Dear Alumni and Friends,

This year marks the 10th anniversary of our inaugural Business publication. We have a fresh look for the magazine, and the publication will continue to emphasize the topics you have identified as your favorites.

In this edition of Business, we focus on "The way we work" in many contexts.

- The cover story on our namesake, Haworth Inc., focuses on the intersection of workspace design, culture and the contemporary employee.
- The alumni perspectives section highlights three entrepreneurs who shifted gears in their careers.
- Senior MacKenzie King's story demonstrates how a multidisciplinary approach to problem-solving can help address global issues of great importance.
- See our feature on strategic planning to see how the college is responding to the issues that face higher education institutions.
- The way we all work is impacted greatly by data analytics, and we are preparing our students to be knowledgeable in analytics in many ways. The feature on our new Haworth College of Business Center for Data Analytics illustrates how we are leading the way in this area that is driving business decision making more than ever before.
- See the student feature “What’s trending?” to hear more about how analytics is at the forefront of students’ thinking as they enter their careers, along with diversity and inclusion, leadership, lifelong learning and more.
- You will see that we have added a new facility in the college: The Sanford Center for Financial Planning and Wellness. This center will assist students and community members with financial coaching in order to address gaps in populations that may not have access to financial planners and will serve as a catalyst for recruiting and activities for the personal financial planning major.
- We are also celebrating some milestones with the 10th anniversary of the Zhang Career Center and the 5th anniversary of Starting Gate, the WMU student business accelerator.
- As always, we celebrate our students and how experiential learning helps them to thrive, winning competitions, earning scholarships and launching successful careers, with the help of our outstanding faculty.

The most important element of the way we work in a modern business college is preparing students for great positions. Our goal is that Haworth College of Business students earn opportunities to help them build their careers and that the organizations that hire our students receive tremendous value.

I invite you to read, enjoy and take pride in your alma mater.

Sincerely,

Satish P. Deshpande, Ph.D.
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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
Haworth Inc. helps shape the way we work through research and workspace design.
Gold Growth Partners

A strategy consultancy dedicated to helping small- and medium-size businesses increase profitability is one of the newest ways the college is helping businesses grow. The consultancy has three powerful assets: business faculty with expertise in strategy and professional experience in management consulting, 100 students who will work on projects, and analysis of specialized data tailored to each business. For more information, visit wmich.edu/goldgrowthpartners.

Starting Gate celebrates five-year anniversary

Starting Gate, Western Michigan University’s student business accelerator, offers valuable resources to students as they develop their startups. This year the accelerator celebrated its fifth year of operation. To date, the accelerator has assisted 82 companies and hosted more than 400 events for entrepreneurs. More than $380,000 in grants and $60,000 in seed money has been awarded to Starting Gate students.

30 Under 30

The college launched a new digital publication this spring featuring 30 alumni under 30 who have applied their skills in significant ways in the business world. Visit wmich.edu/business/30under30 to read more about these young business leaders or nominate an alum.
Western Michigan University has been named a Bloomberg Experiential Learning Partner, joining just 45 universities worldwide that have the designation.

"The new Bloomberg Experiential Learning Partner status illustrates our focus on linking theory with practice," says Dr. Matt Ross, assistant professor of finance. "Our students begin using the Bloomberg Terminal in the Introduction to Financial Markets course and continue to develop their skills throughout the curriculum."

Social influencing unmasked with Phantom of the Opera project

Under the direction of Dr. Scott Cowley, assistant professor of marketing, a group of digital marketing students helped Miller Auditorium, acting as social influencers and encouraging WMU students to attend "The Phantom of the Opera." Their engagement rates and story completion rates were much higher than benchmarks reported by professional influencers with similar audience sizes. Students boasted an engagement rate of 14.62% on Instagram posts and an 83.96% story completion rate on Instagram stories.

MBA program tops list for sustainability education

Western Michigan University's Haworth College of Business was named to an elite list of the top 100 business schools that emphasize sustainability in their master of business administration programs. The Corporate Knights, a Toronto-based company that promotes socially and ecologically conscious business models, recognized WMU in its 16th Annual Better World MBA ranking. WMU was recognized as one of the top 40 North American universities.
Haworth College of Business students speak about what's on their minds. As you will see, data analytics and technology are central in how they are preparing for their professions. Trust, client service, diversity and inclusion, inspiration, globalization, pay equity and lifelong learning are major themes in what these six students anticipate the future holds.

"Those who embrace a life of learning will continue to grow in any industry they choose."
- BENITO VAVRA

"One thing I am concerned about in the workplace is gender equality. Although we have made strides in this area, there is still much work to be done."
- LINDSEY HAMMEL
“Globalization is something that affects all organizations. Today's business professional must be able to adapt to work in different settings and be culturally aware.”

- KHALID "KOBÉ" FAYSSA

“Since many people are earning bachelor's degrees, adding value through professional certifications, additional training and leadership is important.”

- ASHLEY MAHLER

“Millennials expect a faster pace and resources available at one's fingertips. This focus on speed and ease is going to impact many industries.”

- THOMAS MAHFEIT

“I am glad to see companies focusing on programs that will foster diversity and inclusion.”

- THALIA SANCHEZ
INSPIRATION STARTS HERE

"Changes in the field of management can start slow until new practices take root, bringing a revolutionary burst of change. A recent trend within management is acknowledging the many styles, methodologies and techniques that managers can use to lead. However, the true mark of a good manager is the ability to inspire. Leadership through inspiration is central to every successful manager. Inspiration, coupled with sound strategic reasoning, creates managers who are ready to tackle today's toughest problems and motivate their teams to do so as well. Inspiring others is a difficult task. For a great leader, this means leading by example and finding enjoyment in solving challenging problems. Leaders who stay longer, work harder and exude strategic reasoning will inspire those they surround themselves with to do the same and in turn, shape industry."

AN ANALYTICAL TOOLKIT

"All industries are recognizing the importance of analytics as a tool to make decisions that will increase customer retention and profits. One trend that will have an impact in the coming years is the advancement of artificial intelligence. Many factories utilize automation and robots for cost savings, and this trend is now affecting all areas of business, particularly areas where analysis is involved. Although this can be a threat to many industries, in the field of business analytics, this trend presents an opportunity. When you combine artificial intelligence and analytics, you open a new world of opportunities, making it possible to link complex data sets together and gain insights into customers. This insight helps businesses grow. Business analytics is the future of how we will work in nearly every industry."

THE NEXT BIG OPPORTUNITY

"I have been closely following data analytics and data manipulation along with the many factors surrounding it. Data and analytical solutions are the driving force behind today's supply chain industry. With new software able to handle millions upon millions of rows of information, a company's next big opportunity is waiting to be pulled from a database. A large challenge that stands in the way of analytical work is finding individuals who are able to analyze and understand how to pull the solutions that are waiting in the data. In many cases, it can be challenging to create a successful set of steps to get the exact information you are looking for. That is why it is more important than ever to have the right people with the right skills to get the job done."
GET WITH THE PROGRAM

"The rise of programmatic advertising has been a very hot topic. Programmatic advertising includes real-time bidding and artificial intelligence to automate ad buying so that advertisers can target specific audiences. This technology is used not only for retargeting, but also for general real-time buying and selling of online ads and ad space. These advertisers only have about 100 milliseconds to make an ad effective for a person from the moment the host receives a bid request. With programmatic advertising, you are paying for a particular ad view. Initially, programmatic advertising can be a huge challenge to take on; the planning and implementation consumes a lot of time and labor, but in the end, programmatic advertising operates as the bridge that connects the right audience to the content with which they are most likely to engage. Evolving technology will help advertising and marketing teams strategically place the right ad in front of the right person at the right time."

FINANCE, FEES AND ROBO-ADVISORS

"Financial planning has a history of commission-based models where specific products could earn the planner a commission. This method of financial planning often did not provide the best option to the client. Now, the industry is embracing a fee-based model, where a planner will charge a small percentage of the client's assets or a flat fee in exchange for services. This shift ties planner compensation to how well clients' portfolios do, leading to better outcomes for clients. Another trend to watch is the development of 'robo-advisors,' which use websites or apps that ask questions about your financial picture and then recommend a list of investments to you. Robo-advisors are targeted to young people. I believe that when it comes to money, people want to trust a person, not a computer. However, these services encourage planners to be more technologically savvy and provide options like apps or user-friendly websites that the younger generations are looking for."

ANALYTICS AND ACCOUNTING

"Analytics is a trend affecting all fields. In accounting, CPA firms are beginning to put a heavy emphasis on the use of analytics. They have invested in the future of analytics by training their employees in the latest data analytics software. Looking at it from an audit perspective, analytics will help enhance and improve the quality, transparency and overall accuracy of audits. Companies' business functions have become more complex, and with the use of data analytics, auditors will be able to focus on risk and gain deeper insights into the company's core functions. I know my experience in courses that teach students more about data analytics in accounting will prove vital when I enter my profession."
Having a strategic plan that drives operational decisions is as important for a college as it is for a business. As higher education faces some of its toughest challenges, the strategic planning process has become more important than ever for the Haworth College of Business.

“A strategic plan is not an exercise—it’s an essential touchstone, which helps us pursue the common goals of the college in a unified way,” says Dean Satish Deshpande. Deshpande, who was named the seventh dean of the college in January 2017, has an extensive background in strategic planning and analysis, having led the college’s first strategic planning process when he was an associate dean. Now, as dean, he is reimagining the process in order to allow the college to be more nimble in addressing critical issues that arise between strategic planning cycles.

“It is important that we have a long-term vision for where we are going,” says Deshpande. “However, we have many issues we need to address in the short-term that can affect how we reach our goals, which is why I have created a standing committee to research critical issues that impact our strategic direction.”

What are some of the threats to the college’s future? “One of our biggest challenges is the shrinking number of high school graduates and transfer students in Michigan,” says Dr. Ann Veeck, professor of marketing and chair of the strategic planning committee. “We draw the majority of our students from Michigan, so this demographic shift is extremely important to us. However, the Haworth College of Business has outstanding programs, several of which are nationally recognized and all of which offer a solid value for students and employers. As a result, the college has continued to grow, despite the shrinking base.” Other issues that the committee is looking at include:

- Demonstrating the value proposition of higher education to prospective students when the student loan debt burden is increasing;
- Working more closely with employers to ensure that the education the college provides is relevant and new hires are adding immediate value to their organizations; and
- Finding revenue sources that help the college to be financially sustainable in light of decreased state support.

Dr. Doug Lepisto, assistant professor of management and expert in leadership and strategy, is conducting a strategic analysis of key issues the college faces and will be reaching out to stakeholders to collect data. “It is important that we address the employer experience with hiring our students,” says Lepisto. “We need to address any gaps that employers note when onboarding our graduates. We serve the student in many ways while they are here, but the ultimate way we serve them is by matching them with a market that sees their value and offers them career opportunities that they want.”

The priorities for the standing committee’s research also align with the goals that Dr. Edward Montgomery, WMU president, has outlined for the University. “The work of the strategic planning committee is vital,” says Deshpande. “The plan gives us a rationale for allocating resources and responding to changes taking place in our external environment. It also allows us to assess progress and gives us the data we need to set the optimal direction for the college.”

To view the college’s strategic plan, visit wmich.edu/business/about/planning.

Share your thoughts with the strategic planning committee by visiting wmich.edu/business/strategic-feedback.
94% of Haworth College of Business undergraduate degree holders are employed, in graduate school or serving in the military within three months of graduation. **How do we increase this percentage?**

91% of graduates report job satisfaction in their first positions post-graduation. **Doing well here. How do we maintain it?**

87% of graduates are working in a job in their field. **Drill down on this stat. Do students accept positions outside their field due to opportunity or because of a lack of opportunity?**

Haworth College of Business graduates are at the median of the salary range for their first jobs. **What factors affect this? Can we impact this?**

99% of graduate degree holders are employed. **Expected. Most graduate students are employed full-time when they start graduate education. Does their degree propel them to greater opportunity?**

93% of graduates completed at least one experiential education activity. **How do we bring this to 100%?**

65% of students have an internship, co-op, practicum, or field experience where they applied what they were learning in the classroom. **This number reveals an opportunity.**
The alumni on the following pages have all pivoted on their career paths—drawing from their own experiences to become entrepreneurs in various industries. Read on to learn how they became business owners who now shift gears as they grow their businesses.
Adaptability is my secret weapon

DERONDAL BEVLY, B.B.A.'03

What do you do when things don't go as anticipated? The answer to that question has defined DeRondal Bevly's career.

Following graduation, Bevly diligently applied for positions, but the interviews were slow to materialize. Eventually, he approached a relative who owned a commercial cleaning company, and he worked cleaning an office building for five months.

"I went through the entire range of emotions: confusion, embarrassment and self-doubt," says Bevly. "Then I decided to turn the situation into a positive, and it became a defining moment of my life. The building contained many professional service companies and creative agencies. I soaked it all in. I talked to senior partners about how they ran their businesses. I talked to creative pros about how they interacted with the media. I talked to the cleaning staff, who took me in as one of their own, about family and community."

This experience was critical to Bevly's philosophy about work and life.

"I learned not to assume anything," he says. "Just when you think that you have things figured out is when you wind up at the bottom. I also learned a valuable lesson about treating everyone with respect, from the CEO to the person who cleans the CEO's office. You never know another person's story until you are in their shoes."

Bevly's ability to adapt has been his secret weapon throughout his career, as he worked in insurance and finance roles, eventually moving into the communications field. Today, Bevly has taken on the role of entrepreneur as the founder of RubyRose Strategies, a strategic communication and public relations firm that helps clients define their message and value proposition. Bevly's clients are small- to medium-sized businesses as well as nonprofits and politicians.

Through all his experiences, the ability to adapt has helped Bevly to seize opportunities. "You have to be ready and nimble enough to make a dramatic pivot in order to advance," he says. "The business world is constantly evolving. Those pivot points allow businesses to innovate with services and partnerships in order to strengthen existing business lines and create new ones."

When asked about how he got to where he is today, Bevly is quick to reply, "The Haworth College of Business is the foundation for all of my successes in my professional life. The professors at the college helped me develop both the IQ and EQ needed to succeed. The wealth of talent and perspectives in those halls kept me engaged and on my toes."
When you look at a mille crêpe cake from Anton SV Pâtisserie, you are looking at a minimalist work of art. And when you taste that same crêpe cake, you know there is nothing minimal about its flavor profile or the work that goes into creating this signature item.

As an integrated supply management major, Anthony Tam learned about enterprise resource planning, process improvement and sourcing, but he never thought he would one day be sourcing ingredients for his own business.

Yet, the idea of being able to control his future was greatly appealing to Tam, and his family’s background owning bakeries and bistro in Malaysia inspired him as well.

Tam began making crêpe cakes while also working for a Silicon Valley tech firm in the supply chain area, eventually deciding to make the venture his full-time occupation.

Each of his cakes takes approximately two hours to make and consists of 20 layers of balanced decadence. Anton SV Pâtisserie offers Hokkaido milk, pistachio, matcha, tiramisu, vanilla, and black sesame cakes, each with unique qualities. "We use extremely high-quality, imported ingredients, and each bite gives you bold flavor but is well-balanced in terms of sweetness,"
says Tam. “Because the sweetness level is well-balanced, the cake melts in your mouth and makes you crave another bite.”

Now two years into his business, word-of-mouth and social media are spreading awareness about Tam’s crépe cakes, and businesses such as Facebook, HP, Tiffany and Company, and PayPal are serving up these delicacies at special events. Additionally, the company recently revised its business model to add wholesaling to restaurants and cafés around the San Francisco Bay Area and Los Angeles.

Pushing for even more sweet success, Tam’s next goals are launching a line of non-crêpe petite treats and researching ways that his company can operate in a socially responsible way, giving back to the community regularly.

“My process manufacturing and enterprise research planning classes have played a big part in how I run my production,” says Tam. “I never thought I would become an entrepreneur, yet a supply chain background can apply to running any business. This background helps me to get a handle on the inherent uncertainty involved in any startup.” - Anthony Tam
Building a business, Younique-ly

CHRISTA LEE, B.B.A.'04

Being able to work from 5 a.m. to noon or from 8 p.m. to midnight (or anytime in between) within arm's length of her children became the dream for Christa Lee, who joined the network marketing company Younique in 2014.

Lee knew that she was destined to take a nontraditional route in business. She spent a few years in a corporate setting, eventually landing a management position at a salon. With a passion for the creative side of personal care, she decided to go to cosmetology school, knowing that her business degree would pair exceptionally well with her new skills and allow her to run a successful business.
After working as a stylist for a number of years, Lee began to consider joining a network marketing firm.

The mission of Younique as an organization that uplifts, empowers and validates women and drives a portion of profits into a charitable foundation that provides a healing retreat for women who are survivors of childhood sexual abuse is what drew Lee to the company. The mission spoke to her spirit, and the model catered to her desire for unlimited advancement potential.

And Lee knows that she is not alone in the desire to do something she finds meaningful in the way that she wants to do it. “This moment in the work world is one where employees are seeking the ability to have flexibility and chase their dreams more than ever before, and companies like mine understand that. Many people want to get away from exchanging their skills for compensation and see their skills as an important part of a lifestyle brand and their personal lifestyle.”

Leading a team of 10,000 consultants as a Younique presenter, Lee has a simple tenant for her business, “Care more about the paychecks of those working for you than your own, and your business will bloom.” Her business is a case in point. “What we do at Younique is servant leadership. I always think, ‘What can I do for my team? How can I provide positive feedback that will help them build their businesses?’ I believe strongly that managers often become too focused on what’s going wrong or lacking, rather than building on strengths first.”

Lee, who has reached black status within Younique, the highest level within the company, was recently able to leave her job as a stylist and make her business her full-time occupation.
Living a multi-dimensional life

"PUT YOUR 3D GLASSES ON."

That is the advice that senior MacKenzie King shares with fellow students and others about solving some of the world’s most challenging problems.

During her time at WMU, King has specialized in neurobiology and business management. “Science and business are distinct lenses through which to view the world,” she says. “Much like 3D glasses require both red and blue lenses to let the user perceive depth, interdisciplinary study deepens our ability to perceive complexity. We are not living in a 2D world. I urge my fellow students to reflect on their vision for the future, their passions and their strengths.”

King’s reflection on her strengths led to her work with refugees resettling in Kalamazoo, where she met a partner in this work, student Sydney Fernandez. They recently spent several months in Jordan developing the framework for a volunteer program that promotes synergistic learning between international language students at the Qasid Arabic Institute and struggling youth. “Two Jordanian women, Umayma Alshammari and Ruba Abu Hijlih, now lead the program, and we provide operations support and volunteer resource management,” King notes. “Compassion is the common language that binds us all together. We all share a vision, to mobilize young people to use and pass on their valuable, diverse skills. To date, this program has
provided more than 4,000 hours of English language education to Syrian, Palestinian and Jordanian youth—simultaneously providing an opportunity for volunteers to develop their skills as teachers.”

King was also instrumental in the development of a pilot program at WMU called the Global Leaders Program, along with Fernandez and Marisa Weller, colleague and fellow student. The program offers students innovative opportunities to cultivate leadership skills through service-learning and global engagement; it serves as the university’s first entirely student-led leadership development program with a foreign service component.

The program is three semesters long, and during fall and spring, participants complete a student-led leadership and international development curriculum as well as volunteer in the Kalamazoo community through multiple community partners. The program culminates in summer when global leaders travel to Lesvos, Greece, where they collaborate with partner organizations on capstone projects in a refugee camp. The Global Leaders Program fosters student leadership through service to others, and King’s ambitions don’t stop there. She and Fernandez recently founded a nonprofit called Dignity for Humanity, focused on engaging student leaders across projects in diverse sectors, including capacity building and global security.

After graduation, King will pursue her master’s degree in Finland at the University of Helsinki and recently received a grant from the university to study sustainable urban agriculture and research farming practices that promote a resilient environment and community.

“I plan to develop a robust, replicable framework for the implementation of urban agriculture initiatives,” says King. “I intend to continue my work with displaced people and hope to establish community gardening initiatives at refugee camps and community centers, which will provide both nutritional and psychosocial support for refugee populations.”

- MACKENZIE KING

King with Gaia, a dog she and her colleagues rescued in Jordan.
Haworth Inc., a family-owned company that serves markets in more than 120 countries through a global network of 600 dealers, manufactures products that transform spaces. The company recently celebrated its 70th anniversary. Pictured are Dick Haworth, B.B.A.'64, chairman emeritus, and Matthew Haworth, chairman.
The way we work

A productive day at work—it’s a great feeling.

When you tick through your to-do list, work toward common goals and collaborate in meaningful ways, you feel good about your work and your organization. You leave the office feeling buoyant and fulfilled. You reach home able to focus on what fuels you outside the workplace, and you look forward to your next workday.

The productive workday isn’t an accident. It’s the product of many things: leadership, culture and hiring, among others. It’s also impacted by your workspace itself and whether it is optimally designed so that you can be your most productive work self.

For more than 70 years, Haworth Inc. has been tackling the challenge of designing workspaces that help maximize productivity, control real estate costs through space utilization and reflect organizational culture.

How does Haworth do it?

“We look at what science tells us,” says Global Design Director Jeff Reuschel, B.S.’81. “The reason we firmly ground our design process in science is that it is so easy to rely on experience versus expertise. Experience doesn’t tell you everything—experience can be a snapshot or a limited view. Expertise is what allows you to predict what is most likely to happen for most people if a product is designed in a certain way.”

The scientific approach allows Haworth to keep fundamental human tendencies or traits at the forefront of their design when creating solutions. “There are some things that are universal and work effectively for the way the human body and mind are made to respond,” says Reuschel.

This allows the Haworth team to be creative within a set of parameters, which ensure better concentration and comfort in the work environment. Haworth has insights on everything from how visual and auditory disturbances affect people’s ability to complete work effectively to the ideal proximity for employees working in shared spaces.
RESEARCH SNAPSHOT: SITTING PRETTY

There is no doubt that Haworth's Fern chair is aesthetically pleasing. Designed as an adjustable office chair without levers and knobs, its simple elegance can be deceiving. Behind Fern's pleasing forms are 5.5 billion data points, collected by Haworth's researchers and members of the Human Performance Institute at WMU's College of Engineering and Applied Sciences.

Teresa Bellingar, the senior corporate ergonomist at Haworth, began a relationship with WMU 16 years ago to collaborate on a variety of research projects. “WMU has always been willing to talk with me about doing research in different ways to get better results,” she says.

For example, a past project involved determining how lumbar support should be provided in Haworth chairs. “The research wasn’t clear on what was best,” she notes. The result of that research was Haworth’s Zody chair—its best-selling task chair—which allows users to dial in the level of lumbar support they would like and provides asymmetrical support that reflects the natural asymmetry most bodies have.

With Fern, the data was used in a different manner, going beyond its original use case and answering the question, “Even if a chair does not have adjustable lumbar support, how much support do people want in that area?” Haworth uses snapshots of data from a range of people who sit in chairs for just a few seconds. Sensors record how each sitter reacts to different variables, and the analysis of the final data predicts how someone will feel after sitting in the chair for hours. Will the sitter’s back be sore ... will their arms be comfortably placed ... will the materials on the chair cause them to be too warm? In the end, Haworth is able to validate each product and continuously improve its product offerings.

“How we interact with our work environment is so important to doing good work,” says Bellingar. “Mobility will continue to be a prime consideration for offices. We know how important movement is to health, so when we design workspaces, we are always trying to think of that. How do we get people to focus on their work yet change their posture more often? Health and wellness will continue to drive design. If employees are not healthy, it affects their ability to do their jobs and to be productive.”
Reuschel notes that in recent years employers have shifted their perspective on workspace. “In the past, space was considered a necessary part of the business, but not typically looked at as an asset. With more research, changes in our industry and evolving business practices around the world, people are seeing the benefits of properly designed space, and there is renewed interest in space as something that matters. For me, this shift feels long overdue. Businesses are seeing how workspaces can support productivity, job satisfaction and corporate culture. We are seeing profound changes in the value organizations are placing on space, and not just from a cost perspective.”

Employee engagement is central to Haworth’s design process. “We start with the person,” says Global Brand Director Kurt Vander Schuur, MBA ’99. “We look at what it takes for a person to have well-being physically, mentally and emotionally. We have a lot of evidence that shows that happiness at work is key to employee fulfillment and retention. While a workspace doesn’t create happiness at work, there are many things that workspace can improve for the employee, and we relish helping our customers create better work environments.”

One of the challenges in work environments is being able to keep workspaces relevant and contemporary as the way we work evolves. Adaptability is the central tenant of Haworth’s Organic Workspace, an approach to designing workspaces and products, which anticipates this challenge and enables spaces to be reconfigured as business needs change. Organic Workspace begins with the individual and their needs. It then accounts for team dynamics. It then analyzes the real estate use for the organization and evaluates what is essential for the continued success of that organization.

Regular feedback on space use, work patterns and workforce measures, such as engagement, wellness and efficiency, keep the design aligned with business goals.

Working with customers on this alignment is what Chris Tornblom, B.B.A.’98, director of strategic accounts, enjoys most. “Working with companies as a trusted advisor is the ideal scenario and that involves knowing quite a bit about their business and how to have the maximum, positive impact.”

Tornblom’s unit is dedicated to working with businesses to identify their key needs and then working with them in this advisory capacity.

“Companies should be asking, ‘What is our culture today and what do we want it to be?’” says Vander Schuur. “Once a company has done a thorough assessment of its culture and the sub-cultures of its units, we can assist with design expertise to support the organization’s cultural goals.”

“With more research, changes in our industry and evolving business practices around the world, people are seeing the benefits of properly designed space, and there is renewed interest in space as something that matters.” - JEFF REUSCHEL

Organizational Culture Model: The Competing Values Framework™

THE WAY WE WORK
Haworth itself is a good case study in matching design with culture. Prior to the 2008 opening of its new headquarters, One Haworth Center, the company had many more areas devoted to individual workspaces than to collaborative spaces, yet the company valued collaboration, innovation and interaction. Haworth went from having about 90% individual spaces and 10% collaborative spaces to 40% individual spaces and 60% collaborative spaces. "I am the first person to say that the culture of a company comes from within," says Vander Schuur. "Haworth can't establish culture, but it can help promote values and behaviors through use of space."
The open floor plan has become increasingly popular in the modern workplace. An open concept works best when a variety of needs are addressed. Key to the success of the open concept is the understanding that there are spaces for private conversations and zones where auditory or visual disturbances are minimized.
“I believe that our values are the most important contribution I have made to the company, as these enduring qualities guide our business and align us to our customers. They are taken to heart by our entire family of employees across the globe.” - DICK HAWORTH

Haworth’s culture is one of the things that defines the organization, which may explain why its professionals are so good at talking with customers about their corporate cultures. “Haworth really is a family,” says Vander Schuur. “When you work at Haworth, you have a sense of belonging. The entrepreneurial spirit and inventiveness of Haworth also stand out. I think you can trace an emphasis on taking calculated risks and learning from mistakes back to the Haworth family. G.W. Haworth was an educator before founding the company and built a culture of people who value learning to become better problem solvers, and that has certainly been carried on through Dick and Matthew Haworth.”

Dick Haworth introduced the Haworth Values—a clearly articulated set of principles that underpins all that Haworth does and fosters its culture through each person in the organization.

“Our values are much more than words on a page,” says Dick Haworth, chairman emeritus of Haworth Inc. “We hold them up as goals to stretch for every day. I believe that our values are the most important contribution I have made to the company, as these enduring qualities guide our business and align us to our customers. They are taken to heart by our entire family of employees across the globe.”

Tornblom, who started as an intern at Haworth in the late ’90s, notes, “There is a warmth to Haworth that is unique.

For me, as an employee, I can advance as far as I can think. The company asks for my best thinking, and that, in turn, creates opportunity.”

And culture helps to cut through the clutter. “It’s vitally important for us to look ahead to the future,” says Matthew Haworth, chairman. “We explore what will shape where we will be in 5, 10, or even 50 years. However, there are many unknowns in the future. The one thing we do know is that change is a constant. Since change and evolution are a given, the values that an organization lives by are extremely important and help guide how it makes decisions and reacts to change. Continuous discussion of values with all stakeholders is critical, as is making sure that those values are at the forefront of decisions.”
Future focus
What are the professionals at Haworth looking at in terms of the future trends in the workplace?

Power
"Power is always a key consideration in design," notes Reuschel. "I am very interested to see how things progress as battery life of devices becomes better. We haven't scratched the surface of what will become possible as that particular technology advances."

Working remotely
How much is too much when it comes to working remotely? That is a question most organizations are currently trying to answer. "Many customers are trying to find the right balance as real estate costs, employees' desire for flexibility and the need for face time drive the conversation," says Tornblom.

The speed of change
"Change is a constant and the pace of change is getting faster and faster," says Vander Schuur. "As we think about space, we need to embrace change. People are rethinking their interaction with everyday items—the sharing economy is a great example of this. I am excited to see where new concepts take us. We are living in an exciting time."
Making a difference

Multimillion dollar gift funds Sanford Center for Financial Planning and Wellness

About a decade ago, Todd Sanford, B.B.A.'83, CEO and president of Sanford Financial Services, had an idea. It wasn't fully formed. It wasn't yet specific. But it was a spark—an undeniable passion to fund a project at the Haworth College of Business that would help grow the personal financial planning major and also help WMU students and community members gain a better understanding of financial literacy.

That spark became the Sanford Center for Financial Planning and Wellness, which had its grand opening ceremony in winter of 2019 and will be a permanent part of the college for all future generations.

You see, Sanford's eye has long been on the future. As a personal financial planner, he specializes in helping people become more financially secure. He analyzes the goals of each of his clients and develops personalized financial plans to help inform financially sound decision making. Sanford's future focus included his alma mater, and there was a plan there as well.

"The importance of personal financial planning and its impact on society cannot be overstated," says Sanford. "Countless research studies confirm my professional experience that many Americans are unprepared to retire with..."
SANFORD CENTER FOR FINANCIAL PLANNING AND WELLNESS:
A PLAN IN ACTION

The center offers many impactful programs to members of the WMU and Kalamazoo communities, including:

- Workshops and seminars
- Financial coaching
- Certificate programs
- Summer camps and youth programming

The center acts as a catalyst for:

- Grants for research regarding college and retirement planning
- Recruitment activities for the personal financial planning major
- Internship opportunities
- Curricular emphasis on financial literacy
- Building a network of experienced professionals to serve the campus and community in a variety of ways

financial security. They desperately need education, counseling and empathy. The number of qualified professionals available today to assist the entire spectrum of society is clearly insufficient for the demand. I remain optimistic that the training provided to the next generation of financial planners through the center will help fill that gap while also bringing much needed change to our industry.

One of the ways that the center will bring change to the industry is through a focus on outreach to women and students of color regarding the personal financial planning major. This focus will allow for greater diversity within the major and ultimately in the field, better reflecting the population of the U.S.

"We know that there is a critical need for certified financial planners and their services," says Dr. Jim DeMello, chair of WMU's Department of Finance and Commercial Law. "The center will make both the personal financial planning major and the services of financial coaches more accessible. This access is critical for our community and our country. We are so grateful to Todd for his generosity in making this center a reality."

The finance faculty and Sanford hope that the center will one day be a national model—a unit that is at once deeply involved in academics but also a service provider for students and community members who need advice prior to key financial decisions.

"I remain optimistic that the training provided to the next generation of financial planners through the center will help fill that gap while also bringing much needed change to our industry." - Todd Sanford
The Haworth College of Business celebrated the grand opening of the Robert S. Kaiser Sales, Negotiation and Leadership Lab in fall. A major gift by alumnus Robert Kaiser, B.B.A.'78, owner and CEO of Gallagher-Kaiser Corporation, transformed the sales lab, giving students the opportunity to participate in authentic selling scenarios in a realistic environment.
ISM students win first place at international case competition

A team of integrated supply management students claimed first place at the General Motors/Wayne State University Supply Chain Case Competition. This is the second year in a row that a WMU team has placed in this annual event that draws students from more than 20 top supply chain management programs around the world.

The winning team included John Hayward, Vernon Crump Jr., Jake Malone and Meriah Putnam.

Students claim second place in national social media marketing competition

Two teams of marketing students competed as finalists in the Center for Advancement of Digital Marketing and Analytics Social Media Competition at Ball State University, with one team placing second in a field of 50 university teams.

The competition focused on the social media marketing dynamics of Sun King Brewing in Indiana, and Kaitlin Maley, Jeffrey Huang, Becca Briones and Andrew Lawlor clinched second place.
Sales student places first in national competition

A team of two Western Michigan University sales students competed in the State Farm Marketing and Sales Competition, with one student taking top honors in the sales role-play category.

Laurel Wright and Tyler Nabozny competed in three different rounds of competition. Nabozny clinched the win in the sales role-play portion of the competition, demonstrating exemplary selling technique and placing ahead of students from more than 10 other universities across the country.

Food marketing students soar to second place at national university case competition

Katherine Anderson, Lucija Matkovic, John Schneiderbach and Erika Hejl, supported by a larger research team of fellow students, took second place against teams from 14 other universities at the 2019 National Grocers Association Student Case Study Competition.

Stepherson’s Superlo, an independent grocer in Memphis, Tennessee, tasked students with developing strategies for hiring and retaining millennials and multicultural associates.
Two ISM students among six nationwide to win prestigious scholarship

Two integrated supply management students are among six students from across the country receiving a coveted nationwide business scholarship awarded by the Richter Foundation and the Institute for Supply Management's Richter Scholarship Fund.

John Hayward and Joy Goldschmidt have each received a $10,000 award from the foundation and will be paired with established executives and former Richter Scholars who will serve as mentors.

Zhang Career Center celebrates 10th anniversary

The Zhang Career Center oversees thousands of student interactions, organizes dozens of programs and hosts hundreds of employers each year. Its impact in the last 10 years has been immense and far-reaching. The college celebrated what the addition of the career center has meant to students at a reception this spring. The center is instrumental in achieving the college's 94 percent post-graduation success rate, which means that business graduates are working, in graduate school or serving in the military within three months of graduation.
Analytics = the future of business

It's business 101—identifying your customer, tracking your sales, filling orders and planning for the future. Business professionals at every level and in all areas—management, marketing and operations—need data to identify these trends, patterns and relationships and to predict customer behavior, demand, equipment failure and supply shortages.

Recognizing the importance of data analytics, the Haworth College of Business recently opened the Center for Data Analytics, which is quickly becoming a hub for academic research, industry partnerships and analytics curriculum.

“Our analytics efforts will be quite limited if we only educate students with a one-size-fits-all approach to problems, tools and techniques,” says Dr. KC Chen, co-director of the Center for Business Analytics, professor of computer information systems and recognized leader in data analytics research. “Instead, our center strives to help students become the kind of analytics leaders who can analyze problems with the appropriate tools and techniques to uncover impactful business insights.”

With the center and the Department of Business Information Systems leading the way, the college provides some of the best analytics offerings in Michigan, including:

- A growing number of students adding analytics minors to their studies.
- A business analytics major that exposes students to the software platforms and analytics techniques used to store, transform, manipulate and analyze small and large data in different forms.
- Analytics coursework in areas such as accountancy, finance, marketing, supply chain and IT.
- Award-winning research from faculty in marketing and computer information systems, among others.
- Big Data Analytics, a course that draws undergraduate and graduate students from across the university in fields as diverse as geosciences, economics and education.
"Our center strives to help students become the kind of analytics leaders who can analyze problems with the appropriate tools and techniques to uncover impactful business insights" - Dr. KC Chen

Students and their future employers are benefiting from this comprehensive approach. For two students, analytics knowledge is taking them into industries they love with the problem-solving skills and technical aptitude required to meet the demands of the work world not only today but in the future.

**Sage Sackett: Sustainable manufacturing**

Sage Sackett was drawn to chemical engineering. "I loved the puzzles and problem solving involved," she says. But three years into an engineering degree, she found herself enjoying technology courses the most. The critical thinking and problem solving required in these technology courses caused her to reconsider her career path. She also realized she wanted to be involved with people and planning, and a business degree fulfilled these aspirations. "I've learned how the technical side integrates with project management—and the importance of always focusing on fulfilling the business need."

Sackett says her coursework and internship with the WMU project management office are preparing her to fulfill her ultimate goals. "I hope to create a more sustainability-forward manufacturing industry by helping to decrease the negative environmental and societal impacts involved in numerous manufacturing supply chains," she says. "The possibilities are endless since improving technology will provide better solutions that are easier to implement."

**Brandon Buxton: Improving healthcare**

After experiencing a severe health crisis while a WMU business student, Brandon Buxton discovered his passion in the healthcare sector. Long stays in the hospital exposed him to the problems and opportunities that exist in healthcare. Returning to his studies, Buxton learned about health informatics and information management, a field that bridges the gap among clinical, business and technical areas and ensures the safety, security and efficiency of electronic health systems. Now he works at Bronson Healthcare as a co-op, exploring the healthcare sector he seeks to influence.

"I'm very excited to see how technology, particularly analytics, revolutionizes patient care," says Buxton. "We are finding that algorithms can help identify, predict and diagnose in ways that previously took rounds of specialists and expensive tests. This realization offers the possibility of seriously improving the health of our nation within the next few decades."

Both Sackett and Buxton are involved in the future of analytics where collaboration, information and insights are not produced solely for human consumption but for developing technology solutions such as medical tests and sustainable processes.

"In this network of collaboration, devices, equipment and gadgets are also consumers of data," says Chen. "Sometimes, as humans, we are already part of this data ecosystem without even knowing it."

As faculty, industry and students continue to explore the future of analytics, they are adapting techniques and tools to focus on business goals.

And that is the future of business 101.
The 2018 award recipients were honored at a ceremony during WMU's Homecoming week for their professional and service accomplishments.

Celebrating Alumni and Friends
WMU Distinguished Alumni Award

CARRIE JONES-BARBER, B.B.A.'82
CEO
Dawn Foods
College Awards

Haworth College of Business
Outstanding Alumni Achievement Award

ALESSANDRO P. D'NELLO, B.B.A.'75
President and CEO
Flagstar Bank

Haworth College of Business
Outstanding Alumni Achievement Award

GREGORY T. DURANT, B.B.A.'80
Vice Chairman and Deputy Chief Executive Officer
Deloitte

Haworth College of Business
Outstanding Service Award

TODD A. SANFORD, B.B.A.'83
CEO and President
Sanford Financial Services

Haworth College of Business
Outstanding Young Alumni Award

MOLLY MILLERWISE MEINERS, B.B.A.'01
Principal Deputy Assistant Secretary for Public Affairs
U.S. Department of the Treasury

Haworth College of Business
Outstanding Young Alumni Award

CHRISTINE A. WALSH, B.B.A.'05
Director of Talent, Engagement and Development
Nielsen

Haworth College of Business
Outstanding Young Alumni Award

MEAGAN A. WARD, B.B.A.'13
Co-founder and CEO, FEMOLEGY
Owner, Creatively Flawless LLC
Department and Program Awards

Department of Accountancy
Outstanding Alumni Award
GREGG A. AGENS, B.B.A.'76
Lead Engagement Partner and Quality Review Partner (Retired)
PricewaterhouseCoopers LLP

Department of Finance and Commercial Law
Outstanding Alumni Award
MARSHALL L. MOHR, B.B.A.'77
Senior Vice President and Chief Financial Officer
Intuitive Surgical

Department of Business Information Systems
Outstanding Alumni Award
SALVATORE N. MOSCA, B.B.A.'97
Principal Program Manager
Microsoft Corporation

Department of Management
Outstanding Alumni Award
R. CRAIG HOPKINS JR., MBA'97
Chief Information Officer and Director of Information Technology Services
City of San Antonio

Department of Marketing
Hall of Fame
MICHAEL P. WILLIAMS, B.B.A.'71
Founder and President
SignArt, Inc.

Food and Consumer Package Goods Marketing
Outstanding Alumni Award
ASHLEY A. ROEHM, B.B.A.'93
Vice President of National Accounts
Clorox

Food and Consumer Package Goods Marketing Adrian Trimpe Award
ART F. SEBASTIAN
General Manager
Groceryshop

WMU ROTC Wall of Fame Award
COLONEL AMERICUS “CHIP” M. GILL III, B.S.'92
Division Chief Operational Contract Support and Joint Staff Director of Logistics
Pentagon
"Enabling students to become productive, caring citizens of the world"—that is how Zahir "Zack" Quraeshi, professor of marketing and G.W. Haworth chair of international business, describes the focus of his work for the past 40 years. His career at WMU began in 1978, when his research partner, Dr. Mushtaq Luqmani, encouraged him to apply to the University. At the same time, the college's accrediting organization, AACSB, was emphasizing the importance of internationalizing the curriculum in order for students to better understand the global business environment. This was one of Quraeshi's interest areas. In addition, his fiancée Nalini, now his wife, was doing her Ph.D. at MSU. "After Nalini finished her degree, we were supposed to move to a place where we would both find employment," says Quraeshi. "We fell in love with the University, the town and the people, so what was meant to be a three-year plan has now become a 40-year one, and counting!"

Quraeshi is an internationally renowned scholar, with expertise in important global topics, including building world-class competitive sectoral capabilities, privatization policies, conscientious marketing, and international business strategies. His work has appeared in numerous prestigious journals, including International Marketing Review, Business Horizons, Journal of Consumer Marketing, International Business Review, Journal of Macromarketing and many more. He has published numerous papers focusing on global education, including studies related to increasing participation in study abroad.

Increasing the amount of quality study abroad opportunities for business students is something that Quraeshi has worked on tirelessly. The college now offers six short-term study abroad courses and nine semester-long courses. These programs, several of which Quraeshi has organized and led, have consistently received some of the highest course evaluations from students. Quraeshi also championed greater study abroad support for students. Today, every student receives a study abroad scholarship when participating in these programs.

"Spearheading our efforts in global business and creating a positive, collaborative space for that work is one of Zack Quraeshi's great strengths," says Dr. Satish Deshpande, dean of the college. "He has demonstrated outstanding sustained contributions toward our goals of global engagement. He generously encourages and recognizes the efforts of others, while downplaying his own role. However, we would not be where we are today without Zack's efforts."

Dr. Q's career highlights

- Developing a required undergraduate course in international business.
- Receiving several grants for international initiatives, notably four multiyear U.S. Department of Education Business and International Education grants, which supported study abroad programs; international research; educational programs for faculty to strengthen the global content of their courses; and bringing researchers from all over the world together for collaborative research.
- Establishing the Global Business Center to create synergies in internationalizing the curriculum.
- Facilitating professional development programs for international participants, particularly from the Middle East.
- Serving as founding editor of the Journal of Asia-Pacific Business.
- Being awarded the Tan Sri Noah Distinguished Chair of Business at the Graduate School of Business Universiti Kebangsaan Malaysia.
- Receiving the WMU Teaching Excellence Award.
- Being the first faculty recipient of the University's Global Engagement Award.
Phil Straniero
1948 - 2018

Phil Straniero connected with people in countless ways. A Kellogg executive who spent 31 years with the company, Straniero retired as vice president, sales development, in 2001. He soon began his second career as executive-in-residence and faculty member with WMU’s food and consumer package goods marketing program, where he taught courses in sales and in marketing strategy and supported student development in a variety of meaningful ways. All told, Straniero spent more than 50 years in the food industry.

He was an active member of the WMU Food Marketing Industry Advisory Board for more than 30 years. He also served on the Haworth College of Business Advisory Council and was chair of the board for Alliance Foods. He had previously served on the board of directors for Plumb's supermarkets. Straniero received the Outstanding Teaching Award from the college for part-time instructors.

Ed Mayo
1940 - 2019

As professor emeritus at Western Michigan University, the director of the Dick Pope Sr. Institute for Tourism Studies at the University of Central Florida and the director of the Hayes-Healy Tourism Management Program at the University of Notre Dame, Dr. Ed Mayo was a scholar, writer and teacher at heart. He was also a veteran, having served in the United States Air Force as First Lieutenant from 1962 to 1968 in Fairbanks, Alaska.

Deeply respected by his students and colleagues alike, his passion for teaching earned him the WMU Teaching Excellence Award in 1993. As a sports marketing expert, he was instrumental in laying the groundwork for a sports marketing course and a sports marketing specialization at WMU.

“"The lessons Phil taught me stretched way beyond the classroom, and when people ask me about my mentors and heroes, he is always at the top of my list.”
- ASIM QURAESHI, B.B.A.’11, MBA ’16

“"You never know if you tell people thank you enough for all that they do. I hope that Dr. Mayo knew how much I appreciated him and how much he made my life better. I wouldn’t be where I am today without him.”
- ANTONIO NEVES, B.B.A.’99
To say Lauren Bliss is ambitious would be an understatement.

At just 21 years old, she has already developed a new entrepreneurship club on Western Michigan University's campus, is the treasurer of Alpha Chi Omega, and has landed a marketing internship at a local chocolate shop. Oh, and we should mention—she's also a business owner.

After working at her father's sporting apparel and trophy store growing up, Bliss was inspired to start her own entrepreneurial endeavor selling custom-made items representing her hometown of Muskegon. "I love everything about business and starting my own company has always been a goal of mine," Bliss shares.

"I want to open an actual store in Muskegon with a coffee bar added to it. And later, I want to franchise it along Lake Michigan and maybe even around the country."  - LAUREN BLISS

And so Simply Bliss was born. Launched in 2018, Bliss's online shop sells hand-printed shirts and mugs centered around Michigan and the lakeshore. Her experience working at her dad's store served as the foundation for her inspiration, but the help of the Haworth College of Business was what propelled the business to where it is now. "The business college has helped me so much in learning how to start Simply Bliss and how to prepare for things I might run into along the way," Bliss says.

No days off

One way Bliss optimized her college experience is through her involvement with the new entrepreneurship club, aptly called Launchpad. "We planned and developed a brand-new club that is focused not only on starting a business, but what members want to learn," Bliss shares. "With so many details involved, being part of the creation of this club was almost like starting another business. I loved it."

The future is bright

So, what's next for a college student who already has an impressive list of achievements? She has plans to take Simply Bliss to the next level.

"I want to open an actual store in Muskegon with a coffee bar added to it," she says. "And later, I want to franchise it along Lake Michigan and maybe even around the country."
Haworth College of Business: Career Readiness Snapshot

An impressive 94 percent of graduates are working, in graduate school or serving in the military within three months of graduation! Our students thrive in an environment focused on experiential learning, and the college helps them confidently demonstrate their career readiness to potential employers.

Through career readiness programming designed by both the Zhang Career Center and the Student Professional Readiness Series, students work to attain several proficiencies.

- Critical Thinking and Problem Solving
- Oral and Written Communications
- Digital Technology
- Teamwork and Collaboration
- Leadership
- Professionalism and Work Ethic
- Career Management
- Global and Intercultural Fluency

Learn more at wmich.edu/career-readiness.
The Haworth College of Business is pleased to celebrate the 60th anniversary of the food and consumer package goods marketing program.

The program boasts:

- Near 100% placement for its students within three months of graduation.
- The WMU Food Marketing Conference, which draws over 800 people annually.
- Consistent recognition as one of the premier programs in the country by industry experts and employers.

For more on the history of the program, visit [wmich.edu/foodmarketing/about/history](http://wmich.edu/foodmarketing/about/history).