing on either international or immigration law, with a long-term goal of working for the government to help shape foreign policy.

Initially inspired by his sister, who also majored in Arabic, Gibson's greatest source of inspiration once he began his studies were his two study abroad experiences in Jordan. The study abroad trips have allowed him to connect with other students from all over the world, get to know the people and customs of Jordan and think about the questions that drove him to study the Middle East.

"Throughout my studies, I have come to realize that Americans as a whole tend to favor simple answers to complex situations, especially when discussing foreign policy pertaining to the Middle East," says Gibson. "Many times we neglect to understand the strong cultural diversity throughout these regions. The political and cultural climate in Jordan is completely different than that of neighboring Syria. Both Syria and Jordan differ a great deal from Egypt. Regions within a country can differ from one another as well. When we discuss the Middle East, I think it is important to keep an open mind and understand the Arab world is very different from what is typically portrayed in our media."

One of the most life-changing experiences that Gibson had while he was abroad was working with refugees. His first exposure to refugee relief was during a school break where he was part of a team in Greece that helped to land boats and assess the condition of refugees. While in Jordan, he taught math and English to refugee children. For Gibson, this experience was extremely humbling, as was his entire time abroad.

"I have had the opportunity to work with doctors and volunteers who are nothing short of brilliant, study Arabic with Americans who speak at a near native level, and spend time with refugees who have next to nothing but still find something to offer the volunteers because they are so grateful. I am honored to have had these experiences and to have met these people. They motivate me to continue to use my skill set to have a positive impact on the world."

# Italy, Refugees and the Workforce





According to the United Nations Refugee Agency, "Globally, one in every 122 humans is now either a refugee, internally displaced or seeking asylum. If this were the population of a country, it would be the world's 24th biggest."

This statistic is staggering and even more daunting is the work needed to address the global refugee crisis on a number of fronts.

Senior Megan Vander Boon has been using her major in human resource management to consider this issue for her honors thesis. Her experiences in the Haworth College of Business and Lee Honors College have encouraged her to look at world events, ask questions and see if she can provide potential answers to those questions.

What are the challenges for the countries where refugees seek asylum? What are the historical ways in which asylum has been granted? What are the greatest needs for refugees in general and what activities will have the most impact in preparing them for the workforce outside their home countries? These were a few of the questions Vander Boon considered in her research.

"Initially, Megan intended her thesis to be about entrepreneurship in Europe," says Dr. Dan Farrell, professor of management and Vander Boon's thesis advisor. "Observing conditions in Italy during her summer study abroad, Megan changed her focus to a more pressing concern—refugees in the labor force. Her study designs programs for different age groups to succeed and possibly attain citizenship."

Using Syrian refugees who seek asylum in Italy as a case study, Vander Boon developed a framework designed to assist refugees in obtaining Italian citizenship while also building language skills and cultural competencies. Italy is unique in terms of its geography, which provides an easy entry point for refugees, and in terms of its laws and topography, which make it more difficult for them to migrate elsewhere within Europe.

Vander Boon determined that historic methods of refugee integration such as military service, work visas and marriage were unlikely to be viable due to cultural concerns on both sides and the volume of asylum seekers.

Her proposal is to partner with relief organizations to create a five-year integration plan for children living in refugee camps. "More than 50 percent of Syrian refugees are children," says Vander Boon. "Children who are growing up in the camps need to learn the language and customs of Italy as well as additional skills that will make them assets to the labor force. Given that Italy requires five years of residency to obtain citizenship, my plan mirrors that time frame, with flexibility for longer-term education if children are not of an age to live independently at the end of five years."

Though Vander Boon admits that citizenship will be challenging, as Italy prides itself on its heritage and seeks to recover from a financial crisis, she believes it is important that the Italian people and the refugees themselves do not consider the Syrian migrants as passive bodies within Italy but as people who can contribute to the country with the proper educational background.

Vander Boon can envision a system like this working in Italy and other countries where camps eventually help refugees make the connections that are vital for employment. "Due to Italy's laws and location, they are likely to retain more refugees. Having a positive, structured approach to integration and transition to the labor force will benefit all parties. My proposal is just one way to look at this issue."



# Little City, Big Dreams

Watervliet, Michigan—located on M-140 and I-94 with a population of 1,843—is a small town that has the potential to become the "Biggest Little City in Michigan," according to members of its downtown development authority and MBA students in Dr. Derrick McIver's strategic management course.

Jim Shymkus, a member of the Downtown Development Authority's Place Committee, approached McIver, assistant professor of management, to see if consulting with the city on ways to develop unused parcels of land flanking an old mill site on the Paw Paw River would be of interest. It was, and students got to work on developing four proposals for the city: two that were designed to improve quality of life and two that were designed for revenue generation.

In the quality of life category, the students proposed two parks. First, they outlined plans for the Paper Mill District Park, with recreation options including a playground, splash pad, kayak rental, basketball courts, dog park and more. The second park, the River's Edge Community Park, would feature nature trails, a riverwalk and an amphitheater.

In the revenue generating area, the MBA consulting team proposed a Cork and Brew Museum, which would capitalize on Watervliet's oldest brewery as well as the strong history of beer and wine making in the state. With exhibits and beer and wine tastings, the space would be a one-of-a-kind attraction in Michigan. The second proposed project was The River's Edge Reception Hall and Community Center, a multi-purpose event space for weddings, corporate retreats and youth activities.

"This was a unique opportunity to take on a major challenge that is common among many cities in Michigan and across the country," says McIver. "It provided the opportunity for our students to learn how to strategically analyze and understand a problem and develop possible solutions in a project-based, experiential learning exercise."

The experience of working on this project hit home for student Tina McNeil. "I am from a small town, so I could really relate to this project. I learned a lot about Watervliet's issues and desires—wanting to establish the town as a destination for tourists and a community attractive to young professionals. Their challenges mirror those of so many towns in our area. Meeting with residents and city officials, I was inspired by how invested everyone was in the city's success."

The partnership with the city was a good one; McIver notes that city officials were collaborative and open to new ideas.

"I was very impressed by the students' work and the depth of their analysis," says Bob Becker, chair of Watervliet's Downtown Development Authority board of directors. "Having MBA students with experience in a variety of industries provided a cross-functional team that delivered great ideas and data. It would have cost us thousands of dollars to hire a consulting team of this caliber."

And the cost savings for Watervliet didn't end there. The students' proposals for park development came in at $20 million less than estimates for redevelopment of the site previously provided by the county.

"Now, it's up to us," says Becker. "Improvements of this type take time and happen in stages, but we have some solid concepts for ways to add value to our city and make it fresh and appealing not only to tourists but also to new residents who will help shape the town and its future."

# School's IN for Summer





Last summer, the college developed two summer camps—one focused on financial literacy and one focused on entrepreneurship. Due to their success, both programs are expanding their offerings. The Dollars and Sense finance camp is now offering sessions for both middle and high school students, and Beyond the Lemonade Stand: An Entrepreneurship and Innovation Experience has gone from two to four days and is partnering with WMU's college of engineering and applied sciences to provide a richer experience for students.

## Dollars and Sense Finance Camps

These camps are open to students who have completed grades 7 through 12. More than 10 different finance topics are explored. Topics such as why a stock market crashes, debt, investment choices and how to save for college are examined in the interactive setting of the Greenleaf Trust Trading Room. The camps include a trip to Chicago to visit the stock exchanges and meet with finance professionals.

"With college debt looming to huge proportions and relatively few high schools and universities requiring personal finance as a course, it is imperative that our youth be exposed to as many opportunities as possible to become financially literate," says Dr. Jim DeMello, chair of the Department of Finance and Commercial Law. "Our camps for 7th through 12th graders are designed to do exactly that."

## Beyond the Lemonade Stand: An Entrepreneurship and Innovation Experience

This camp is for students who have completed grades 9 through 12 who have started a business or thought of starting a business. The college of business and the college of engineering and applied sciences host the camp. Participants meet entrepreneurs, take tours of local companies, get hands-on time in engineering labs, learn from experts and pitch business ideas.

"The entrepreneurial community in Kalamazoo is growing quickly, and we wanted to reach out to local high school students who may be thinking of taking an entrepreneurial path while in college and after college," says Lara Hobson, operations director of Starting Gate, WMU's student business accelerator. "The success of last year's camp shows us that there are many young, aspiring entrepreneurs in our local community."

# Supply and Demand

What are the top concerns in the modern supply chain? They are complex, numerous and varied, but one that rises to the top for junior Eddie Mulford is transparency.

"Historically, companies have kept their suppliers, locations, raw materials and internal processes secret to maintain a competitive advantage," he says. "But more recently, the ever-increasing use of technology in the form of social media, along with globalization of production, has forced companies to make clear to the public how their products are made. Human rights violations, geopolitical conflicts and economic realities are all things that consumers consider when buying products today."

Mulford points to the fact that there have recently been several crises, which have forced companies to become more transparent about the quality, safety and ethics in their supply chains. "Companies that are on the leading edge will be proactively transparent with their own processes," he says.

It is a topic that he feels strongly about, and his passion for supply chain comes from having a stellar academic experience. "I have had many opportunities with everything from mentoring relationships, to case competitions, to study abroad, to conferences, to interviewing for internships. Faculty and staff go out of their way to help students be successful and bring the world into the classroom."







# DESTINATION: CHILE

Travel, exploration and immersive experiences in international businesses—that is what 14 WMU business students had in store as they embarked on a trip to Chile. The trip, led by Dr. Steve Newell and Dr. Zack Quraeshi, professors of marketing, and Barb Caras-Tomczak, coordinator of MBA student support services, spanned two weeks and included visits to a variety of companies and organizations. The group was primarily composed of MBA students, with one undergraduate student, creating a travel group representing three generations of students and diverse viewpoints.

## Why Chile?

- With an average of 5.6 percent annual growth since 1990, Chile's economy has the highest GDP per capita in Latin America.
- In December 2007, S&P raised Chile's credit rating from an A to an A+.
- Chile has doubled its per capita income over the last 10 years and has reduced poverty levels enormously.
- The country's friendly atmosphere, stability and safe environment have encouraged large companies to establish their offices in Santiago as a gateway to business opportunities in Latin America.
- Chile's qualified workforce and management capacity makes it a country with great potential for foreign investment.

The business environment in Chile is the prime reason that the Haworth College of Business selected the location for a study abroad immersion course. And the students agree that the country gave them a very textured experience.

"This was an opportunity of a lifetime for me, and I hope this trip is still available when my two boys are old enough so that they can enjoy the same experience," says MBA student Tina McNeil. At first, McNeil questioned whether she had the time to balance work, family and this course. "I talked to people about it, and they posed the question 'Why not go?' This really got me thinking because in the past year and a half I have tried to focus on change, and saying yes to this trip was a significant part of embracing that. Not only have I sold a business I had for 17 years but I also decided to come back and get my master's after graduating from WMU quite a few years ago. This trip opened me up to experiences that will help me in my life and also in future roles that I decide to take in my professional career."

> "This was an opportunity of a lifetime for me, and I hope this trip is still available when my two boys are old enough so that they can enjoy the same experience."
>
> – Tina McNeil

The itinerary for the trip brought students into contact with multiple industries and with business leaders that they could talk to in depth about business and life in Chile.

## The organizations

AmCham: The Chilean-American Chamber of Commerce was founded in Valparaíso in 1918 with the mission of promoting free trade and business between the U.S. and Chile.

Startup Chile: This program, founded by the Chilean government, seeks to attract foreign, high-potential entrepreneurs to Chile.



Olisur: The largest producer and exporter of olive oil in Chile, its plantation is dedicated to producing extra virgin olive oil, with 10 varieties of olives, selected for their unique characteristics.

Cruzados: A new legal framework that began regulating the Chilean football/soccer industry mandated that the Catholic university be converted to an official corporation dealing in professional sports.

Girls in Tech: A global nonprofit focused on the engagement, education and empowerment of girls and women who are passionate about technology, the organization was founded to support women seeking careers in STEM fields.

Terminal Cerros de Valparaíso: TCVAL is leading the infrastructure modernization process at Terminal 2 of the port of Valparaíso, which aims to increase productivity and competitiveness thereby transforming it into a strategic competitor in the Southern Cone.

UPS: The parcel delivery company is present in North America, Europe, Asia and Latin America, where it focuses on reliability, industry-leading technologies and solutions expertise for competitive advantage in each market.

La Bicicleta Verde: A bike tour company that operates its tours based on the ideal of sustainable tourism, the organization seeks to minimize its impact on the local environment and culture while at the same time generating employment for local people.

CCU: Founded in 1902 as a joint venture among multiple breweries, the company has become a leading force in the beer business in Chile.

Telefonica: With a presence in Europe, Africa and Latin America, the company is an integrated carrier that has more than 200 million customers and is the leading carrier in the Spanish-Portuguese speaking market.

Veramonte Vineyard: The vineyard has a mission of producing high-quality wines that accurately and authentically express varietal characteristics of Chile's unique terroirs—the combined environment of soil, topography, climate and people.

> "Hearing firsthand from Chilean executives and employees about the opportunities they see, and obstacles they face in their economy and current political climate, is something few students get the opportunity to do."
>
> – Chris Nowicki, MBA student

## Beyond expectations

The trip ended up being everything that students and faculty hoped it would be and more.

"Having the opportunity to acquire business skills in a real-world setting, especially in another country, is invaluable," says MBA student Chris Nowicki. "Hearing firsthand from Chilean executives and employees about the opportunities they see, and obstacles they face in their economy and current political climate, is something few students get the opportunity to do. It was an eye-opening experience for many of us.



My favorite non-business experience from the trip has to be skiing the Andes. The quality and enormity of the mountain, the conditions, and the camaraderie among the group all made that day unforgettable."

Meaningful business interactions, pre-trip cultural preparation and exploring safely on one's own were all things that trip leaders emphasized with students. "For this program, we spend a significant amount of time visiting companies and listening to very detailed business-related information from leaders within the firms. Consequently, we expect our students to understand and be able to respond in very insightful ways with their own business experience and knowledge," says Newell. "Because there are so many interesting business and cultural experiences to choose from when planning the trip, selecting the ones that would best fit our students is both exciting and challenging."

And the trip was a perfect fit for students.

"I have enjoyed exploring other countries prior to this trip, but this class solidified my desire to work in a company that has international business relationships or an organization that works with multiple cultures," says MBA student Karynn Sikkema. "I would recommend this trip to anyone. It is a phenomenal learning experience."

Offered every other year, the immersion course provides business lessons and memories that extend well beyond the two weeks of the trip. "All of the experiences we had were fantastic. Each meeting or excursion built on the previous one, making the trip all the richer," says Newell.

# Class

## 1979
Patricia Perez Fresard, B.B.A.'79, was appointed as presiding judge of the Civil Division of the Wayne County Circuit Court.

## 1981
Donn M. Fresard Jr., B.B.A.'81, was installed as president of the Detroit Bar Association.

## 1983


Trond G. Flagstad, B.B.A.'83, is serving as chief executive officer at US Facilities Lighting, an energy savings company.

## 1984


Daniel C. Copeland, B.B.A.'84, is celebrating the 30th anniversary of his company, Michiana Business Publication. The company began in 1987 and continues to thrive, producing numerous magazines, airport terminal advertising, promotional products and apparel.

## 1988
Patricia Eskro Spitler, B.B.A.'88, is celebrating retirement from The Dow Chemical Company after 21 years and is thankful for the wonderful experience she had at WMU that prepared her for a successful career and retirement.

## 1989


Renee Hudson Allen, B.B.A.'89, began her role as the marketing and events specialist for the Western Michigan Lee Honors College in August 2016.

Laura Albright Large, B.B.A.'89, has returned to WMU as an office coordinator in the Department of World Languages and Literatures.

## 1990
Wayne D. Roberts, B.B.A.'90, was selected as a partner for Varnum LLP. Roberts is a tax attorney who has represented Fortune 1000 companies in disputes with the IRS, Department of Treasury and multiple state and local jurisdictions throughout Michigan.

## 1992
Hank N.W. Campbell, B.B.A.'92, was promoted to director of customer service at DTE Energy.



Nancy Fishbeck Turtle, B.B.A.'92, M.P.A.'97, was named community bank president for the Kalamazoo and southwest Michigan Market of Mercantile Bank of Michigan. Turtle has more than 20 years of commercial banking experience and previously held leadership positions with First National Bank of Michigan and Fifth Third Bank.



David H. Valk, B.B.A.'92, was chosen as vice president and retirement plan services business development officer in the wealth management group by Chemical Bank. Valk is a 22-year veteran with the company and most recently served as director of training.

## 1994
Beth Grime Mooney, B.B.A.'94, is serving as marketing manager, aftermarket channel, for Eaton Corporation. Mooney has been employed by Eaton for more than seven years and prior to that worked at Tenneco.



Eddie M. Sander, B.B.A.'94, was promoted to senior manager, investor relations, for BorgWarner Inc.

## 1995
Mary Tracey Glerum, B.B.A.'95, joined CoStar Group in Washington, D.C., as director, product management.

Stefan M. Haney, B.B.A.'95, was named director of Amazon Consumer Shopping Experience.

## 1997
Jodi Burns Havera, B.B.A.'97, was announced as vice president, finance, and chief financial officer for Kalamazoo-based Landscape Forms.

## 1999
Steven R. Mollison, B.B.A.'99, began working as a publisher for Lighthouse Catholic Publishing. Mollison is currently engaged in producing a niche market magazine for St. Catherine of Siena Parish in Portage, Michigan.

# Notes

## 2000

Ryan W. Arledge, B.B.A.'00, MBA'07, completed a Lean Six Sigma Master Black Belt certification in 2017 after completing an executive education course through WMU's Center for Integrated Supply Management.



Timothy S. Parker, B.S.'90, MBA'00, was named the new president of Grand Angels, an angel investment network and venture capital firm. Parker had been operating T.S. Parker Global, exporting packaged goods from Michigan for six years previously.

## 2001



Michelle Longo Knierim, B.B.A.'01, has taken on a new role with Educational Data Systems Inc. as a regional consultant. Knierim has worked for EDSI for more than six years and will be assisting multiple employers, colleges and development boards bridge the gap of talent and training.



Michael Scott, B.B.A.'01, was granted a patent for a children's toothbrush that he invented.

## 2002

Brian A. Hicks B.B.A.'02, has been promoted to general manager and the executive leadership team with Walnut Capital Management, a regional real estate development firm in Pittsburgh, Pennsylvania.

John M. Oros, B.B.A.'02, was hired as a first officer with United Airlines and will be based out of Los Angeles, California.

Jason A. Parker, MBA'02, was promoted to vice president and commercial loan officer of ChoiceOne Bank.

## 2002

Josh A. Roland, B.B.A.'02, MBA'03, is serving as vice president of operations for Performics, a global digital marketing agency headquartered in Chicago, Illinois. Roland proudly wore his WMU hat through the fall and winter as his beloved Broncos stormed the gridiron.



Dan E. Troup, B.B.A.'02, was announced as regional director for RE/MAX of Michigan. Troup had previously served as RE/MAX of Michigan's information technology director for over 12 years.

Larry J. Zemlick III, B.B.A.'02, MBA'08, was promoted to group marketing manager at Stryker Navigation and was also named 2016 Impact Player of the Year.

## 2003

Brooke Muir Anderson, B.B.A.'03, married Sam Anderson in Holland, Michigan, on April 16, 2016.

Kirk B. Sternberg, B.B.A.'03, was named director of solution consulting at BluJay Solutions, a global supply chain software company.

## 2004



Daniel J. Hoffman, B.B.A.'04, welcomed his first child, a perfect baby Bronco, with Lindsey Schlotterer Hoffman, B.S.'07.

## 2005



Shawn A. Bushouse, B.B.A.'05, has been appointed executive vice president of J. Skinner Baking Co. Bushouse previously served as the chief financial officer for the company.

## 2005



Matthew R. Larson, B.B.A.'05, M.A.'09, MBA'11, merged his crowdfunding firm, CampusStarter LLC with London-based Hubbub.net. Larson has also signed a lease agreement on a 101-year-old bank structure in Ludington, Michigan, to house offices and serve as an event space for the community.



Kelley Steinhofer Walczak, B.B.A.'05, and her husband David, welcomed their first child, Dominic, on November 18, 2016. The Walczaks reside in Chicago, Illinois.

## 2006

Tiffany L. Smith, B.B.A.'06, was promoted to senior staff tax accountant at Crowe Horwath LLP.

## 2007

Kyle R. Frailing, B.B.A.'07, was appointed as client services manager for Miller-Davis Co. Frailing will work with current and prospective clients to connect them with the appropriate construction services and ensure their needs are met.



Thomas P. McCrossen, B.B.A.'07, was selected by Pet Age as a 2016 Forty Under 40 winner for demonstrating dedication to the growth of the pet industry and professional excellence within the community.

## 2008

Matthew J. Moss, B.B.A.'08, was named vice president of the restructuring and debt advisory investment banking group of Evercore. Moss previously worked as a financial analyst for Ally Financial and GMAC Financial Services.

Tamara D. Warren, B.B.A.'08, was promoted to the Michigan State Budget Office as a policy and budget analyst. In this position, Warren will develop and monitor the budget for the Department of Technology, Management and Budget. Warren previously served in the Michigan Senate as an enrolling clerk to the session staff.

## 2009

Katie Hallin Hambright, B.B.A.'09, and John J. Hambright, B.B.A.'08, were married in 2012. In 2016, they helped break the world record for most vow renewals at WMU and are parents to two beautiful children, ages one and three. They enjoy residing in the Kalamazoo community, and John is currently the production manager at Abraxas Worldwide.

## 2010

Trevor J. DeGoede, B.B.A.'10, M.S.A.'11, was chosen as assistant controller for Monroe Products in Grand Rapids, Michigan.

Michael D. Rutz, B.S.'94, MBA'10, began a new career as field operations manager for BDN Industrial Hygiene Consultants.

## 2011

Maria A. Bravo, MBA'11, was named supervisor for Amway's new business center in Buena Park, California. Bravo has been busy putting together a team of 20 individuals and ensuring that processes are in place to guarantee the grand opening is a complete success.

## 2012



Eric M. Kramer, B.B.A.'12, and his wife are excited to announce that a baby boy will be joining them and their three-year-old daughter in July.

## 2012



Brenda Schnepp Melville, B.B.A.'12, celebrated her 100-pound weight loss by establishing her own health and wellness business with Isagenix International, helping others with their weight loss, energy, performance, healthy aging and overall nutrition goals. In 2016, Melville was a finalist in the National Body Transformation contest and can be seen in many of Isagenix's marketing materials.



Jennifer Fuerst Page, B.B.A.'12, was married on November 7, 2015. Page has also accepted a position as social catering sales manager at Starwood Hotels and Resorts in Lombard, Illinois.

## 2013



Wesley A. Pandoff, B.B.A.'13, married fellow Bronco alum Jessica Rae Beach Pandoff, B.S.'12. He is incredibly thankful he joined the bowling club that Beach Pandoff started and was able to meet the love of his life. #WeWillReign

Kegan H. Russell, B.B.A.'13, has joined the West Michigan office of Signature Associates to specialize in retail. Russell previously worked in the automotive industry in sales, service and engineering.

Charles C. Zierle, B.B.A.'13, was promoted in the engineering department of Burr Oak Tool. Zierle has recently been assigned as head of die rebuilds and is currently pursuing SolidWorks professional certification.

## 2014

Darrell L. Rich Jr., B.B.A.'14, has been promoted to branch rental manager for Enterprise Rent A Car's Jackson, Michigan, location. Rich has been with the company more than two years and has had multiple career advancements during his time with Enterprise.

## 2015

Michael J. Bower, B.S.'12, B.B.A.'15, graduated from the U.S. Army Officer Candidate School in Fort Benning, Georgia. Bower has been commissioned as a second lieutenant in the aviation branch.



Haines twins Rebecca, B.B.A.'15, and Laura, B.B.A.'14, were both promoted to pricing analyst positions supporting grocery categories at competing retailers Meijer and Target. Still competing and always twinning!



Casey M. Strohauer, B.B.A.'15, was promoted to surety underwriter and relocated to Columbus, Ohio.

## 2016

Zach G. Conroe, B.B.A.'16, was named staff consultant for BlueGranite, a technology company in Portage, Michigan.

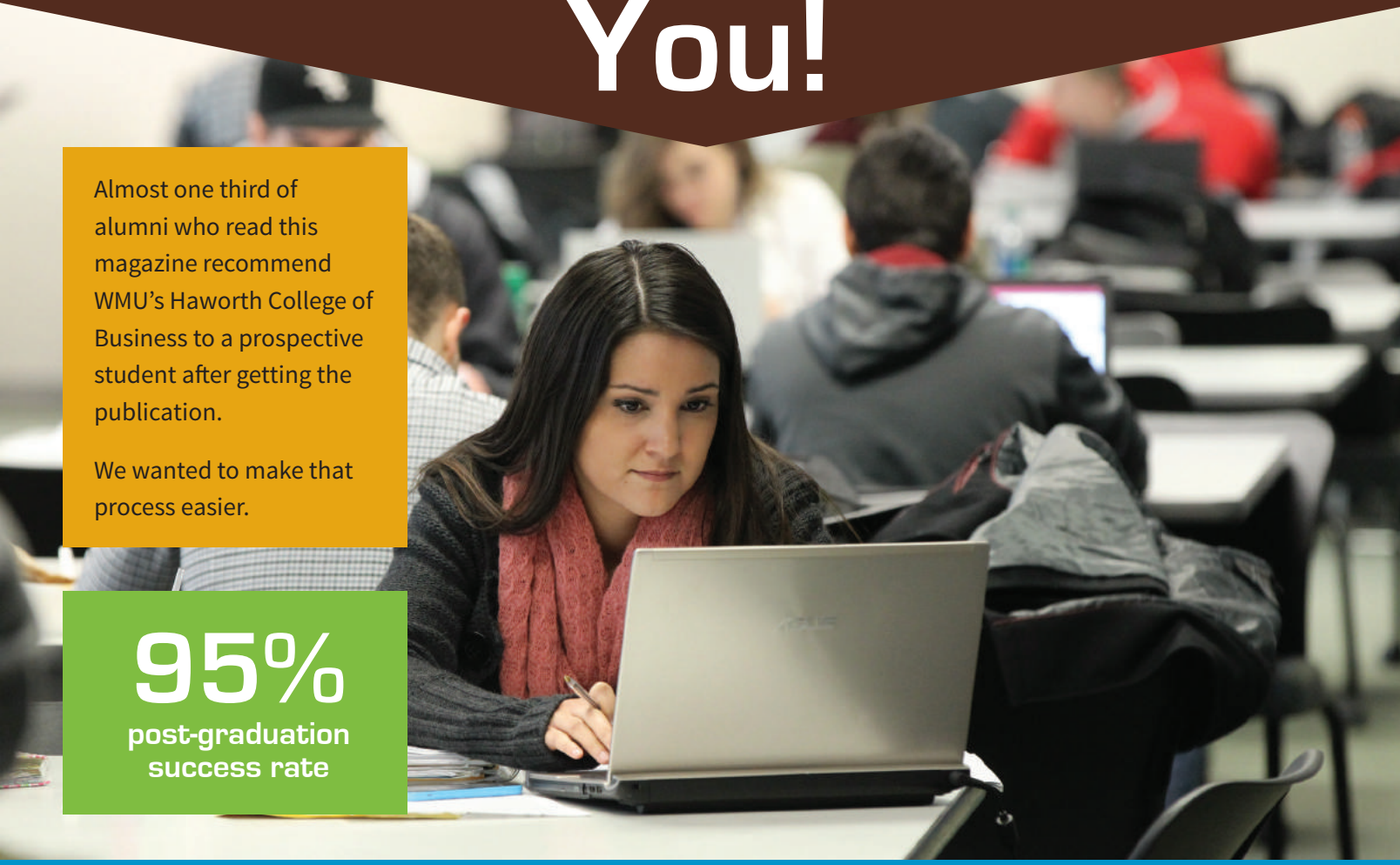


Samantha M. Rabidoux, B.B.A.'16, and Brandon K. Rice, B.B.A.'15, were married on June 3, 2016, in Gun Lake, Michigan.

Carrie M. Renfrow, B.B.A.'16, was selected as a staff consultant for BlueGranite, a technology company in Portage, Michigan.

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# FOOD NOT FOOD

Eggs that are actually lightbulbs. Cookies made from checkers. A sandwich made from flip flops. These are just a few of the illusions that Kristina (Kelly) Lechner, B.B.A.'11, creates for her Food Not Food photography series. "I've always had a passion for food but can't cook to save my life," she says. "I decided to create food look-alikes from materials I had laying around the house." Lechner started the project as a creative exercise and turned it into a popular feature, garnering attention from food and art lovers alike. See more on Instagram @kristinalechner.





