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2016

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 the local and global impact of business and how our alumni, students, faculty and staff are vital parts of the business, research and learning communities that explore business frontiers locally and across the globe.

As you read the articles throughout the magazine, you will see that certain themes emerge as we discuss both globalization and local focus: culture, infrastructure, self-discovery, diversity and inclusion, knowing your market, entrepreneurial thinking and many others.

These are just some of the concepts that we teach students as we prepare them to be leaders in business. Our goal is to enable our students to understand the globalization of business and the local issues inherent in any business venture or process and to prepare them to make sound business decisions in an increasingly complex, multicultural and nuanced business environment.

Our faculty and staff are deeply engaged in local and global communities in terms of research and service. They strive to be the best possible resources for our students, bringing relevant local and global examples to the classroom and co-curricular programming.

Here are just a few ways that we are growing our local and global reputation:

- Developing international partnerships, including an agreement with Guizhou University of Finance and Economics where students from China can earn a bachelor's degree in accountancy in a dual-degree program through WMU and GUFE, with discussions of similar agreements pending for other disciplines;
- Hosting visiting scholars and encouraging our faculty to engage in research abroad or to partner with researchers from international universities;
- Providing consulting solutions for local companies through initiatives like our Bronco Force and Bronco Connect student-faculty consultancies;
- Engaging with the entrepreneurial community through the Starting Gate student business accelerator, the annual business pitch competition and our Entrepreneurship Forum speaker series;
- Starting two new summer camps for high school students in finance and entrepreneurship;
- Providing every business student who studies abroad with a scholarship from the college of business;

- Preparing our students to work in organizations of all scopes and sizes. Our current placement rate is 93%—well above average.

And our reputation grows each day through our talented and hard-working alumni who add immense value to local and global economies and initiatives, making us all extremely proud. Please take some time to read the stories about our incredible alumni in this edition. I am sure that you will recognize leadership traits in these alumni that you employ each day yourself as you pursue your personal best in business.

I hope this magazine will provide a conversation starter between us. I invite you to contact my office at any time. It is only through collaboration, within our college, with other educators and with industry, that we become stronger and better at serving our students.

Sincerely,

Satish P. Deshpande

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Interim Dean, Haworth College of Business
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 Haworth College of Business

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On the Cover: Dennis Nally, B.B.A. '74, chairman of PricewaterhouseCoopers International.



Thinking Globally:

Performance

A people business at the heart of issues that make business and society tick—that is how Dennis Nally, B.B.A.'74, chairman of PricewaterhouseCoopers International, describes the PwC network of firms and the work that it does in audit, tax, consulting and business services.

With a strong performance in the past year, PwC posted more than \$35 billion in revenues and is managing a growing workforce of over 208,000 people. The PwC network operates in 157 countries. Nally believes it's a fantastic time to be a part of the industry, but that's not to say that it isn't a challenging time as well.

Given the shifting market and the challenges inherent in global operations, there is a lot to consider as PwC looks ahead to what's next. And ambitious plans for the network's growth in a variety of areas are on the horizon. "We want to be the leading firm in our growth markets, a magnet for talented people and the best example in our market of a technology-enabled business—anticipating change and delivering high-quality services from strategy through execution," says Nally. "Underpinning this is a clear focus on our purpose—to build trust in society and solve important problems. We can't sustain growth and build in new markets doing just more of the same."

Embracing change—and challenge—is something that Nally encourages at all levels of the organization.

"Our clients, like us, are expanding into new markets for growth, such as Africa, China and the Middle East," he says. "Despite the recent concerns about turmoil in the global markets, China and developing economies represent real growth potential. We are investing both in our people

“We want to be the leading firm in our growth markets, a magnet for talented people and the best example in our market of a technology-enabled business—anticipating change and delivering high-quality services from strategy through execution.”

– Dennis Nally

Performance, Progress and Purpose

and in our infrastructure—becoming a technology-enabled organization—to make sure we are anticipating and delivering what our clients need.”

How do you evolve your business to its next and best iteration? PwC started anticipating these changes several years ago. “We know that our foundation in terms of our core business is strong, but we also know that we cannot just rely on the scale and expertise that got us here to make us stand out in the future,” says Nally.

Now, the firm is exploring different ways of doing business, looking at strategic alliances with firms like Google, Microsoft and Oracle that have technical expertise that can augment PwC’s services. Partnerships with these technology firms enable the firm to serve client needs and have a vast array of expertise available without having to provide all the resources in-house.

PwC has also made key investments in acquisitions in order to be able to provide not only advice but also solutions. And much of the future growth of the firm may be in those solutions. With the acquisition of Booz & Company, now known as PwC Strategy&, the firm has greatly enhanced its ability to provide these solutions across all its business areas, effectively narrowing or even closing the strategy-to-execution gap.

Yet PwC’s expansion of services works in concert with their traditional core business. “We are clear about our long-term vision and the steps we have to take over time to get there,” says Nally. “What is critical to that ambition—being the leading firm in our chosen markets—will be continuing to deliver the highest quality service in audit, tax and consulting. It’s what our reputation, in any market, is built on.”

“Business has always faced threats and had concerns; that’s not new, but the way in which these threats now interact is new. China, oil prices, exchange rate volatility and geopolitical security concerns are among the issues that add to the list of regulatory, skills and competitiveness issues that CEOs are facing.”

– Dennis Nally

Progress

In a complex, global business world, progress is increasingly hard to define, and business faces many challenges. Each year, PwC conducts a global CEO Survey, and this year the firm gathered responses from more than 1,400 CEOs on the pressures, threats and opportunities that they face on a day-to-day basis, including responses from CEOs of almost 100 major companies in the U.S. The information gives PwC and the wider business community a unique insight into the collective outlook and concerns of those in charge of companies in all sectors of the economy.

“It’s fair to say the headline findings of the latest survey reflect a gloomy outlook for the global economy, with confidence in overall global growth and individual company growth lower than last year,” says Nally. “Business has always faced threats and had concerns; that’s not new, but the way in which these threats now interact is new. China, oil prices, exchange rate volatility and geopolitical security concerns are among the issues that add to the list of regulatory, skills and competitiveness issues that CEOs are facing. Popular thinking suggests digital breakthroughs will promote a more interconnected world, but our survey shows that CEOs fear the opposite—much greater divergence in terms of social, political and economic models.”

Examining the outlook of CEOs for the years ahead, PwC found that business leaders recognize that the world of business is changing, and they are thinking about the broader impact their businesses have on society and what that means in terms of a company’s purpose, communications, stakeholders, reporting, measurement and understanding of their customers. Nearly three quarters—71 percent—of CEOs

believe that within five years successful companies will be guided by a purpose that is centered on creating value for a wider group of stakeholders than shareholders alone. “That’s a fundamental shift from 10 years ago,” says Nally “And certainly in some of our work, and client conversations, the impact is already being felt.”

Purpose

As Nally notes, purpose is becoming a more and more important part of progress and performance for all companies, including PwC. With the firm’s stated purpose—to build trust in society and solve important problems—at the forefront of the business, there are many areas where PwC is having

a significant impact and shaping important business conversations and actions.

Post-financial-crisis, PwC has taken its role in transparency and education very seriously. “The accountancy profession took a step back to consider lessons that could be learned,” says Nally. “For example, more could be done to communicate what an

PwC 2016 U.S. CEO Survey, Condensed Headline Findings, find the full report at: <http://www.pwc.com/us/en/ceo-survey/top-findings.html>



Confidence

Confidence in global growth has weakened. Most U.S. CEOs (59%) predict more of ‘the same’ in 2016—meaning an uneven-to-slowing pace of economic growth in key markets in Europe and China. Dislocations are more than economic. Geopolitical uncertainty, violent attacks and financial market volatility can deeply affect customers, employees and business partners.

As for CEOs operating in the rest of the world: hopes are high for the U.S. market. For the second year in a row, more respondents globally rate the U.S. a top overseas market than any other.



Over-regulation

Business leaders do not expect regulatory complexity to ease in 2016. Concern about further increases in regulation—and the impact regulation has on investment and innovation—is at its highest level in seven years of PwC surveys of U.S. CEOs. Understanding why regulation is there in the first place, rather than focusing only on interpretation and compliance, can help ease the standoff.



Higher purpose

U.S. CEOs report that a fundamental change is afoot in how they manage their relationships with customers. Currently, 85% of U.S. CEOs agree that customers make purchasing decisions based on a mix of cost, convenience and functionality. CEOs believe that over the next five years, a greater number of customers will seek out products and services from organizations that address wider stakeholder needs, such as health focus or environmental responsibility or societal consequences.



U.S. tax reform

Frustration with the U.S. corporate tax system has intensified interest on both sides of the aisle in the U.S. Congress to make significant changes. CEOs believe there is room for improvement: just 2% of U.S. respondents say the U.S. has achieved an effective tax system. For most (73%), creating a clearly understood and stable tax system is a top priority for government.



“Society’s expectations of business have changed, and businesses must respond.”

– Dennis Nally

Dennis Nally, chairman of PwC International, speaks with Petra Justenhoven, assurance leader and member of the board, PwC Germany, and member of the global assurance leadership team.

audit is and offer more transparency around a company’s disclosures. Certainly anything that demystifies the audit process, which is designed to give the markets reassurance that a company is managing risk effectively, is a positive thing.”

More than half of business leaders that PwC has interviewed as part of the U.S. CEO Survey note concern about the level of public trust in business. “Society’s expectations of business have changed, and businesses must respond—and that’s not an issue for the accountancy profession alone,” says Nally. “Trust breaks down when expectations, including the public’s, don’t meet reality in terms of what you do or how you work. What’s critical for businesses is understanding what those expectations are and why they are in place. For organizations, that means communicating much more about their purpose: who they are, how they do business, and how they are performing against standards or benchmarks.”

Solving the important problems is a big part of the growing areas of PwC’s business as the firm works in the areas of cyber security, big data analysis, crisis response, food security and city development, among others.

“The range of our work, expertise and locations means we have a huge opportunity and responsibility to help address societal issues,” says Nally. “Our work is now so much broader than what might traditionally have been seen as audit

and tax services. For example, last year we worked in Norway to help develop a new clinical pathway for patients with acute stroke, we led a program to promote girls’ education in 18 countries across Africa, and our analysis on carbon emissions helped inform policy makers attending the UN Climate Summit in Paris.”

One of the areas Nally is most committed to as a part of PwC’s diversity and inclusion initiatives is gender equality. “There’s no doubt in my mind that bringing people together from different backgrounds improves the quality of how we work, come up with ideas and deliver outcomes,” says Nally.

And PwC is taking action when it comes to women in the workforce. “Women represent about 50 percent of graduate hires now, but over the coming years, we want to dramatically increase the representation of women in senior leadership,” says Nally. “We’re looking across our network at what the promotion rates are for women at all levels. Based on those results, we will be able to develop programs that target the specific barriers that are slowing our progress.”

The company has also signed up with the HeForShe initiative, a worldwide, UN-backed organization that aims to sign up one million men and boys in support of gender equality. PwC is one of only ten businesses to join this initiative. “This applies to our organization and its awareness of the roles that men can

What actions does PwC see U.S. CEOs taking as they build their businesses for the future?

- **Investing in technology**

CEOs continue to invest in technology as the most direct path to meaningful innovation and operational efficiency.

- **Doing domestic deals**

46% of CEOs say they are planning to complete a domestic deal.

- **Staying the course with China**

CEOs continue to see opportunities in China despite recent volatility. Over half of CEOs surveyed ranked China as a top-three international market for their business growth.

- **Anticipating needs**

Most CEOs (74%) believe there are more threats to their business growth today than existed three years ago. At the same time, most also believe (69%) that there are more growth opportunities for their company today.

- **Preparing Millennials for leadership roles**

Not everyone thinks this generation is entirely different than others before it, yet there is agreement that top talent wants more from work than pay, seeking companies that reflect their values.

play in gender equality, but it is much larger than any one organization,” says Nally. “It’s a very different way of thinking about diversity because it gets men across our network and around the world to think about gender equality and diversity in a different way. This isn’t just a women’s issue. It affects all of us.”

Thinking deeply about all types of business challenges, and working towards solutions, is what PwC does best.

“We have always recognized that with the scale and strength of our network comes a responsibility not just to do the right thing in terms of playing our part as a responsible business but also to use our skills and voice to influence and work with others to help make a difference,” says Nally.

Winner of the Collegiate Inventors Competition, a program of the National Inventors Hall of Fame, sponsored by the U.S. Patent and Trademark Office and the AbbVie Foundation.

U.S. National Winner of the James Dyson Award, advancing to the top 20 finalists internationally for the worldwide award.

First place winner of the \$10,000 prize in the Biomedical Engineering Society's competition for undergraduate biomedical and bioengineering students.

Recipient of the \$10,000 "Cure It" prize in the Lemelson-MIT National Collegiate Student Prize Competition.

Inaugural recipient of the Brian Patrick Thomas Entrepreneurial Spirit Award, a \$10,000 award given to the company in WMU's Starting Gate where team members look beyond themselves and move teams of people to a common cause with a higher social purpose.

Participant in Venturewell's e-team stage 1 and stage 2 workshops, garnering grants totaling \$25,000.

Participant in the Grand Challenges in Global Health event hosted by the Gates Foundation, China's Ministry of Sciences and Technology and the U.S. Agency for International Development.



Joseph Barnett and Stephen John, inventors of Neovent and Starting Gate participants.

NeoVent: Breath, Life and Ingenuity

Recent WMU alumni Stephen John and Joseph Barnett are winning over everyone who has had the chance to learn about their life-saving invention, NeoVent.

The WMU duo teamed up to create NeoVent after John learned from a Respiratory Therapists Without Borders official about the need for a low-cost medical device that could deliver biphasic positive airway pressure ventilation to prevent lung collapse in premature babies experiencing respiratory distress in hospitals lacking the costly medical equipment that typically provides this life-saving therapy.

Babies born preterm sometimes have underdeveloped lungs and need some degree of respiratory life support. But, due to expense as well as the complexity of staff

training and repairs, ventilation equipment commonly available in developing nations is not always readily available in medical centers in underserved parts of the world.

That is when the inventive minds of John and Barnett started turning, realizing that they could have a major impact by delivering this life-saving technology at a low cost. Both spent time abroad volunteering at hospitals—John in Nepal and Barnett in Honduras. Both planned careers as physicians and medical device developers. And both knew they could solve this problem.

Now, more than two and a half years into the development of NeoVent, the pair has a working prototype and a patent pending, and is working to start

clinical studies in Nepal—a descriptive safety study in summer of 2016 with a randomized control trial later in the year. John and Barnett estimate that NeoVent will be priced at around \$25 versus the thousands of dollars a ventilator costs. It is simple, energy efficient, and safe. Its purely mechanical design with only one moving part provides a much simpler way to perform the task of providing two levels of pressure for the infant.

Getting here hasn't been easy. The process has been a long one. John and Barnett began working on the device in John's home. They then spent months refining it in Dr. Peter Gustafson's lab in WMU's College of Engineering and Applied Sciences.

"I am really excited. It's so fulfilling to see our device reach this point from its humble beginnings in my basement," John says. "We're really grateful for the support we've received from Western as well as other individuals in the Kalamazoo community, such as Jim VanWeelden from Sigma Machine and Ed Bos from Worldwide Lab Improvement. We couldn't have reached this point without them. All the support has brought us one step closer to our ultimate goal of saving neonatal lives."

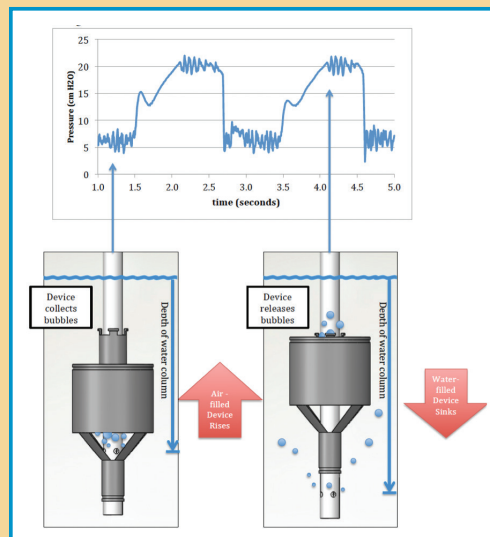
John and Barnett also spent months at Starting Gate, WMU's student business accelerator, working on their business plan and putting that plan into motion. "Starting Gate was our first encounter with the business world," says Barnett. "It provided us with an excellent introduction to fundamental concepts like the minimum viable product and customer discovery, which have been very helpful."

"Stephen and Joseph used Starting Gate as their think tank and achieved every milestone that they set out to accomplish," says Lara Hobson, director of operations for Starting Gate. "This dedication, paired with the mission of their company and the viability of their product, is what has set their company apart as they have competed and sought funding for their business."

Dr. Kay Palan, outgoing dean of the Haworth College of Business, echoes this. "Stephen and Joseph have demonstrated perfectly the essence of entrepreneurial thinking—the ability to use creativity, strategy, empathy and professional skills to embrace an important opportunity. We are very proud of their efforts and are excited to see NeoVent come to the marketplace and address a critical need."

The global market for NeoVent is staggering, and John and Barnett have been and will be abroad quite often. Yet they have not lost their focus on Kalamazoo. "We've received so much help

along our way from individuals in southwest Michigan—both from WMU and from the community. As a business, we want to give back, hopefully by creating jobs here while saving neonatal lives around the world."



NeoVent delivers dual level treatment to babies in respiratory distress—something that has posed a challenge in low-resource settings. The device collects bubbles and rises and sinks delivering

two levels of pressure to the infant, a high and a low. The waste bubble energy of current treatments is used to power the next level of treatments.



Simba Chirara, B.B.A.'16: Investing in the Future

The language of a financial crisis is universal. Though each crisis differs in the details of why and how, the end result is the same—seismic shifts in a nation's economy leading to personal repercussions in individual homes.

No one knows this better than Simba Chirara, a senior finance and entrepreneurship major and international student hailing from Zimbabwe. "I often explain to people that in Zimbabwe everyone was a millionaire," Chirara notes. And indeed it was true. Due to a period of hyperinflation which crested during 2008 to 2009, Zimbabwe's currency lost its value and prices skyrocketed. While the government was not keeping accurate records at the height of the inflation crisis, it is estimated that during the peak month of inflation, November 2008, that the rate was 79.6 billion percent. The price of bread reached \$550 million.

Coming of age in a very unstable financial environment had a profound impact on Chirara who questioned how something like this can happen.

"Growing up in Zimbabwe when the country was going through a financial crisis ignited a strong passion within me for finance, in the hopes that I could better understand how world markets and economies operate and also one day be in a position to make a difference in my home country," says Chirara. "Key issues in our financial crisis were hyperinflation, 95 percent unemployment and a strong black market. I wanted to better understand how all aspects of an economy work together and decided that I needed to study finance and financial markets in depth to begin to uncover those answers."

Taking that passion for finance to WMU, Chirara began his studies and rapidly became involved in many aspects of

campus life including the rugby team, eventually being named captain; Lee Honors College; and Starting Gate, WMU's student business accelerator.

The challenges that Chirara faced in coming to WMU were significant. Paying for school himself, he held down two jobs and worked several hours per week while also maintaining a full course load. He kept this schedule up for the first two years of his education but definitely felt the strain, both physically and emotionally.

Then, near the end of his sophomore year, he received a phone call that changed his life. Kim Dudley, a human resource specialist at Greenleaf Trust, contacted Chirara to let him know that he had received a Greenleaf Trust Scholarship, which he had applied for earlier in the year. The \$10,000 renewable scholarship is awarded to just eight WMU finance students per year.

"I vividly remember the day I got the call about the Greenleaf Trust Scholarship," says Chirara. "It was during my lunch break at one of my jobs. I had tears coming down my cheeks. I knew what this meant for me. Working two jobs, playing rugby and struggling to pay for my tuition was taking its toll on me and beginning to affect my schoolwork. Being awarded this gift lessened the burden on me and allowed me to focus more on my studies and make the most of the opportunities presented at school, and I am forever grateful for that. The Greenleaf Trust Scholarship allowed me to pursue my passion fully. It was a turning point."

Chirara also earned one of the coveted Greenleaf Trust internships, where qualified scholarship recipients apply for the opportunity to work within the financial services firm. The rotational internship takes interns through all of the firm's departments: operations, personal trust, wealth management and research. Interns gain an understanding of the role of each department and work on special projects.

Chirara now has experience in day-to-day account maintenance and procedures, creating plans for clients, account reviews, rebalancing portfolios, running simulations, researching potential stocks for the company's portfolio, and several other aspects of financial services. He has also taken the chance to job shadow several individuals at Greenleaf Trust. "The internship has taught me how to carry

myself in the professional world and given me a platform to apply the many concepts we are taught in class," says Chirara. "Most importantly, the internship has shown me the importance of relationships and networking. I really value the relationships I have built at Greenleaf Trust."

The relationships that Chirara has built at WMU have been a defining part of his educational experience as well. "What I noticed about Western is that the University is very committed to actively developing its students," he says.

Chirara has encountered several mentors during his time at WMU. "I would not be here if it were not for the people who have been there to support me," says Chirara. "The list is therefore endless. My rugby coach, Dr. Mark Allen, who recruited me to WMU, took me under his wing and has been a huge support for me throughout my time here, making sacrifices for me and guiding me. The advisors in the Haworth College of Business, and in particular Tomika Griffin-Brown, helped me with my academic plan and made sure I was always on track to graduate on time. Robert Stewart in the Career Center guided me in terms of my career path and my personal brand and also helped me in applying for the Greenleaf Trust scholarship. And then there are my professors. Those who have had the biggest impact are Dr. Matthew Ross who gave me knowledge of the financial world and life from his experiences and also Dr. John Mueller who made me curious again."

"I cannot say enough good things about Simba," says assistant professor of finance, Dr. Matthew Ross. "He excelled in my Introduction to Financial Markets course, connecting course concepts with the hyperinflation in his native Zimbabwe. He masterfully applied theory to practice during his internship at Greenleaf Trust. His enthusiasm for learning is unparalleled, seeking knowledge both within and beyond the classroom. And his drive to develop his skills and apply them to better his community is an inspiration. Simba's work ethic is a model for us all."

As for Chirara's future, he plans to gain experience in the finance arena as either an analyst or advisor with the eventual goal of returning to Zimbabwe to make a difference. He also plans to nurture his passion for entrepreneurship, launching EZ Timeout, an easy-to-install temporary room divider that he developed in Starting Gate with his cousin Emmanuel Machena, also a Bronco, and he looks forward to future ventures.

"A seed has been planted in me, and it is my hope that it can grow and make a difference and that one day I can also be in a position to help other people like I have been helped," says Chirara.

The language of a grateful heart is universal. With each beat it carries a promise of what is possible when gratitude meets action and when action meets opportunity.

“Growing up in Zimbabwe when the country was going through a financial crisis ignited a strong passion within me for finance, in the hopes that I could better understand how world markets and economies operate and also one day be in a position to make a difference in my home country.”

– Simba Chirara





WMU's Business College Develops Dual Degree Program in China

Representatives from WMU and Guizhou University gathered in Kalamazoo to work out the details of an agreement that has students from China studying accounting in both China and the U.S., earning dual degrees in accountancy.

Guizhou University of Finance and Economics and Western Michigan University's Haworth College of Business have inked a new agreement that enables students from the university in China to earn a degree in accountancy from WMU as part of a program that has students studying in both China and the United States.

"An education from a reputable U.S. university is highly valued in China," says Dr. Christina Stamper, outgoing associate dean of undergraduate programs for the college of business. "This new agreement is beneficial to the students because there is a lower cost associated with studying in the U.S., yet they are still able to earn a college degree from a well-respected university in the United States."

Stamper adds that the timing of the agreement is significant, noting that the Guizhou province experienced the highest economic growth in China last year, sparking an increased demand for accounting professionals.

Students in the program will spend three years at GUFU studying accounting with both their local professors and with professors from WMU's college of business. WMU faculty will teach 10 business courses in China during the students' first three years, including business core courses such as finance, marketing, management and several accountancy courses. During the fourth year, students will come to WMU's main campus in Kalamazoo to complete their degrees.

"This joint program not only provides GUFU students with the opportunity to earn dual degrees but also provides WMU and GUFU students more exposure to international cultures," says Dr. Mingming Feng, assistant professor of accountancy, who will teach the first cohort this summer. "WMU and GUFU faculty members will have unique opportunities to interact with each other and stay globally engaged."

WMU faculty will teach in China in English using the same textbook, online learning system and grading system used in all WMU accounting courses. A co-instructor

from GUFU will help with instructing and tutoring the students during each class taught by a WMU professor.

"Language proficiency can be challenging when students first take courses taught in English," says Feng. "Integrating into American culture can be another challenge—and opportunity—for the GUFU students when they come to the WMU campus."

The college anticipates between 55 and 65 students per year to arrive in Kalamazoo beginning in the 2018-19 academic year. The initial agreement provides for five cohorts, running through 2025.

About GUFU

Located in the Guizhou province in southwestern China, GUFU offers 51 undergraduate programs and numerous graduate programs. Its three campuses serve more than 25,000 undergraduate students and 1,000 graduate students and employ nearly 900 full-time faculty members.

Global Engagement in Kalamazoo

Working with WMU's Haenicke Institute for Global Education, business and engineering faculty led a two-week course for international government representatives interested in learning more about human capital analytics and changes to ISO 9000 standards—the international standards for quality production.

"The Haenicke Institute was able to work with these professors to develop a program based on the desired outcomes of the Ministry of Research, Technology and Higher Education of the Republic of Indonesia," explains Dr. Michelle Metro-Roland, WMU's director of faculty and global program development.

"The group was comprised of government officials working in a variety of enterprises. They did not know each other before they arrived so one of the interesting aspects of the program is that they not only had the

opportunity to learn more about American enterprises and WMU, but they also had the opportunity to meet others working in their home country," adds Metro-Roland.

Budi Rahardjo, head of Indonesia's Bureau of Law, Organization and Public Relations, says that the partnership with WMU was created with the intent of supporting his country's move to enhance its competitive position in the ASEAN economic community.

During the first week of the session, "the group wanted an introduction to human capital analytics and to be shown how this could be applied to their work," says Dr. Derrick McIver, assistant professor of management and an expert in the human capital analytics field, who conducts research and provides consulting services in this fast-growing industry.

The second week included presentations about quality standards from Dr. David Lyth, professor of engineering and integrated supply management, and Dr. Lee Wells, assistant professor of industrial and entrepreneurial engineering, researchers in quality management and experts in



ISO 9000. The group also visited several area manufacturers. "It was important that our visitors saw how ISO 9000 was implemented in a variety of environments," says Lyth.

Other similar collaborations are being pursued as part of the college's strategic plan. "It's vital that members of the college participate in international experiences and that we share our business expertise," says Dr. Satish Deshpande, interim dean. "It is equally vital that we host workshops such as this one—bringing professionals, students and faculty from around the world to Kalamazoo."

Intercultural Business Student Association

Have you ever heard someone speak who inspired you to turn your ideas into actions?

That is exactly what happened to Daniel Lopez when he attended the presentation "Breaking Chains: Gangs to Graduation" by Dr. Paul Hernandez in fall semester. Hernandez, a former youth-at-risk who grew up on the streets of Los Angeles engulfed in poverty and gang culture, presented to an audience of 800 students and community members as part of the WMU Real Talk Diversity Series.

Lopez was inspired by Hernandez's message that day and by Hernandez's book, "The Pedagogy of Real Talk:



Lopez addresses students.

Engaging, Teaching and Connecting With Students at Risk," and began reflecting on his own WMU experience, thinking about how he might address issues of diversity and educational gaps that he saw or experienced as an at-risk student.

He kept coming back to the idea that students needed a forum in which to discuss the issues that face at-risk students and to connect socially with diverse student populations. "I wanted to establish a group to help students connect and communicate with others who have unique perspectives

and to create bigger and better ideas for the future of our group members and the college," says Lopez.

When beginning the group, Lopez turned to Christine Robinson, assistant director of academic advising and co-coordinator of the Paul Hernandez series of events. Robinson supported Lopez's efforts and

now serves as the staff advisor for the newly formed Intercultural Business Student Association, led by President Daniel Lopez, Vice President Juan Carlos Pastor, Finance Director Walter Edward Moran, Human Resources Director Tinashe Chaponda, Marketing Director Kenady Sykora and Communications Director Kelly Betz.

According to Lopez, IBSA will work at breaking down silos between ethnic groups; offer professional development opportunities for students; engage in brainstorming and action plans of ways to support an inclusive environment for all students; sponsor events that explore intercultural understanding and cultural competency; and be a leading student organization in community engagement. The new student organization is open to all students interested in its mission and will be collaborating with the existing Global Business Students Association, which has similar objectives in relation to international students.

Hernandez, Robinson and Lopez presented on the impact of the WMU Breaking Chains events at the Oakland Student Success Conference in Troy, Michigan, on February 11.



Finding Your Niche

Often the best entrepreneurial ideas come from everyday experiences. Trevor Heffernan, B.B.A.'09, had just such an experience. Stuck in Chicago traffic trying to reach his family's farm outside the city, Heffernan began thinking how nice it would be to bypass the gridlock and decided in that moment to become a pilot so he could do so. Investing in his own helicopter, he began flying for pleasure and taking friends and family on informal tours of the city to see its breathtaking views. And then he began to think, "there is a business opportunity here."

Heffernan started to research and realized that Chicago did not have the helicopter tours that are popular with tourists and natives in other cities. He began visiting cities that offered such tours and studying the industry, knowing that this was a niche business perfect for Chicago. After several months of planning and working through a very complicated regulatory process, Heffernan's business, The Chicago Helicopter Experience, took flight.

His staff, which includes several WMU alumni, now takes people on tours of the city each day. They get to become a part of many special moments as they interact with people from all over the city, country and world who want to take a memorable tour.

"One of our most meaningful experiences was when we worked with the Make-A-Wish Foundation to help fulfill a four-year-old boy's dream of becoming a super hero," says Heffernan. "Eric arrived at the heliport dressed in his super hero costume, and our pilot, dressed as Superman, flew him over the city. When he landed at the heliport, a police convoy escorted him to Navy Pier where he battled bad guys and was awarded a commendation from the Chicago Police Department. Getting to be a part of Eric's wish was one of the greatest experiences we as a company have had to date."

With this unique business, Heffernan and his team get to be a part of everything from

engagements to anniversaries to first-time family trips to Chicago.

As the only business of its kind in the city, Heffernan was charting new territory as he worked with municipalities to launch his business. "A big challenge has been navigating all of the governing entities and approvals needed to operate a business like this without having extensive background in the aviation industry," he says.

And his advice for prospective entrepreneurs, "Be prepared to battle the world. That is what it takes to be successful and establish a business. You have to be willing to make a new business your life, at least initially."

What's next for this growing company? Heffernan plans to grow the business by continuing to improve and innovate the tour experience, and the company is moving into helicopter charters. They will be launching a helicopter shuttle service to O'Hare Airport in the near future as well.



"My goal is to utilize our facility and our technology to provide an experience that raises the bar in the helicopter tourism industry," says Heffernan. "Long term, I want to establish the company as the premier helicopter company in the country."

And each day, Heffernan gets to share magical views of a city he loves with others. "Our team supports the vision of where we want to go as a company, so from both the cockpit and the office, the view is stunning and unlimited."

Sustainability and Innovation

Imagine a world where water management is not an issue—where fields and food sources are protected, where freshwater is abundant yet standing water is not, where diseases like cholera and malaria are choked off at their source.

Greg McPartlin, B.B.A. '97, chief executive officer at Parjana Distribution, knows that just such a world is possible. Parjana Distribution has developed a solution with its Energy-Passive Groundwater Recharge Product, EGRP®, an innovation that manages surface and underground water in a sustainable way.

Designed to reduce surface runoff by increasing infiltration in much the same way it occurs in a natural environment, the EGRP® is a five chamber tubular extrusion that works to facilitate the movement of water from the surface to the adjacent soil matrix. Water is distributed evenly, flowing more freely and influencing soil surface conditions.

And with estimates that 47 percent of the world's population will live in areas of high water stress by 2030, water management is an issue of increasing importance and urgency.

Parjana's mission is to create a paradigm shift in how the world manages water that will forever change the food supply, water supply and human population by creating equilibrium and stabilizing moisture levels within the earth.

The results of the company's work can be seen in more than 140 projects including the Coleman A. Young International Airport and Belle Isle in Detroit, The Cincinnati Reds' Brandon Phillips Field, and the Edgbaston Cricket Field in the U.K., among others.

What began as a homeowner waterproofing technology has now found application in a much broader context, and McPartlin sees the opportunity to apply the technology to

“My education at Western gave me the foundation to strive to learn more and to create a mentality of not asking why, but asking why not?”

– Greg McPartlin

mitigate the issues of infiltration, evaporation and surface runoff worldwide. “Parjana positions itself as a facilitator of thought leaders within the water sector who create ‘an-innovative-solutions-based-approach’ to water management,” says McPartlin. “Throughout history, we have simply moved a water problem from one place to another, solving one issue while creating another issue downstream. Due to mass urbanization and the creation of non-permeable surfaces, the earth's natural processes are out of balance. Parjana restores that balance.”

And the start of McPartlin's passion for bettering the world began at WMU. “My education at Western gave me the foundation to strive to learn more and to create a mentality of not asking why, but asking why not? Why not change the world? Why not see the world? To change the world you have to understand it and to understand the world you have to see and feel it. That is what led me on my quest for global perspective through travel and



education. My travels have taken me to 50 some countries, and I spent well over three years out of the U.S. World travel rewires your brain and creates empathy for others and enables you to think differently.”

What excites McPartlin most about the future of Parjana is its application in developing nations and low-resource settings. “Parjana's ability to mitigate standing water changes everything. Surface-water-related disease is still one of the chief dangers in much of the world. Without surface water, those diseases may cease to be a threat. This, along with agricultural applications that eliminate the need for drain tile, will be Parjana's lasting legacy.”



Recognizing Opportunity

April Clobes, MBA'09, the new CEO of MSU Federal Credit Union, has a talent for capitalizing on opportunity—a talent that has not only aided her in her own career success but also helped her to recognize opportunities for others, whether they be credit union members or employees.

Pioneering the e-commerce area at the credit union in the early 2000s, Clobes has always been a natural leader—someone who is not afraid to tackle new projects that have a high degree of the unknown in them. “The CEO at that time didn’t sit with me and tell me how to create the department or what the day-to-day tasks should be. I was given the direction to ‘create an e-commerce department and online presence for the credit union,’” says Clobes. “I was able to determine what that would look like. I made mistakes along the way, but I think that helped me to learn how to make better decisions going forward.”

Clobes’ abilities to see opportunities, operationalize plans for going after those opportunities and engage others in the process have served her well. In recent years, she pursued an idea where the credit union created an in-house program for its employees with the goal to save members \$1 million dollars in one quarter by refinancing their loans from other institutions. “The program was a new way to cross-sell loans to our members. We named the program, Member Experience because we wanted to give our members a great experience by offering to refinance their loans which would result in lower monthly payments. They could then use the money saved for other expenses.”

The program has been in place for several years now, and last year, the institution logged more than \$9 million dollars in savings for their members. “This translates into more loans for the credit union, and it means \$9 million dollars that members utilize elsewhere,” says Clobes. “It could mean \$9 million dollars more in our economy, buying goods and services, or in savings. It is gratifying to have members tell you things like, ‘Now I can afford braces for my child.’”

And Clobes finds it just as rewarding to support the team members at the credit union and seek out opportunities for their professional growth. “We hire not only for skills for a particular position, but we also look for individuals who will be focused on employee success and who will make member-focused decisions,” says Clobes. “It is important to make sure that each person is in the right role and has the ability to both play to his or her strengths but also to learn additional skills that will assist them in professional development. We provide our management team many opportunities for success through ongoing leadership training, informal meetings with leaders of other organizations, consistent and timely mentoring and coaching, and regular meetings where everyone can hear the same information and ask questions.”

Clobes notes that her team is second to none. “We have highly motivated, intelligent, hard-working people, who care.”

And under Clobes’ leadership, her team will be working on some exciting developments in the coming years. “We reached \$3 billion dollars in assets in December of 2015,” says Clobes. “We are building a second office complex to house the credit union’s growing workforce, which will reach 700 employees by the end of 2016. Based on our ten-year growth projections, we will reach \$9 billion dollars in assets and have more than 900 employees. I am excited about scaling our organization and continuing to serve our members with the same local family service they know and expect.”

MSU Federal Credit Union’s commitment to providing that same local family service is perhaps the greatest opportunity of all. “When you are local, your resources are local. We create jobs, donate to organizations that improve our community, and volunteer to help others be successful in the community. Our members have a shared vision with us.”

“It is important to make sure that each person is in the right role and has the ability to both play to his or her strengths but also to learn additional skills that will assist them in professional development.”

— April Clobes

Manufacturing Quality Around the World

Picture it ... you are sitting in an airplane, and the cabin area has started to grow uncomfortably warm. You take a sip of water, put down your e-reader and reach for the air flow nozzle above your head, which streams cooler air over your seat. You say a silent thank you for the air circulation system.

That thank you actually goes to Matt DeCamp, B.B.A.'92, CEO of Flexfab, and his team.

The company strives to be the best provider in the world for custom-built hose, ducting and other products that protect or convey air, gas or fluids in unfriendly environments. Used in the transportation industry in aircraft, trucks, passenger cars, railcars and boats as well as in general industrial applications, Flexfab products are an integral part of making vehicles run smoothly and safely. The company's customers include Mercedes-Benz, Caterpillar, Boeing, Fiat-Chrysler, PACCAR, John Deere, Volvo, Scania and many others.

Responsible for the profitable global growth of the company and meeting key company objectives, DeCamp ensures that quality is always at the top of the Flexfab team's list of objectives.

Following their customers globally wherever they have an engineered product need, the company has plants in the U.S., U.K., Brazil and China. "The ISO Quality flag flies just under the U.S. flag at each of our plants, reminding us of the high quality to which every employee is committed," says DeCamp. "Our quality organization, centered in West Michigan, is responsible for overseeing the quality levels in Flexfab plants globally to ensure that our products meet our standards wherever they are manufactured."



And that commitment to quality has been heralded by their customers with several awards and recognition milestones, which include:

- Top Performing Supplier, PACCAR
- Masters of Quality Award, Daimler Trucks North America
- Bronze Level Certified Supplier, Caterpillar
- Silver Performance Excellence Award, Boeing
- Q1 Certification, Ford

"We have had a very active lean manufacturing program which involves every employee in techniques that provide a fertile ground for quality habits to take root and grow," says DeCamp. "Quality requires an excellent system; but in the end, quality is in the hands of our employees."

And DeCamp and Flexfab believe that quality begins at home. "The foundation of our culture has to do with ethical behavior in everything we do. This was important to the founders of the company, and they lived and taught it by example every day."

The company's creed, which encompasses value for customers and benefits for stakeholders, also outlines that quality of life for employees and service to community are key measures of the company's success as well.

"We believe the quality of life in our communities is the foundation for providing quality individuals to become employees of Flexfab," says DeCamp. "People who respect and honor their neighbors make good employees. The reputation of our employees in the community through their service makes a significant impact and has the added benefit of being a valuable advertisement for employment at Flexfab."

As Flexfab grows, what is DeCamp most excited about? "One of the most exciting programs we have is with WMU, in fact, where we hire students as paid interns. Also, we have rolled out a priority management system called Rhythm which is designed to guide every employee in every country in terms of priorities and goals. This will further ensure that our global customers will receive consistency in service, quality and products. The global footprint we have established is beginning to pay dividends in growth and in the relationships with major customers. This is the fruit of years of steady and difficult cultivation far from West Michigan, but the benefits will serve the company and community very well in the years to come."

Consumer Insights and Brand Buzz

Chee Tor, B.B.A. '98, has spent his career since graduation building iconic brands. Now, he is building the brand for his new startup, Star Fans Alliance, which harnesses the power of fan-base, content and social media marketing to connect celebrities and their fans to brands of the highest quality. As he begins working on launching his own business, Tor reflects on the lessons learned from his past roles and how both market analysis and creating unique opportunities have been critical to his success.

As an executive with DraftFCB Chicago, and later with DraftFCB Shanghai, Tor dove into consumer insights and was able to use them to position two of his accounts, Nivea and Mr. Muscle, for success in the Chinese market.

With Nivea, he had considerable success with the men's care line. Tor led the development and launch of China's first anti-fatigue and brightening skin care line for men, which propelled Nivea for Men into a leadership position for many years. Part of that success was that Nivea was open to adapting its strategy by region. "The client's global strategy was to focus on 'What Men Want,'" says Tor. "In China, the brand focused on Chinese men's need to be recognized for their potential for success. The Q10 anti-aging cream was positioned as an anti-fatigue cream as Chinese men are more concerned about looking revitalized and poised for success, rather than reversing the signs of aging skin. In other Asian markets, the focus was on reversing the signs of aging, where that message was more on target."

With Mr. Muscle dish detergent, the goal was to penetrate new markets and extend the cleaning agent's reach into households with lower total income than its traditional consumer. This involved hundreds of in-home visits, where Tor's team saw how Chinese consumers would habitually dilute dish soap in buckets of water before using it to wipe down countertops and then use the remaining dish soap solution to clean dishes. "To become part of the consumers' cleaning routine, we designed



“We sought to build brand buzz and confidence among provincial distributors and national modern trade buyers.”

– Chee Tor

the packaging, formulation and advertising to facilitate such usages for the new Mr. Muscle dish detergent,” says Tor.

After his time with DraftFCB, Tor moved to skin care company Bio-Essence. When he joined the firm in 2010, Bio-Essence was a fairly new brand with limited sales channels and retail outlets in China, and Tor's charge was to grow the brand. "Conventional national and regional media investments would have been highly inefficient, as consumers would have limited access to the products post exposure to the advertising," says Tor. "As such, our key focus during that time was to aggressively grow our distribution and sales outlets with 'push' strategies. We sought to build brand buzz and confidence among provincial distributors and national modern trade buyers. We focused on key provinces with high-growth potential and designed specific retail programs to build strong success stories that would entice prospective distributors and retailers to take on the brand."

Over time, Tor's team created national and regional events where Bio-Essence's celebrity brand endorsers would grace consumer sales and seminar events in the top performing markets. As the Bio-Essence brand grew and Chinese consumers' shopping behaviors evolved, the company began offering its products online, and Tor's team spearheaded that effort, seeing the need to build a digital ecosystem for Bio-Essence products and the benefits of the data that would come from online sales.

And it is Tor's experience with celebrity endorsements, e-commerce, social media and experiential branding that has set the tone for his new company. Now, he will apply all he has learned to marketing his company, which will focus on what he has always done so well, connecting consumers and brands in ways that offer powerful win-win situations, and often, new or novel business models.

Startup Success

A Michigan winter—it's a phrase that conjures up an image unique to each Michigander, but it is likely that snow and cold temperatures factor prominently in the picture.

Whether you are a winter sports enthusiast or someone just hoping to survive the winter months, there is a harsh and messy reality that comes with winter—wet, slush-soaked gloves and mittens, often worn by Michigan's smallest winter sports enthusiasts, children, and the parents who are mostly enjoying (sometimes enduring!) exploring the snow-laden landscape with them.

This reality hit home with Karen Smoots, B.B.A.'99, a mother of two, who was exasperated with trying to effectively and efficiently dry her family's wet gloves without the residual dampness and characteristic musty odor that accompanies the process.

As is so often the case, necessity was the mother of invention. Karen enlisted her husband Ryan, B.S. '99, an engineer, to go to the hardware store and find some parts that could be put together in such a way that warm air could be forced up into the fingertips of gloves. He assembled a makeshift unit in their garage, and after testing it on the family's wet gloves, Karen knew they were onto something.

The Green Glove Dryer fits over a floor heat register, allowing warm air to flow up through the nozzles of the unit. Since it uses the heat already being used to heat a home, the device requires no additional energy to accomplish its task of quickly and thoroughly drying gloves and mittens.

Once the Smoots family decided that they were interested in making their household solution available to others, the next step was to look into manufacturing the product. Karen was extremely committed to finding a local manufacturer. "Local is everything," says Smoots. "It means everything to me that I can walk into my manufacturer, see the product being made and talk to the staff. They know me, and I know them, and that is so rewarding! Local means tax dollars going back into our community and schools. Local means giving our residents job security. Local means families thrive, and that is how communities thrive."



The Green Glove Dryer is produced entirely through local collaboration and sold nationally. Left to right: Ryan Smoots, B.S.'99, co-founder; Karen Smoots, B.B.A.'99, founder and inventor; Tim Kirby, sales representative, Mall City Containers; Connie MacDonald, business manager, WL Molding of Michigan; Tony Stender, owner, LeVannes.

Smoots ultimately decided on Portage-based WL Molding as her manufacturer. And it was a moment of happenstance that led to the partnership. "I was simply driving one day and glanced over and saw the sign that said WL Molding. So I picked up the phone, scheduled a meeting that week, and the rest is a match made in Michigan!"

Once production and marketing began, Smoots and her family were in for the rollercoaster ride of being entrepreneurs. In their first year in business they sold 1,300 units. Now in their second year, they have sold more than 8,000 units, and their product is in Bed Bath & Beyond, on Amazon and QVC, and in several local Michigan businesses. And people are noticing. The Smoots' customers are impressed not only with the product but with the personal attention that the business gives its customers, including a

hand-written thank you note from Karen on the invoice for each purchase. The business has also earned several awards, including a Best of Michigan Award for Stellar Startup Companies as well as one for Best Overall Small Business.

When asked what advice she has for potential fellow entrepreneurs, Smoots has some key takeaways from her experience thus far. "Having the right mindset is key. It takes long hours, hard work and creativity to be successful. It also takes salesmanship. If you cannot sell your product, then neither can someone else."

The goal for Smoots and her family is to make the Green Glove Dryer a household brand, and it seems that they are well on their way to making this "Made in Michigan" product a must-have well outside the borders of the mitten.



Supplying Leaders

Shaen Hawkins, an integrated supply management student, works with Kevin Grossheim, vice president of manufacturing operations, as a part of Bronco Force's consultation project with Sigma Machine.

Developing processes, increasing operational efficiency, millions of dollars in savings and value, and dozens of student interns working diligently on more than 150 projects to date.

Does this sound like a thriving business? It is, and it's operating within Western Michigan University's Center for Integrated Supply Management.

The organization in question is Bronco Force, a cohort of student consultants, established in 2014, which has assisted more than 20 organizations with their supply chain challenges.

Since its inception, Bronco Force has created \$5.1 million in value for its clients, which represents a combination of hard

cost savings, indirect savings through productivity improvements and revenue enhancement.

Kurt Hinkley, vice president of Sigma Machine, a company working with Bronco Force, says the results are unmistakable in terms of the impact Bronco Force has had on both the company and the students. What started as a small connection grew into a full relationship with demonstrated benefits for Sigma Machine and the dedicated student consultants who work there each week.

"It didn't take long for us to realize the positive impact of Bronco Force on our company," Hinkley says. "We see such value in having the students as a part of our team; we can now look at new projects

in terms of how Bronco Force can help us problem solve and give those students the opportunity to lead."

Sigma Machine's 90-plus person production shop specializes in aluminum and stainless steel machining and takes projects from concept, to design, to prototype, to manufacturing. The company works with Bronco Force in regard to systems and tracking such as inventory management systems, cost of poor quality, on-time delivery and parts per million defect tracking. But Hinkley says it's not just the savings that have them requesting a Bronco Force team to work in their shop at the beginning of each semester.

"The impact of Bronco Force for Sigma Machine has been broad and deep," says

spotlight

Hinkley. “As a high-growth company with few legacy systems, we have been able to open the floodgates and reap the benefits of the work Bronco Force offers. The projects truly make a difference in our daily lives, and we are sure to explain this impact to the students. These are real and useful projects, changing both the students and Sigma Machine for the better.”

The students participating as consultants at the company are reaping incredible benefits. Students like Anthony Skinner, a senior studying integrated supply management and the student team lead for the Sigma Machine Bronco Force team.

“My experience at Sigma Machine has helped me grow in many ways,” says Skinner. “It has given me real-world experience in the supply chain field and helped me take my leadership abilities to the next level.”

Ken Jones, director of education and applied solutions for the Center for Integrated Supply Management and the chief strategist and architect behind the Bronco Force program, is thrilled with the program’s success and excited about opportunities for future growth.

“The trend in supply chain management is to move from traditional linear supply

chains to creating value networks that are focused on transforming companies, communities and people. With Bronco Force, in conjunction with our regional economic development partners—Southwest Michigan First and The Right Place—and our industry partners, we have accomplished that mission together. We have gone beyond the cliché of a win-win between two parties to creating multiple wins for stakeholders. That’s exactly what value networks do.”

Recently, the center launched the Bronco Force Supply Chain Services Group in partnership with PeoplePlus Software, of Ann Arbor. The partnership will support Bronco Source, a student and faculty-driven business unit focused on working with companies that are challenged with limited purchasing resources. The student consultants are currently working with two West Michigan manufacturers as well as two local breweries, formulating purchasing strategies, recommending and sourcing suppliers, managing transactions and supplier performances, and more, for the companies.

“The wonderful part of this journey is how we are finding so many Michigan-based organizations that are willing to move forward with us, buying into a greater vision of collaboration,” says Jones.

BRONCO FORCE CONSORTIUM PARTNERS

Since 2014, Bronco Force has evolved to include 14 partner companies giving integrated supply management students the opportunity to learn, grow and lead.

Founding Partners— Joined in 2014

- Impact Label Corp. (Kalamazoo, Michigan)
- Command Electronics (Schoolcraft, Michigan)
- Poly-Wood (Syracuse, Indiana)
- Sigma Machine (Kalamazoo, Michigan)

The Next Wave—Joined in 2015

- Stryker Medical (Portage, Michigan)
- Flow-Rite (Byron Center, Michigan)
- Dunkley International (Kalamazoo, Michigan)
- X-L Machine (Three Rivers, Michigan)

Bronco Force 3.0—Joined in 2016

- Weber Specialties (Schoolcraft, Michigan)
- CED/All-Phase Electric (Grand Rapids, Michigan)
- Metal Mechanics (Schoolcraft, Michigan)
- Tenneco Automotive (Marshall, Michigan)
- Flexfab (Hastings, Michigan)
- Mann-Hummel Automotive (Portage, Michigan)

Coaching Students to Success

Sam Kline, MBA’16, graduate assistant and senior project director for Bronco Force, plays a vital role in directing and supporting the Bronco Force student teams. “Sam has done a remarkable job coaching our students and industry partners to work together in synergistic ways to achieve greater outcomes beyond the projects,” says Jones. “He exemplifies what the ISM program and Bronco Force are all about—a culture of collaboration and servant leadership.”



Integrated Supply Management Program Ranks No. 5 in Undergrad Education

Western Michigan University's integrated supply management program was ranked fifth for undergraduate education on a listing of the top 100 universities for supply chain education, produced by SCM World, a cross-industry learning community powered by the world's most influential supply chain practitioners.

The program received a No. 7 overall ranking. Notably, the curriculum ranked No. 2 in the industrial sector. According to survey administrators, "Having secured a top five ranking for its undergraduate supply chain program, Western Michigan demonstrates a solid commitment to cross-functional education. Especially among industrials, this program scores well."

Additionally, the program was ranked No. 5 for its preparation of professionals in management and No. 2 in purchasing and procurement. The survey respondents were able to select from among 190 university and college options on the poll and were given the option to specify other universities or business schools not available in the pre-



Reck

populated list. Respondents were supply chain professionals in a variety of industries.

"This recognition for multiple areas of our program underscores the quality that we offer in our curriculum and how we prepare supply chain professionals to be leaders in multiple industries," says Dr. Robert Reck, professor of marketing and director of the Center for Integrated Supply Management.

The SCM World recognition places WMU in an elite

circle of top supply chain programs and is another in a long string of accolades for the program, including a No. 5 ranking from Gartner and a No. 2 ranking for emphasis on technology in the curriculum by Software Advice.

Universal Knowledge, Global Reach

Western Michigan University is brimming with opportunities to have a global experience. From a variety of study abroad trips to the opportunities for international students who choose to study in the United States, WMU is truly a university with a reach around the globe.

Assim Alaqeel, MBA'14, is continuing to expand that reach through workshops catering to international students looking to increase their business acumen.

As a graduate student, Alaqeel identified a need for resources for international students hoping to expand their business knowledge. A leader in the classroom and president of the WMU Saudi Student Association, he took it upon himself to create the programs he knew he and his fellow international students were craving.

Since launching in fall of 2014 as a part of the Haworth College of Business Global Business Center, the WMU Professional Development Programs have gained traction, providing workshops on

topics such as strategic leadership, lean Six Sigma, project management, critical thinking, emotional intelligence, supply chain management and more. The workshops also offer the opportunity for certification in black belt statistical analysis; leadership assessment and decision making; organizational health, safety and security; and strategic simulations for business and industry.

"Our programs are designed to provide students with skills and knowledge that can help them take the next step in their careers," says Alaqeel. "Through our workshops we not only want to help students gain new knowledge and skills but also confidence so that they can grow in their careers."

Workshops are currently held in Michigan, Ohio, Tennessee, Arizona, Texas and Pennsylvania. During spring of 2016, the office began offering the courses in Chicago, including full-day conferences, with more than 100 students tackling innovative engineering, management, leadership and business strategy courses.



Alaqeel

"The topics we cover are ones that our students aren't getting at their institutions or in their discipline but are universal and can help them advance in their fields," says Dr. Bret Wagner, professor of supply chain management and instructor in the programs. "The courses leverage our philosophy of relating theory to practice, providing practical examples of how these theories and ideas are implemented."

The courses certainly don't have trouble attracting students interested in expanding

their knowledge. Alaqeel says the program's reach is continuing to grow, with hopes of opening up online access to the programs and progress being made towards holding workshops in Saudi Arabia in the fall of 2016.

"We know that we're giving our students knowledge that will help them advance in their careers and hope that it brings them back to WMU to continue their education," says Alaqeel. "We want to make a difference."

Accountancy Student Receives \$10,000 Scholarship

Rainie Quang is the winner of a \$10,000 Public Company Accounting Oversight Board Scholarship. Quang, a senior accountancy major and management minor, hails from Nha Trang, Vietnam, and is a first generation college student. She intends to use her degree to open her own tax preparation business where she plans to focus on an important niche—Vietnamese clients who have limited ability to read, write, speak or understand English.

"I am honored to be the recipient of the 2015 PCAOB Scholarship," says Quang. "Being the first generation of my family to go to college and growing up in a less-privileged community has posed financial and academic challenges, but it has also made me realize the value of a college education. I thank the PCAOB Scholarship Program and the Department of Accountancy at WMU for supporting me in my higher education."

The PCAOB Scholarship Program is a selective process in which a few dozen students from across the country are recognized. "I am delighted that Rainie was selected to receive a PCAOB scholarship," says Dr. Don Gribbin, chair of the Department of Accountancy. "She is most deserving of this scholarship, and we are extremely proud of her."

The Sarbanes-Oxley Act of 2002 requires that monetary penalties imposed by the PCAOB in its disciplinary proceedings be used to fund a merit scholarship program for students in accredited accounting degree programs. The PCAOB Scholarship Program was created to identify eligible students for scholarships and award funds through the students' educational institutions. Outstanding accounting students must



Quang

demonstrate evidence of their aptitude in accounting and auditing as well as high ethical standards.

Sales Students Shine During Two National Competitions

Students in the college's heralded sales and business marketing program took high honors at two national sales competitions, the National Sales Challenge and the State Farm Marketing and Sales Competition.

Junior Matthew Milantoni earned the top spot for speed selling at the National Sales Challenge. This is the second time a WMU student has earned the honor. Milantoni and senior Melody Warner also won second place team honors at the competition.

WMU students also finished strong in the State Farm Marketing and Sales Competition, with senior Lauren Bone and junior Sam Bell placing second overall as a team.

"These competitions are another great and positive experience for our students," says Dr. Kelley O'Reilly, assistant professor of marketing. "Our students represent the program, department and college in a professional and impressive way."



From left: Milantoni, Bone, Bell and Warner.



Integrated Supply Management Student Awarded Two Prestigious Scholarships

much appreciated financial assistance with my tuition and only strengthen my resolve to work as hard as I can as I finish out my senior year in the strongest possible way.”

As part of the screening process for the ISA scholarship, McClendon responded to the question, “What are two emerging technologies that excite you and could have a substantial impact on industrial distribution?” McClendon cited autonomous driving and its impact on supply chains, including the benefits of increased efficiency, delivery performance, and lower labor costs, as a result of a reduction in the number of truck drivers needed to deliver materials. He also noted the shared-service technologies developed by companies like Airbnb and Uber, which are changing the way consumers identify opportunities to buy and sell services. “The idea of increased shared services could potentially disrupt overall product demand, resulting in decreased costs of owning. It is important

for companies to accurately forecast the implications of these technologies now to adapt and capitalize before a paradigm shift occurs in industry,” says McClendon.

In addition to his ISM major, McClendon is minoring in business analytics, is a member of the Lee Honors College and serves as the ISM peer mentor and a business admissions ambassador. He is actively involved with multiple student organizations, including the business college’s Student Leadership Advisory Board and APICS: the Association for Operations Management, where he holds the post of president-elect. He is the vice president of FOCUS Kalamazoo, a student volunteer-based organization dedicated to educating, connecting, and developing college students in volunteer experiences throughout the community.

He has participated in internships and co-ops in logistics, warehousing, global purchasing and negotiations, and operations. He will be a returning intern at General Motors this summer. During his GM internship in 2015, McClendon led a project focused on plant conveyor systems where he made sourcing recommendations that saved General Motors more than \$3 million, while improving plant throughput and aligning supplier capacity.

“Aaron has demonstrated to the judges for these scholarship programs the comprehensiveness of the integrated supply management major and shown that he is already job-ready,” says Dr. Sime Curkovic, professor of supply chain management. “We are extremely proud of him. Aaron is a clear leader in our program and is a motivated, committed student who is willing to go above and beyond to achieve success in the supply chain field. More importantly, he brings out the best in others when he works in a team setting.”

“Aaron has demonstrated to the judges for these scholarship programs the comprehensiveness of the integrated supply management major and shown that he is already job-ready.”

– Dr. Sime Curkovic

A Western Michigan University integrated supply management student has earned two national scholarships. Senior Aaron McClendon is the recipient of the \$10,000 Gary L. Buffington Scholarship, awarded by the ISA Education Foundation. He is also the recipient of the \$5,000 R. Gene Richter Scholarship, awarded by the Richter Foundation in partnership with the Institute for Supply Management.

McClendon is the first WMU recipient of the Buffington scholarship and the seventh WMU recipient of a Richter scholarship.

Both scholarship programs have a professional development component. He attended the ISA Convention in April where he addressed approximately 1,000 manufacturers, distributors, manufacturer representatives and service providers and had the opportunity to attend sessions. In May, he attended the ISM Annual International Supply Management Conference as part of the Richter Scholarship program and participated in conference sessions and workshops. McClendon will also be paired with an established executive in the field for ongoing mentorship.

“I was extremely honored and humbled when I found out that I would be receiving the Gary L. Buffington Scholarship and the R. Gene Richter Scholarship,” says McClendon. “I found out about both awards within a two-week time period, and I cannot thank the ISA Education Foundation and the Richter Foundation enough for their investment in my future. The awards provide



Student Leaders Blazing Trails

“Being a Trailblazer is more than just involving yourself in leadership positions; it’s about inspiring people to be the best versions of themselves.”

– Rob Nyhuis

Twenty-five business students were honored as a part of Trailblazers—a student recognition program that highlights and honors students who are leaders on campus and in the community.

“Our exceptional students are dedicated to excellence not only in their academic careers, but also in their communities,” says Dr. Kay Palan, outgoing dean of the Haworth College of Business. “The Trailblazers program recognizes a selection of students who make a difference and lead within the campus community, the professional world and beyond.”

On March 30, all Trailblazers were honored for their accomplishments, service and leadership. Robert Nyhuis, a management and marketing major, was named Trailblazer of the Year.

A WMU Lee Honors College student, Nyhuis is an active participant in many campus organizations, including the Western Student Association, the DESIGNEDtoLEAD student conference committee, the Haworth College of Business Strategic Planning Council and the Dean’s Leadership Scholar Program. He also serves as the president of Pi Kappa Phi Fraternity and the Student Leadership

Advisory Board. He will work as a business analyst intern at Southwest Michigan First this summer.

“Being a Trailblazer is more than just involving yourself in leadership positions; it’s about inspiring people to be the best versions of themselves and motivating them to be involved on campus and in our community,” says Nyhuis. “It means working hard to make a name for yourself and leaving a legacy. As I move into my professional career, I plan to continue making a name for myself wherever I go and plan on giving back to the Haworth College of Business in any way I can.”

TRAILBLAZERS

- Brianna Amat, a food and consumer package goods marketing major
- Joshua Angles, a human resource management major
- Eric Beatty, a marketing and management major
- Tinashe Chaponda, a sales and business marketing major
- Sarah Dean, a finance major
- Andrea Gentile, an accountancy and criminal justice major
- Rachel Guenther, a human resource management major
- Sarah Hughey, an entrepreneurship, elementary education and history major
- Daniel Israel, an integrated supply management major
- Jeremy Juday, a sales and business marketing major
- Laura Karlen, an integrated supply management major
- Dylan Katora, a finance major
- Sydney Lammers, an advertising and promotion major
- Kaitlin Laski, a marketing major
- Alexis Lenderman, an entrepreneurship and food service administration major
- Josie Marshall, a management major
- Eduardo Jimenez Martin, a finance major
- Matthew Milantoni, a sales and business marketing major
- Melanie Morello, an integrated supply management major
- Lauren Nowakowski, a management and sales and business marketing major
- Robert Nyhuis, a management and marketing major
- Kazmira Ruhland, a management major
- Juliet Sanford, an advertising and promotion and management major
- Erin Sionkowski, an electronic business marketing major
- Emma Stuba, an integrated supply management major



Straight from the Source

open-source [oh-puh n-sawrs, -sohrs], adj. 1. Computers. pertaining to or denoting software whose source code is available free of charge to the public to use, copy, modify, sublicense or distribute. 2. pertaining to or denoting a product or system whose origins, formula, design, etc., are freely accessible to the public. Dictionary.com
Unabridged

More and more companies and organizations are starting to see the advantages of open source technology and how it can revolutionize business as we know it.

Given that, it's exciting that a group of WMU students recently had the opportunity to explore the theory of open source and the practice of building a streamlined and functional website for instructors who are teaching the subject to their students.

In the business web architecture course, Dr. Alan Rea, professor of business

information systems, has traditionally paired students with non-profit organizations that need a website overhaul. This year, the entire class was working on one website, teachingopensource.org. The site is devoted to providing teaching resources for instructors who want to incorporate open source into their classes. However, as time has worn on and management of the site has turned over, the repository of teaching resources has become harder to navigate, thereby affecting the potential impact of the site in the teaching community.

So, how did Rea learn of the need for this redesign and begin a conversation that resulted in a commitment from WMU in helping to rebuild this site for optimal user experience?

Enter Nick Yeates, open source strategist at Red Hat. As the only billion dollar open source company, Red Hat's mission is "to be the catalyst in communities of customers, contributors and partners creating better technology the open source way."

And having more teachers introduce students to the concept of open source

is definitely a way to bring the open source concept to the next generation of IT professionals, managers and decision makers. Red Hat is part of the teachingopensource.org community and was looking into options for improving the website.

Rea and Yeates met at the Professors Open Source Software Experience, a workshop for computer science and computer information systems professors, which Red Hat co-sponsors along with a National Science Foundation grant. As Yeates spoke about the challenge of making teachingopensource.org a more intuitive and navigable site, Rea saw an opportunity to engage his students in the redesign of the website and offered to take on the project in his fall web architecture course.

Yeates then traveled to WMU in October for three days, speaking to classes and student groups, as well as meeting with many students, including intensive sessions with those who would be working on the site.

The goal was to give the class the opportunity to gain first-hand experience in what it means to work on an open source

“Programmers want to contribute to open source when given the choice. They feel as if they are helping a greater good. Students at WMU got a flavor of this culture and development paradigm.”

– Nick Yeates

documenting and explaining the system to both administrators and users.

System Administration: This team was responsible for the technical implementation of the servers, programming scripts and making sure the site was secure, robust and reliable. If they have done their job well, no user will wait for web pages to load or have issues with the site availability.

The students met virtually with Yeates weekly to assess progress, pose questions and think together about the best solutions for different aspects of the site.

For the students, this was a dream opportunity. Since Red Hat allotted time in Yeates’s schedule for this project, he was available to engage with the student teams. “I think I speak for everyone in our CIS 3900 class when I say this has been a tremendous experience that will benefit all of our careers,” says Kathleen Cotter, a senior electronic business marketing major. “Nick Yeates from Red Hat and Dr. Rea have provided a learning experience that goes beyond the classroom into the professional world. As a project manager, I learned the importance of time management, collaboration and cohesion. I am so grateful for this experience and value the opportunity to learn from not only Nick and Dr. Rea but also from my classmates whose unique skills have contributed to the success of this project.”

For Yeates, the experience allowed him to connect with students, introduce them to a broader understanding of open source and generate useful proposals for the site redesign. “I truly treated this as the students and I being on the same team—all of us working together. Red Hat benefited by getting 20 smart minds to work on our project for three months,” says Yeates. “Programmers want to contribute to open source when given the choice. They feel as if they are helping a greater good. Students at WMU got a flavor of this culture and development paradigm.”

And for Rea, the class allowed him to engage his students in a rich and complex project that had a meaningful impact on their learning.

“At the college, we often work with our business partners to enrich the student experience,” says Rea. “This project has taken this interaction to an entirely new level. Not only were we working with a multi-national technology business on a highly visible project but also collaborating with the company on an almost daily basis. Nick’s virtual project sprints and classroom work sessions became mainstays of the class this semester. Students took away an intimate understanding of how software development is an intense collaborative effort among skilled knowledge workers. This experience mirrors the atmosphere they will encounter beyond WMU.”

project as well as to propose ideas for improving the user experience that the website provides.

The students divided into five teams, each responsible for a different area of the site as well as collaborating with fellow teams and Yeates.

Project Management: This team was the glue that held all aspects of the project together, managing schedules, deliverable dates and communication. Team members served as liaisons to each team as well as the client.

Design and User Interface: This team was responsible for the art, design, layout and color themes throughout the site as well as ensuring the site met Red Hat design standards for usability and branding.

Information Architecture: After pruning material from the old site, this team focused on organization and usability, creating an entirely new site structure where users can find what they need.

System Analysis: After researching and recommending a content management system, this team had the critical role of



Imagine the

Food and Consumer Package Goods Marketing: Inviting Industry into the Classroom

Wendy Davidson, president of U.S. specialty channels, Kellogg Company, addresses the audience at the 2016 WMU Food Marketing Conference.

Food and consumer package goods marketing is an elite program that is recognized as one of the best in the country. There are many reasons for that: dedicated faculty, relevant research, a focus on experiential learning, high-quality students. And the cornerstone of the program's success is support from companies in the food and consumer package goods industries.

"We have intentionally reached out to our industry partners and the employers who hire our students and invited them to be a part of the process of educating our students," says Dr. Frank Gambino, professor of marketing and director of the program. "There is no better gauge for how successful we are as educators than the feedback of people leading the organizations that our students aspire to join."

The program's 40-person industry advisory council meets three times per year and its sub-committees have virtual meetings as well. The subjects of these meetings cover everything from assessment and student placement data, to the latest faculty research, to the skills needed in the evolving landscape of food marketing.

"The time, talent and financial support given to our program by our advisory council members, industry partners and alumni makes us what we are," says Gambino. "We are able to offer the very best in food marketing education because of our partnerships."

The annual marquee event for the program is its Food Marketing Conference, an industry standard, which has seen exponential growth in recent years and drew more than 800 attendees

this year. Company sponsorships of this event support conference operations and student scholarships.

This year's conference was held at DeVos Place in Grand Rapids, Michigan, on April 11 and 12, and featured presentations by industry leaders who explored current trends in the food and consumer package goods industries and this year's conference theme—People, Purpose and Passion: The Pathway to Success.

WMU FOOD MARKETING CONFERENCE PLATINUM SPONSORS

Daymon Worldwide
Hormel Foods
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Pepsico
Procter & Gamble
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The J.M. Smucker Company
Tidemark

Possibilities

Conference Presentation Recap

- Hank Meijer, co-chairman of Meijer, Inc., joined the family business at age 11 as a grocery clerk and then again in 1979 as assistant advertising director. As co-chairman, he oversees the strategy for Meijer's more than 200 self-service combination supermarket-discount department stores. His presentation, titled "Minding Our Customer," offered insights for retailers and manufacturers alike.
- Jason Dorsey, best-selling author and Millennials expert, has been featured as a generational expert on 60 Minutes, The Today Show, and The Early Show and in The New York Times. His message "Unlocking the Power of Generations to Grow Your Business" resonated with attendees.
- Karen Fichuk, president of Nielsen North America, presented "Do You Have an Omni-Channel Strategy?" She has been with Nielsen since 1990, contributing to the company's success by developing innovative service models and initiatives to drive business results for clients and for Nielsen.
- Rich Wolowski, president and chief operating officer, Gordon Food Service, dove into culture and its impact on a company in a presentation titled "It's All about People and Culture." Wolowski explored how simple concepts can transform an organization's culture, engagement and bottom line and how passion for people and employees can become a sustainable competitive advantage through actions, ideas, service and spirit.

- Neil Stern, author, retailing expert and senior partner at McMillanDoolittle LLP, spoke about "Disruptions in Food Retail: How to Respond" and offered a fast-paced overview of key trends that are disrupting the market and innovative ways retailers can respond.
- A conference favorite, the "Executive Forum" moderated by Paul Madura, former senior vice president and general manager, H-E-B Food-Drugs, featured executives from Kroger, Trader Joe's, 7-Eleven, Rite Aid, Kellogg and H-E-B Food-Drugs. Several breakout sessions on a variety of topics were also offered.

Each year, as a result of the conference, students are awarded between 45-60 scholarships. Samantha Oleson, a recipient of the Mondelez Platinum Sponsor Scholarship, greatly values industry involvement in the program. "The industry partners that we get to meet have a huge influence in the development of the program and the students. As a recipient of one of the scholarships, I appreciated it even more, knowing the company it came from is investing in my future." In May, Oleson will represent the fourth generation in her family's grocery stores, Oleson's Food Stores, located in northern Michigan, where she will assume the position of manager.

These sponsor scholarships help to defray student educational expenses and provide funding for learning experiences such as the program's summer industry tour where students visit over 20 businesses during a two-week intensive course, travel for case competitions such as the National Grocers Association Case Competition where WMU placed 3rd this year, and student-faculty research collaborations.



More than 800 food marketing professionals attended this year's conference.

Ways to Support the Haworth College of Business Through Your Company

- **Matching Gifts:** Many employers support their employees' philanthropic interests, which can double or triple the impact of your gift. Please check with your employer's human resources office to see if your company matches gifts. You may direct your gift to a discretionary fund or earmark it for a specific department.
- **Sponsorships:** Nearly every department in the college has educational experiences and events for which they need sponsors. Sponsoring a Haworth College of Business event is a great way to build brand awareness for your company within the student and Kalamazoo communities and to help deserving students have enriching experiences.
- **Hiring:** One of the most important ways you can support the college is to encourage hiring of business graduates in your organization. Recruiting WMU talent to your organization is a win-win-win. Our students have the opportunity for great jobs in thriving organizations, your company benefits from their talent, and you benefit personally as the value of your degree is enhanced when others recognize the quality of WMU.
- **Recommend the WMU MBA and M.S.A. programs:** Often, the workplace is where conversations about career advancement take place. Western has excellent graduate programs, which can benefit you and those that you know. When you or a colleague is thinking about taking that next step, think of WMU.

To give to the Haworth College of Business, please use the envelope in this magazine, visit MyWMU.com/business or call (269) 387-8700.

Significant



Innovation, Security and Service

Craig Hopkins, B.B.A.'97, serves as senior vice president for IT strategy, architecture, and shared services at USAA, a company which formed in 1922 when 25 Army officers met in San Antonio, Texas, and decided to insure each other's vehicles. Those founding members of USAA could never have imagined that the organization they created would grow to more than 11 million members today and become a fully integrated financial services organization.

Responsible for defining and delivering technology strategy aligned to business plans; governing technology architecture and standards; building the IT workforce of the future; and leading revolutionary innovation, research and development, Hopkins knows that his role in the company is one in which trust is paramount, both with members and peers. He is responsible for technology operational excellence

and readiness at USAA, which means demonstrating to its members, who are military active duty, veterans and family members, that USAA can meet their unique financial needs at any time and from any location. Because they may be stationed or

deployed anywhere in the world and onboard ships at sea, the ability to transact business digitally is critical.

Innovation

"A flexible and modern technology infrastructure tied to efficient and simple business processes helps us build and support industry-leading products and services and enables faster deployment of capabilities to our members and employees," says Hopkins. "To be agile, we focus on five primary areas of technology strategy: availability, quality, speed, scalability and integration."

USAA's culture of innovation is central to how its tools and services evolve. "Now, more than ever, our members expect tailored solutions that are easily completed in the moment—no matter the channel or device," says Hopkins. "At USAA, a passion

“To be agile, we focus on five primary areas of technology strategy: availability, quality, speed, scalability and integration.”

— Craig Hopkins

“In the digital age, data is the new currency, and those who protect data build trust and loyalty with their customers greater than any product sale or shiny feature can.”

– Craig Hopkins

for serving our members translates into a laser focus on service, satisfaction, quality and innovation.”

USAA has pioneered efforts in mobile banking, the Auto Circle™, and mobile applications with the goal of making its members' lives easier. IT employees have access to an innovation lab where they can design and test ideas before moving them to full-scale development. It was in this lab that two USAA offerings—a system for depositing checks using a home PC and a scanner and a tool for depositing checks using an iPhone—were conceived first in the industry.

The company's innovative culture thrives on the synergy of collaboration and its passionate mission-driven employees. “Our culture encourages invention in business processes, continuous improvements in our products and services, and a focus on the future,” says Hopkins. “By purposely including diverse perspectives and creating an environment of inclusion where all have the opportunity to succeed, our members and our employees win. Great solutions are rarely created by a single person but rather by collaborative groups working together to develop and refine the solution.”

And Hopkins notes, “What separates good organizations from great ones is the dedication and focus of the people who work there. When people are given a noble mission, a focus on service, an environment of invention, and interesting work to do, good things happen.”

Security

The financial security mission at USAA includes providing secure services for its members. With more than a billion digital member contacts per year, safeguarding

member data is of the utmost importance. Given sophisticated and persistent global adversaries (fraudsters, organized crime, activists, nation-states), data security is foundational to member financial security, partially because we are a financial services firm, but mostly because of those we serve,” says Hopkins. “Data on our military members and their families is very valuable in the hands of the wrong people. In the digital age, data is the new currency, and those who protect data build trust and loyalty with their customers greater than any product sale or shiny feature can.”

In order to attain an ideal data security environment, USAA focuses on three core areas:

- Protecting member data at rest, in motion and while being processed.
- Choosing controls to ensure that confidentiality, integrity and availability are preserved.
- Adopting a multi-layered and overlapping security architecture which ensures that attacks are repelled as early as possible.

While USAA uses best-in-class security technology, the organization also educates its members to erect their own “human firewall” through tools and personal vigilance, including:

- Using enhanced logon methods to strengthen logon security.
- Signing up for and responding to security and fraud alerts.
- Maintaining good cyber hygiene by keeping computers and mobile devices updated, patched, and protected, running anti-virus and anti-malware software, never clicking on any link in email, never providing personal information to anyone who is unsolicited, and avoiding the use of public Wi-Fi, when possible.

Protecting the data of those who have served is one of the most important ways that USAA serves its members.

Service

Service has many dimensions at USAA. The organization's motto, the underpinning of the company culture, is “We know what it means to serve.” More than 25 percent of USAA employees have either served in the military or are family of those who are serving or have served. In fact, Hopkins and his wife, Trish, B.S.'87, M.S.'97, have both served—Craig in the U.S. Coast Guard from 1984 to 1988 and Trish in the U.S. Navy Medical Service Corps from 1990 to 2001. “We know what it means to be deployed, to be stationed overseas, and to be away from family and friends that you would normally rely on for all kinds of advice. USAA employees grasp how important it is to build the right products, services, and experiences for those in that situation. Having that understanding is crucial to building trust with the military community.”

Serving the military community through hiring veterans is another way that USAA embraces service. “We believe that veterans and military spouses need careers, not just jobs,” says Hopkins. “Their mature leadership, broad experiences and proven agility make them great employees, with great potential for long-term advancement. That is why USAA has committed that 30 percent of all new USAA employees are veterans or military spouses.” For USAA, this is a national fight, as the company actively supports the White House's Joining Forces initiative as well as businesses that are serious about creating careers for veterans.

Hopkins also knows that through USAA's employee commitment, the service impact

is unlimited. “Our company has committed to ending veteran homelessness in San Antonio, and eventually in every city where we operate, working with local non-profit agencies and city government. The same purpose that inspires employees to provide the very best for our members translates into a commitment to the local community and the passion and compassion to make a lasting difference.”

Hopkins has been able to share the mission of USAA, the intricacies of his work, his excitement for it, and his personal leadership and life journey with WMU students in recent years. USAA has been a stop on The Texas Tour: A Corporate, Cultural and Service Learning Venture “Deep in the Heart of Texas,” a Lee Honors College summer course, led by assistant professor of management, Dr. Derrick McIver. The students visit several Texas companies, including USAA, participate in service learning projects and learn more about the culture and history of the state. “Craig has been nothing short of spectacular in mentoring our students,”

“We believe that veterans and military spouses need careers, not just jobs.”

– Craig Hopkins

says McIver. “We spend a half day with him at USAA. In that short time, as a true mentor and leader, he provides our students invaluable career and life lessons that undoubtedly change them for the better.”

“My wife Trish and I have had the honor of hosting the students several times now,” says Hopkins. “Dr. McIver brings the students to Texas so they can experience a diverse group of companies operating in a different part of the country. He also wants

them to understand different cultural and geographical norms across companies.”

On the night the students arrive, they have dinner with several WMU alumni from the companies they will visit. “It gives us time to get to know the students a little—what they have done and what they aspire to do,” says Hopkins. “I am always amazed by the talent, excitement and ambition from each student. I love to hear their dreams—sometimes well-defined, other times not (and that’s okay!)—but I hear from each of them how they want to make a difference in the world, in their own way. They are eager to ask questions of the alumni about what we do, but the conversation always seems to turn back to our shared life experiences and discussions about who we are, not what we do.”

And who we are, as students, parents, friends, and leaders in our community is so important, as USAA, its members, and Hopkins and his team clearly understand and demonstrate each day.



Dr. Derrick McIver, assistant professor of management, visits Texas each year, leading an honors college course where students visit several businesses, including USAA. One of the favorite parts of the trip for students and alumni is the chance for informal, meaningful conversation over meals.



Advertising Student Represents WMU at National Program

academic and professional achievements. Nominated by Dr. Karen Lancendorfer, associate professor of marketing and director of the WMU advertising and promotion program, he represented the University at the program in New York City in February.

The one-week networking immersion program connects students with industry professionals. Participants in the program were exposed to top advertising agencies and participated in networking opportunities. Each day of the program also included a panel with representatives, including chief diversity officers from several agencies, who shared their insights on diversity and inclusion in the industry, how

the industry has evolved and what is in store for the future.

“Embracing diversity is something my parents instilled in me at a young age, and WMU’s Haworth College of Business has given me so many opportunities to learn, grow and share my experiences,” says Pinon. “To be the first to represent WMU at such a prestigious event was amazing. I feel very honored.”

Pinon is active on campus, participating in WMU AdClub and the Pi Kappa Alpha fraternity, of which he is a founding member. He is also a member of WMU’s National Student Advertising Competition team. Pinon has completed internships at Biddy Murphy, Tilt.com, Things Ta Do and Turnkey Merchandise Programs. He will be working in account management at Leo Burnett upon graduation.

An advertising and promotion student is one of the American Advertising Federation’s Most Promising Multicultural Students for 2016 and was the first student from WMU to receive this recognition.

Carlos Pinon, B.B.A.’16, is one of only 50 recipients of the annual, nationwide award for college seniors with both exceptional

PROJECT IMPACT

Junior Tinashe Chaponda founded FOCUS Kalamazoo, an organization dedicated to empowering individuals to make a positive impact within the community, when he was a first-year student. This spring, FOCUS Kalamazoo hosted its 100th volunteer event. To celebrate this milestone, the student leadership set a goal to turn out more than 100 volunteers at various volunteer projects on a single day. The organization had 109 volunteers at 10 different nonprofit sites, bringing the community together to promote volunteerism. FOCUS Kalamazoo was founded in 2013 and has connected over 400 volunteers to 100 service events, with many of its volunteers coming from WMU and other area colleges.



Volunteers work on a house for Habitat for Humanity during Project Impact.



Jill Clark and Andrea Gentile boarding a plane to Platinum.



Goodnews Bay: Students arrive at the first village they will be visiting.

Tax Returns 3,290 Miles from Home

Rural Alaska—beautiful and remote. It is a place that few people ever have the chance to visit. In spring semester, four students did have that chance as a part of a service trip led by Dr. Fritz Allhoff, associate professor of philosophy. Accountancy students Jill Clark, Andrea Gentile, Madelyn Olsen and Kinsey Staver were on a mission to help as many rural Alaskans file their tax returns as possible. Under Allhoff's leadership, the group was able to process 400 returns over an eight-day period, visiting four villages.

Why is it important that trained tax preparers are able to meet with the Alaskan natives and assist with tax returns? While some Alaskans in the villages that the students traveled to have Internet and are very familiar with TurboTax and how to use it, others may never have filed a tax return. And due to the typically lower incomes of many rural Alaskans, there could be thousands of dollars in refunds on the line.

That makes for a lot of clients in the villages, which are off the road system and are reached by plane and then snowmobile.

"Work days were long but interesting and completely different every day," says Gentile. "As soon as we landed in a village, we started setting up right away. We would typically work 9 a.m. to 10 p.m. with

lunch breaks and some time to explore the villages." Despite the long days and painstaking work, Allhoff notes that the students never complained and always greeted the village clients with a warm and positive attitude. "This was a wonderful group of students. The villagers remarked on their enthusiasm and tax knowledge."

The students and Allhoff were processing a number of returns which belonged to individuals working in the commercial fishing industry as captains or crew members. In order to be prepared for these returns, the group received standard training and also additional training related to commercial fishing from the IRS's Volunteer Income Tax Assistance program.

"It wasn't uncommon for a fishing boat captain to bring us receipts upon receipts for items bought and sold that were related to his business," says Staver. "It was up to us to distinguish what was relevant for each section of the return and the amounts that should be claimed. It could be a lengthy process and sometimes difficult to make the determinations."

Jill Clark found her knowledge of dependents put to the test. "The families in the villages often have complex households, with multiple generations living in the same

household, possibly with cousins or family friends. We had to determine who could claim whom on their returns. I think that this experience really helped me to practice what I had learned in my tax classes about dependents."

The students all found the chance to explore Alaska an amazingly memorable and moving experience. They were often invited into the homes and traditional gatherings of the native Alaskans and warmly welcomed. They had the chance to try local foods such as walrus, caribou, whale and moose. They were frequently presented with crafts and food gifts for their tax preparation services.

"On our first night in Kwigillingok, we were invited to a 40-day feast held for the entire village 40 days after the death of a tribal member. We were invited to try a variety of foods and to celebrate the memory of someone's passing," says Olsen. "The food was amazing, and the atmosphere was something I have never experienced. It was incredible."

Students also learned to appreciate the culture of the people they met, learning more about a communal philosophy of living as well as differences in the meaning of eye contact and speech volume in the native



“Work days were long but interesting and completely different every day.”

– Andrea Gentile

culture. Most important of all, the students learned that their time and skills made a meaningful impact in the lives of the people of rural Alaska. “When clients found out that they were getting a refund, their faces would fill with joy,” says Clark. “I had a client who had her infant with her and said ‘now we can get you some new clothes and

toys’ when she learned of her refund. I feel very good about being able to help people through this program.”

Chair of the Department of Accountancy, Dr. Donald Gribbin, sees this project as a natural extension of students’ learning. “We encourage our students to apply their

professional skills not only in one arena but to think about how they can contribute their skills and knowledge to make a difference with nonprofits, boards and other organizations. These students have thought beyond themselves and done just that.”

New Program Helps to Prepare Finance Students for Series 7 Exam

The finance program is now offering advanced preparation for students to become licensed in securities trading, thanks to a sponsorship by Edward Jones.

The new offering provides finance students with the training required to take the licensing exam to become securities traders. Known as the Series 7 course, the class is typically taken by new employees in the first year after being hired by a trading firm. Under the partnership with Edward Jones, WMU students will be prepared to take the licensing exam upon being hired.

“This is another example of how well our program prepares our students for the job market,” says Dr. Devrim Yaman, chair of the Department of Finance and Commercial Law and incoming associate dean of undergraduate programs.

Studies point to a lack of qualified professionals in the finance advisory industry in coming years, as more advisors are retiring from the field than are entering it. Dr. David Burnie, professor of finance,



says the partnership provides Haworth College of Business students with several advantages. “The students are studying the material that professionals in the field do; they will have the advantage of having studied the Series 7 material, which will put them in a strong position before their first brokerage position.”



Venture Capital in China

her research, which she presented at the 2015 Academy of Management Annual Meeting, Wang explored the challenges and opportunities facing these venture capitalists.

One of the primary challenges is that business plans in China do not provide a complete picture of a company. According to Wang, Chinese firms generally trust only “insiders”—family members or those in their social circle—and are reluctant to have someone intervene. “In addition, the lack of transparency due to underdeveloped institutions and the fear of losing face, which is common in China, contribute to the difficulty for venture capital firms in obtaining critical information,” adds Wang.

Another significant impediment is overconfidence in strategies that brought success to venture capitalists in the U.S., which will often fail in China. These strategies are less likely to work well in countries such as China that have vastly different cultures and are in the process of undergoing significant institutional transitions. Wang found that the more success an organization has in the U.S., the more likely it is to adhere to a strategy that may not work well in China. In the U.S., venture capitalists may not devote exorbitant amounts of time on ventures that are less risky. But in China, Wang says a similar project requires investors to develop personal relationships and

maintain regular and ongoing contact with a range of top and mid-level managers.

“It is beneficial for venture capitalists to understand the key differences in the cultural and institutional contexts between their home country and China,” says Wang. “But while adapting to the local conditions is important, it is important to emphasize this often necessitates the firm adopt vastly different strategies and activities that are in line with China’s unique environment.”

Wang describes a much improved venture capital environment, including reduced governmental restrictions on potential investments and decreased oversight. In particular, the creation of ChiNext (China’s equivalent to NASDAQ) provides startups and their investors with liquidity. An underdeveloped institutional environment and a lack of contract enforcement still represent a challenge to foreign venture capital firms and require that foreign venture capitalists build broad “guanxi”—social networks and influential relationships that facilitate business and other dealings—in order to succeed.

So what is Wang’s advice for succeeding in China’s VC markets?

- Invest in more mature entrepreneurial ventures rather than those in early stages of development.
- Invest in entrepreneurial ventures whose founding team or top management team has well-developed social connections.
- Make staged, multiple rounds of investment with financing amounts increasing over stages.
- Co-invest with peers, such as other U.S. VC firms.

Wang says that understanding the unknown and careful preparation and selection will help U.S. venture capitalists successfully invest in China’s businesses.

Physicist Brian Greene says that exploring the unknown requires tolerating uncertainty. While Greene’s words may focus on the structure of atoms or the properties of energy, they are also true for venture capitalists. In particular, those exploring new opportunities face uncertainty when investing in the world’s largest economy, China.

In 2001, \$135 million in venture capital funds were invested in China; in 2010 that amount grew to almost \$13 billion—a number that is expected to continue on this trajectory during this decade. And yet, according to research by Dr. Xiaodan (Abby) Wang, assistant professor of management, venture capitalists still face uncertainty and possible failure when entering China’s market. In

Challenges to China's Food Marketing Industry

For more than 20 years, Dr. Ann Veeck, professor of marketing, has studied the rapidly changing food market systems of China, conducting field projects in numerous cities, including Nanjing, Beijing, Guangzhou, Yangzhou, Changchun and Shijiazhuang. Most recently, she continued her research in identifying ongoing and new trends in the Nanjing province of China, the location of her dissertation research in 1996. In February, Veeck presented her research at École des Hautes Études en Sciences Sociales in Paris.

While China has reduced starvation and hunger on a scale unparalleled in history, a number of new challenges have emerged. Veeck describes three trends to watch.

- Food-related health concerns have shifted away from malnutrition to

chronic illnesses such as heart disease and diabetes. China now has more diabetics than any other nation, with an adult rate close to 12%.

- An overreliance on local foods has been replaced by a dependence on the global food system.
- The most pressing food concern has changed from a lack of food to tainted food.

Veeck says that studying China's food industry—with the speed and breadth of its changes—can help define a healthy global food supply. Her most recent research includes a study of the development of food consumption patterns in Chinese teenagers and a project involving the collection of the food histories of elderly Chinese.



Ten Food Shopping Trends of Urban Chinese Consumers

1. Food shoppers today are spreading their food shopping trips around to more diverse types of stores, including convenience stores and online retailers.
2. People find food shopping more fun and less of a chore than they did in 1996, probably because of the wider range of options of food retailers and food choices.
3. Food shopping patterns have become more generationally driven, with older food shoppers more likely than younger food shoppers to shop in traditional food markets (e.g. farmers' markets, food stalls). But people of all ages now shop in large supermarkets.
4. Food safety remains the overriding concern of food shoppers, with the overwhelming majority of people believing that their food supply is less safe today than it was 15 years ago (85%), 5 years ago (81%) and even 1 year ago (73%).
5. Food shoppers trust large supermarkets more than they trust farmers' markets for safe food products.
6. To get reliable information about food safety, food shoppers trust family and friends much more than they do any other source, including government reports, consumer organizations and food and nutrition experts.
7. The most important food safety concerns of food shoppers are counterfeit food products and contamination from chemicals, pollution and bacteria.
8. Purchase of many types of packaged foods, including fresh milk, frozen foods (e.g. *jiaozi*, *hundun*, and *baozi*) and salty snacks, has increased substantially. The purchase of many types of fresh vegetables has remained the same or decreased.
9. People eat out more now, with the increase occurring almost exclusively at fast food restaurants, including Japanese, Korean, Chinese and Western fast food restaurants, as opposed to full-service restaurants.
10. Attitudes toward eating out have also changed positively, particularly towards entertaining guests in restaurants.

Collaboration Examines Healthcare Information Systems



Expanding his research activities in healthcare IT, Dr. Bernard Han, professor of business information systems and director of the WMU Center for Health Information Technology Advancement, recently launched two research projects focusing on healthcare services in China. Working with WMU 2014-15 visiting professor Dr. Huiping Zhang, associate professor, University of Electronic Science and Technology of China, Han is pursuing research he hopes will help advance that country's healthcare system.

- Privacy and attitudes regarding electronic use of personal health information are concerns in China. In an effort to provide insight into ways China can speed up adoption of electronic medical records, Han and Zhang are identifying differences in acceptance by Chinese healthcare consumers and those in other parts of

the world toward the use of electronic medical records in maintaining personal healthcare information.

- Han and Zhang developed a conceptual model to illustrate how China can pursue healthcare reform to standardize healthcare services at all levels. From this case study, they identified ongoing issues that remain to be resolved, including incentive programs for adopting electronic records and standards that allow seamless integration of records throughout the healthcare system.

Han will travel to China in spring 2017 to continue his research efforts at Sichuan University at Chengdu, Sichuan Province, China. He will work with other faculty on data analysis for optimal medical decision making for patients with respiratory diseases.

Negotiating the World

Looking back, do you wish you had studied abroad?

Dr. Jim Eckert, associate professor of marketing, says a missing component for him during college was study abroad. Not having that chance during his undergraduate years, when the opportunity came later in life, he grabbed it—and combined it with his love of teaching, culminating in a recent recognition from a German university for his superior efforts in the classroom.

“In 2005, I went to Germany on a short-course study abroad trip led by another professor. It made a big impact on me, and I decided to pursue additional opportunities,” says Eckert, who has since led 7 short-course study abroad trips for WMU and taught 15 courses at the University of Paderborn as a visiting professor.

When Eckert returned to Germany after that first experience, he says, “I invited myself to teach” at the University of Paderborn, where he has taught negotiation and selling courses. It didn’t take long for Eckert’s classes to become well-received on Paderborn’s campus.

According to Dr. Andreas Eggert, professor of marketing at the University of Paderborn, “Jim’s 2014 winter semester class on Relationship Driven Selling: Theory and Practice, received the best rating of the year. A perfect 1.0—a result that has never been achieved before.”

Each December, Eckert teaches the Relationship Driven Selling course in Paderborn. And each May he leads the WMU German Business and Culture short-course study abroad program, traveling with a group of 25 WMU students throughout Germany to learn about business there. Following these travels, the group heads to Paderborn where Eckert combines the short-course study abroad program with a one-week negotiation course taken by both WMU students and University of Paderborn students.

Eckert says he runs these courses like corporate training seminars with engaging content and a practical point of view, a contrast with the typical German teaching style. Students have class all day and homework every night during the course.

“The courses I teach in Germany focus on the how: how to sell; how to negotiate.



This practical approach is in contrast to the theoretical approach used in most German business classes,” says Eckert.

Having missed an opportunity to study abroad when he was a student, Eckert is now ensuring that WMU and German students gain experiences and knowledge from him as they pursue careers in global business.



International Study: It's All About Adaptation

The college's commitment to global education and experiences not only extends across borders, it takes place within the walls of its classrooms and the offices of its faculty through instruction and among the diverse cultures represented within the student body.

In one particular classroom, that commitment is represented by the international MBA students who strive to adapt to the U.S. education system. An in-depth evaluation of graduate business program offerings, conducted by WMU, yielded data that provided further understanding of the needs of many international students who come to Western seeking a graduate degree in business.

"The academic culture in the U.S. is different from that in many countries," says Dr. Satish Deshpande, interim dean. "In the U.S., we expect students to interact with professors and with one another, to ask questions and to question what they are being taught. That is not the case in many other cultures."

The result: BUS 6050—Academic Communication for Business, a much-needed support initiative for students who

earned undergraduate degrees outside the United States.

"We recruit graduate students from all over the world and have an ethical responsibility to provide the best support possible for all students to whom we offer admission," says Barb Tomczak, director of graduate advising and admissions for the college of business, who spearheaded the initiative to offer the specialized course. "We want them to get the most from their graduate education."

Tomczak worked with numerous stakeholders on the project, including graduate program faculty who design curriculum; communication center staff and the business librarian who provide resources; and instructors from WMU's Center for English Language and Culture, who are expert in helping students during the transitional period. In 2015, Tomczak was singled out for a college assessment award, acknowledging that her efforts led to improvement in how the business graduate programs serve students.

Now, when new international students arrive on campus, they attend a session in which faculty evaluate their skills in communication and for participating in courses. During the

session, students listen to lectures, respond to questions and meet as teams while faculty observe. Those identified as needing to improve these skills are required to take the academic communication course during their first semester in a graduate program.

"If students are not fluent in U.S. business terminology or comfortable with the American teaching culture, they do not get the maximum benefit from their education," says Tomczak. "They are also not able to do their part with their classmates—sharing their valuable perspectives on business issues."

Tomczak says the course's effectiveness has not yet been established but points to student successes as an indicator of its benefits. "One of the first students to take the course later participated in our MBA Strategic Management Case Competition," says Tomczak. "She had to present the team's findings to a panel of local business executives helping her team secure 4th place. Months later, one of the judges offered her a job! Her stellar presentation provides a concrete example of how an international student's success is tied to communication skills."

Making a D



College Career Center Renamed in Honor of Generous Gift

Western Michigan University's Haworth College of Business has received a major naming gift for the college's career center from Charles and Lynn Zhang. Charles and Lynn are owners of the Kalamazoo financial planning and investment firm, Zhang Financial, recognized as one of the nation's Top 150 registered independent advisors.

The career center, a dedicated space within the college for business students to connect with career advisors and employers, provides tremendous value to the student body through co-curricular professional development programs, as well as to the employer community seeking talent for their organizations. It offers a one-stop-shop for all things career-related for both student and employer audiences. From broad and specialized career fairs, to resume critiques, to private interview suites, the center is known for its array of activities connecting talented students with hiring organizations.

The college hosted a ribbon-cutting ceremony and dedication of the space in the fall, where students and members of the campus and greater Kalamazoo community were able to gather to hear why the Zhangs chose to provide the naming gift for a center devoted to professional development.

At that event, Lynn Zhang spoke about the importance of experiential opportunities such as internships and how the ability to find meaningful employment is important to students who are seeking their passion and to parents who are watching their children fully develop their sense of self and independence during the college years.

"Charles and I believe that the goal of education is to help students identify their career passions," says Lynn. "Through the programs and guidance offered by the career center, students are able to integrate their educational experiences into a lifetime of career achievement and satisfaction. We are especially honored to be a part of

this essential resource for students at the Haworth College of Business."

The gift will have a significant impact within the college. "Charles and Lynn Zhang have invested in the next generation of visionary business leaders with this generous gift," says Dr. Kay Palan, outgoing dean of the Haworth College of Business. "We are extremely grateful for this gift, which will help students for years to come. The Zhangs recognize and understand completely that quality business education is a critical need. Their gift will go to support just that."

Charles and Lynn Zhang

Charles and Lynn Zhang both earned graduate degrees from WMU. They own and manage one of the most successful independent fee-only financial advisory firms in the nation, Zhang Financial, with more than \$2 billion in assets under management. For the past four years, Charles has been consistently placed in the top 20 on Barron's list of America's Top 100 Independent Wealth Advisors and is currently the highest ranking fee-only NAPFA-registered financial advisor on the list. Lynn is recognized as one of the nation's top 100 women financial advisors by Barron's. Both Charles and Lynn are often quoted in national media, including the Wall Street Journal, CNBC and Barron's. Zhang Financial is also known for its commitment to philanthropy, especially within the local community. The Zhangs are supporters of many University programs, including the Department of Economics, the Academically Talented Youth Program in the Lee Honors College and additional programs in the Haworth College of Business. The Zhangs were the major donors to the spectacular Zhang Legacy Collections Center, opened on WMU's campus in 2013. Lynn also serves as a member of the WMU Foundation Board of Directors.





Bright Future, Big World

The news for Haworth College of Business graduates is good. Very good. Ninety-three percent of college of business graduates have landed at their first destination—employment, graduate school or military service—within three months of graduation. Job satisfaction among new graduates in their first jobs is also high—with the graduates of most majors boasting job satisfaction rates above 95 percent.

Helping Business Broncos to these successful outcomes is the staff of the Charles and Lynn Zhang Career Center.

And this has been an extremely busy year for the center and its staff. “Students have a world of possibilities open to them when they begin their college careers. It is our job to help them explore those possibilities

and through that exploration gain insight into their long-term career goals and plan accordingly,” says GERALYN HEYSTEK, director of the Zhang Career Center.

To that end, the career center added two new events to the dozens of events that it holds each year—Major Match-Up, a peer-to-peer event for first and second year students who are still exploring majors and careers, and Internship Panel, also a peer-to-peer event, for students wanting to understand “all things internship” such as how to get a position, what types of work students may encounter, benefits of having an internship and level of compensation. “We find that the peer-to-peer approach works well,” says Heystek. “Students like hearing directly from other students about

their experiences, and the students who present get the chance to practice their presentation skills.”

Programs like the career center’s Business Externship Program, a structured experiential learning opportunity, give students the opportunities to “try on” potential careers by observing professionals and interacting with them. Student participation in the program was up 35 percent, and an increase in employer participation resulted in a 65 percent increase in available externships for students. “It is never too early to start branding yourself with employers,” says Heystek. “Employers are looking for those who stand out early among their peers.”

What else are employers looking for? According to Heystek, employers are seeking critical thinking skills, including time and task management; the ability to analyze data; communication skills; creativity; and a track record of following through. Students can develop these skills in classroom projects and extracurricular activities. And Heystek adds that there is a lot that students can do during the recruiting process to demonstrate these skills. “Writing clear resumes and cover letters, developing good answers to behavioral interview questions and deeply researching employers, are just some ways that students can find that ideal position.”

“The job offer, whether for an internship or a full-time position, is one of the most critical and exciting times in a young person’s career,” says Heystek. “Our staff is passionate about helping students find their passion and helping employers find the talent that their organizations need.”

THE ZHANG CAREER CENTER, BY THE NUMBERS, 2014-2015

93%

The percentage of students actively engaged within 3 months of graduation.

14,183

The attendance at developmental events sponsored by the Zhang Career Center.

77

The number of presentations on career topics delivered in college of business courses.

18%

The increase in employer participation in Business Career Day.

1,277

The number of interviews conducted.

100%

The student satisfaction rate with career advising appointments.

Celebrating Alumni



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 www.wmich.edu/business/2015award.



Award recipients were honored at both a college ceremony and a University-wide celebration and spent time with students throughout their stay.

Alumni and Friends

College Awards



Haworth College of Business Outstanding Alumni Achievement Award

Kevin J. McQuillan, B.B.A.'78
Co-founder, Focus Ventures
General Partner,
Focus Opportunity Fund

"The venture business includes some of the sharpest minds around, but I have yet to find anybody who can match Kevin's incredible sense of intuition around reading people and what makes a company successful."

– George Bischof,
Managing Director, Meritech Capital Partners



Haworth College of Business Outstanding Service Award

Richard G. Haworth, B.B.A.'64
Chairman Emeritus, Haworth Inc.

"Dick is a leader among leaders and a gracious servant to the greater Holland and West Michigan community."

– Greg Holcombe,
Community Planner for the Riverview Group



Haworth College of Business Outstanding Young Alumni Award

Brookton N. Behm, B.B.A.'98
Principal, Crowe Horwath LLP

"Brook is a strong leader who embodies the qualities of hard work, strategic leadership and integrity and that extends to the teams that he manages."

– Greg Hahn, Principal, Crowe Horwath LLP



Haworth College of Business Outstanding Alumni Achievement Award

Bernard R. Meldrum, B.B.A.'64
First Vice President, Investments,
Senior Financial Advisor, Merrill Lynch

"Bernie has three traits that really stand out to me: charisma, empathy and being goal-oriented. You can't be goal-oriented without having empathy, and you can't be truly charismatic without empathy."

– Alfred Kuskowski, Director (former), Merrill Lynch



Haworth College of Business Outstanding Young Alumni Award

Aimee J. Jachym, B.B.A., B.A.'04
Attorney, Miller Canfield
President, Korean Kids and
Orphanage Outreach Mission

"Driven by a selfless compassion for humanity and relentless pursuit of truth and justice, Aimee is a remarkable professional, leader, and philanthropist."

– Dr. Jennifer Palthe, Professor of Management,
Western Michigan University

Department and Program Awards



Department of Accountancy Outstanding Alumni Award

Douglas P. Roosa, B.B.A.'82

**Director of Internal Controls and
Sarbanes-Oxley Compliance, General
Motors**

"Doug's career exemplifies leadership and embodies service to the accounting profession. We are proud Doug is a graduate of the accounting program here at WMU."

– Dr. Donald Gribbin, Chair, Department of Accountancy, Western Michigan University



Department of Management Outstanding Alumni Award

William J. Crane, Jr., B.B.A.'06

Founder and CEO, IndustryStar

"I have had the distinct pleasure to work with Bill in multiple facets of business. Bill has displayed the highest level of professionalism and has proven to be an industry expert in multiple areas."

– Eric Meldrum, Supply Chain Manager, IndustryStar Solutions



Department of Business Information Systems Outstanding Alumni Award

Joel P. Sundman, B.B.A.'95

**Client Architect Manager, z Systems,
U.S. Midwest Region, IBM**

"A dedicated, inquisitive, jovial, adventurous leader—that is Joel Sundman. Joel inspires others as he takes leaps of faith to manage new teams, new people, new technologies, and finds new lessons to be learned."

– Mark Borowski, Cloud Technical Sales Leader, IBM North America



Marketing Hall of Fame Award

Donald M. Collins, B.B.A.'79

**Chief Administrative Officer, Acrisure
President, Acrisure Business
Outsourcing Services**

"Don Collins is a visionary and inspiring leader in the insurance and business industry. We are very proud that Don is one of our graduates and to recognize his achievements."

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



Department of Finance and Commercial Law Outstanding Alumni Award

**Lisa Lopiccolo Gallagher, B.A.'02,
MBA'06**

**Human Resources Representative,
State Farm Insurance Company**

"Lisa is an extraordinary leader and contributor with a work ethic second to none. Lisa is highly respected in her field of Human Resources, and her passion for teaching and continuous learning has benefited both State Farm and WMU."

– Carla Orwin, Human Resources Services Team Manager, State Farm Insurance Company



Food and Consumer Package Goods Marketing Outstanding Alumni Award

William B. Nasshan, B.S.'80

**Senior Vice President and
Chief Merchandising Officer,
Bi-Lo Holdings**

"With more than three decades in the grocery and retail industry, Bill demonstrates a great dedication to service that we see reflected in all of our food marketing alumni. We are proud to call Bill one of our outstanding alumni."

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

Department and Program Awards



Food and Consumer Package Goods Marketing Adrian Trimpe Distinguished Service Award

Dave Jones

**Vice President, Industry Initiatives,
Kellogg Company**

"Dave Jones has provided outstanding leadership as the two-term chairperson of our Food and Consumer Package Goods Marketing Industry Advisory Board. Under his leadership, our program continues to grow and be recognized as the leading program in the country."

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



WMU ROTC Wall of Fame Award

Colonel Michael T. Katona, B.S.'94

**Senior Service College, Eisenhower
School for National Security and
Resource Strategy, National Defense
University, Washington D.C.**

**Selected to command the 193rd
Infantry Brigade, Ft. Jackson S.C.,
June, 2016**

"I consider Colonel Katona the best combat leader I have ever observed. He has no peers in his ability to motivate, inspire and lead soldiers into combat. There is no finer commander in our Army than Colonel Mike Katona."

– Command Sergeant Major Jimmy Carabello, U.S.
Army

SAVE THE DATE



Homecoming 2016, October 7-9. Join us for our 2016 awards program and our annual Homecoming festivities.

In this section, we travel around the world with six alumni, two students and one professor who all have shaped the world in different ways through their experiences and have also been shaped by the countries, cultures and business environments in which they live, work and study.

KALAMAZOO TO KOREA

Q and A with Aimee Jachym, B.B.A., B.A.'04

**Attorney, Miller Canfield
President, Korean Kids and Orphanage
Outreach Mission (KKOOM)**



Jachym with Minho, who was born with small kidneys and has special needs. He currently lives in an orphanage for disabled children, and KKOOM provides financial support so he can get physical therapy and extra care.

You founded Korean Kids and Orphanage Outreach Mission. Can you share why you founded the organization?

The short answer is, KKOOM was founded out of necessity because people wanted to help Korean orphans, and from 2004 to 2007, there was more money coming into my personal checking account than I knew what to do with.

The longer version of the story begins in 2004. After graduating from WMU, I went to Korea to teach English on a Fulbright scholarship, and I also wanted to volunteer at an orphanage. I began tutoring two high school boys in English. As I got to know more about the boys and the other children at the orphanage, I wanted to be able to do more. At the time, I didn't really speak Korean, so it was hard to communicate with the kids and the staff. Based on my observations and what I was able to glean from limited conversation, it seemed like the younger children could use new toys, and the staff told me that the kids needed basic items like socks, underwear and hats and gloves.

I wrote appeal emails and sent them to family and friends and collected around \$5,000 within a few weeks. That Christmas when I went home to the U.S., I bought a bunch of toys and mailed them back to Korea, and then a few weeks later back in Korea, I went to one of the large traditional markets and bought tons of the clothes for the kids.

One thing led to another, and the annual giving campaign continued along with new volunteer projects at the orphanage. By 2007, there was a small group of committed volunteers, and we decided to found KKOOM.

Can you detail through an example how KKOOM has impacted the lives of Korean orphans for the better?

A few years ago I got to know a student who grew up in one of the orphanages in which we work. He was a high school senior and had just gotten into Pusan National University, one of the top universities in Korea. He was attending a vocational high school, which was not preparing him to go to college, so in order to gain admission, he studied tirelessly on his own, watching educational videos and using other study materials. In order to get into top Korean colleges, most students attend cram schools and see multiple private tutors regularly. The guy,

he World

who I later nicknamed “JD,” defied the odds and began college in 2012. When asked what motivates him to work so hard and succeed in school, JD says that he’s driven to become successful so he can be a good father, unlike his own biological father who left him in elementary school.

KKOOM provided JD with scholarship funds of about \$4,000 to help him pay for a computer, books and living expenses in his first year. After that, we provided \$500 per semester for books and living expenses. Last summer, KKOOM sent JD to Boston University for 2 months to learn English and experience American college life. He also spent some time traveling in the U.S. to places like Chicago, Washington D.C., New York and even Kalamazoo, Michigan. JD is now in his last year at university, and he hopes to work for Hyundai, Samsung or another major company.

What advice would you give to someone who is thinking about starting a nonprofit internationally or domestically but to benefit an international population?

Develop an intimate understanding of the population you seek to help. This probably means you need to go there and learn the local language. Find out what other organizations are doing similar work. Perhaps you don’t need to form your own organization, and you can join a movement started by others. I think there’s tremendous value in collaboration and learning from others, so try to recruit others who are smarter and more experienced than you. Finally, any nonprofit needs a good fund development plan, because you need money to help others. If you’re not willing to

raise money, you probably won’t be a very successful nonprofit leader.

How did your WMU education help prepare you for the work you do today?

I had a well-balanced mix of classes during my time at WMU, both in the college of business and across campus. This gave me a broad perspective on local and global issues and gave me a solid base upon which to build my career. I also had great professors who became wonderful mentors and friends—people like Dr. Jennifer Palthe, Dr. Sime Curkovic and Dr. Ann Veeck. They all encouraged me to study abroad and travel, and I’m grateful for that advice. A world view is absolutely imperative regardless of one’s field of expertise.

Since Eddie Mulford was a child, he has traveled to visit family in both Costa Rica and the Netherlands, and that experience ignited a passion to explore different countries and cultures. “I have dreamed of studying abroad since I was 10,” says Mulford. “The people we met and new experiences we had when traveling inspired me. I knew I would want to study abroad during college and have a job that would allow me to travel. I find I learn the most about others and myself when put in situations where I am not completely comfortable and have to problem-solve.”

Mulford has noticed many contrasts during his study abroad in Germany. “First, I can take my time exploring,” says Mulford. “Living in another country has been completely different from any trip I have taken. In the past, I would travel somewhere and try to see everything I could in the short period I was there. Being in Germany for an extended stay has allowed me to relax my

GERMANY



Developing
a New
Comfort
Zone

adventure and spend more time in detailed exploring. I take the same walks to the University and city center every day, yet I still see new things. Days sitting in a café and studying German while observing people have been some of the best.”

Mulford, a constant observer, has also noted many differences in business practices in Germany, including professional distance in the workplace. An integrated supply management major, Mulford has

learned about a variety of business topics and sought out opportunities to see Germany’s renowned logistics and manufacturing quality during his stay.

Mulford was attracted to Germany due to its complex history and its business environment as well as the ability to travel to other countries in Europe during his breaks. For Mulford, this experience has been life-changing. From studying the language, culture and history of the country to witnessing the influx of Syrian refugees firsthand, he is learning a great deal about other cultures and histories. “It is

a globalized world, and I had not realized how little I knew about the rest of the world. I would feel bad talking with new people as they knew so much about America while I knew barely anything about their country. I have grown to have even more of an interest for cultures, politics, businesses and traditions from around the world. I have friends now from many countries and learn from them each day.”



Thomas Thrasher,
B.B.A.'85

Jakarta, Indonesia
Senior Partner,
KPMG Indonesia
Industry: Public
accounting

I have been living
overseas for 25 years.

Career Snapshot:

- I practiced public accounting in Detroit; Los Angeles; Taipei, Taiwan; and Jakarta, Indonesia.
- I am the audit partner-in-charge for Indonesia.
- I am the national energy and natural resources practice leader for Indonesia.



Witsakorn Srisakul,
MBA'90

Bangkok, Thailand
Managing Director,
3X Logistics Co., Ltd.
Industry: Logistics,
customs brokerage
and international
freight

Career Snapshot: I have been working in the international environment with global companies for more than 25 years since graduating from WMU. My career in sales and marketing has been with UPS, FedEx, APL Logistics, DHL Global Forwarding, TNT and now 3X Logistics. I have held key management positions to drive the success of each company's business plan.

Accomplishments in my career include:

- Increasing the market share of FedEx in Thailand from No. 4 to No. 2 in two years.
- Managing large global accounts such as Celestica, Microchip Technology, Philips, Nokia and Ericsson through offering world-class logistics solutions such as international transport; warehousing and distribution; and customs brokerage services.
- Starting a new cross-border trucking service to nearby countries: Laos, Malaysia and Singapore.



Ankit Kedia,
B.B.A.'06

Bangalore, India
Director, Manjushree
Technopack, Ltd.
Industry:
Manufacturing,
food and beverage
containers

Family: I live in a joint family along with my parents, my brother, my wife Puja and my one-year old daughter Avni, all in one house. My uncle lives next to us with my cousins and grandmother, where we share a common boundary wall. Our greatest strength is living together, which helps create a strong bond of trust and a coaching relationship with the elders. At Manjushree Technopack the board of directors includes four members of my family, including my father, brother, uncle and me.

About my city: Bangalore, also known as the Silicon Valley of India, houses some of the world's largest IT and software industries. It has a beneficial central location in south India. In earlier days, Bangalore also used to be known as the Garden City with its lush green landscapes and large parks. This city is an



Sam Abu Bakar,
B.B.A.'93

Kuala Lumpur,
Malaysia
CEO, WMU Capital
Resources
Industry: Finance

- I have worked in the financial industries in Malaysia, United Arab Emirates, and China for almost 20 years.
- Presently, I am CEO of WMU Capital Resources in Malaysia. WMU is a special purpose vehicle company which was newly established in December 2015 as a platform for Private Funds Initiative (PFI) to undertake development projects in the Asia Pacific Region, especially Southeast Asia. Our first project in Malaysia is worth \$3 billion to implement development of wireless communication and housing projects.

important part of the Indian economy and contributes five percent of the Indian GDP.

Career Snapshot: I started my career with Manjushree as an associate director with primary responsibility for production planning and control, having no engineering background. I learned on the job and helped set up an independent planning team, ultimately developing an IT tool to automate the planning process.

In 2010, I joined the board of directors and was given P&L responsibility for the sales and marketing team. I focused on areas where Manjushree barely had a presence. I put my education to use to set up a key account management program within the organization. I also helped to build a dynamic team that helped to gain blue chip clients such as L'Oréal (France) and Diageo (United Kingdom).

In 2015, Manjushree became the largest converter of PET in South Asia with annual revenues of \$100 million and was recognized by the Indian government for its research and development activities. Our company was the winner of the World Star Award from the World Packaging Organization—the highest recognition in the world for packaging excellence.



Saif Yusooof,
B.B.A.'06

Colombo, Sri
Lanka
Managing Director,
Expolanka Freight
Industry: Logistics

- We are rapidly expanding the portfolio of services in the freight and logistics components of the supply chain by introducing new systems in 2016 to warehousing (I Highjump WMS) and in-house-built Transportation TMS.
- We have increased the transport management portfolio from 44 trucks in 2014 to more than 1,200 today.
- We have 740 total permanent employees, and our team is responsible to deliver \$98 million of revenue for the current financial year, and looking to surpass projections.

Senior Alexis Lenderman's study abroad semester in South Africa has been the best and most daunting part of her educational experience thus far. "The theme for my study abroad experience is 'overcoming my fears' because every single thing about this trip has challenged me academically, spiritually and emotionally," says Lenderman. Gaining the confidence to travel outside the country was Lenderman's first step in her journey. "I did a two-week study abroad immersion course in the Dominican Republic. Honestly, if I had not done that trip, then I would not have gone to South Africa. I was scared to travel outside of the country, but the Dominican Republic trip was a warm up for me. Now, I'm in love with travelling and seeing the world!"

SOUTH AFRICA

Study Abroad: An Experience of a Lifetime



Lenderman is taking a challenging course load and is a member of eight student clubs and organizations—most of which focus on service. She is dedicated to having an impact in South Africa through volunteerism during her few short months in the country. She is putting her business

skills to good use in a social entrepreneurship club, where she is working on a micro-financing project for local entrepreneurs. Lenderman has also been able to learn a great deal about the South African political, economic and class environment as it relates to race as numerous protests focusing on the disparities in education, health care, employment, housing, and services have taken place across the country and on her campus during her time abroad.

To say that this has been a life-changing experience for Lenderman is entirely accurate. "I feel connected with the world and so many people. I have gained confidence in who I am and the mark that I would like to leave on the world. Studying and living abroad will get you in touch with and force you to explore who you are as a person—who you are and who you will become."

Where Heritage Meets Multinational Management

As you walk through the college, you hear the strains of music. The smell of food tantalizes. And as you enter a classroom, you see cultural artifacts from across the globe. Yes, this is a business class! You are entering one of Dr. Jennifer Palthe's management courses on multinational management or international human resource management, where students learn about international management topics, global trends impacting multinational firms and various dimensions of cross-cultural management, while also gaining a healthy appreciation for their own cultural heritage and the cultures of others.

As part of these courses, students have to prepare a personal cultural heritage paper and present an artifact related to their culture. Why is this assignment on personal ancestry important to have alongside global management topics? "Many students report discovering things about their family heritage that they never knew previously," says Palthe, professor of management. "This experience serves to strengthen students' awareness

of their cultural identities and how those identities influence their personal behaviors or preferences today. Students get to share artifacts associated with their heritage with their classmates such as a flag, ornament, heirloom or food item. This promotes conversations among students with similar or vastly contrasting family histories."



Palthe's courses explore globalization, business ethics, global technology, the emerging role of women in business worldwide and the changing nature of the global workforce.

Students also learn about the business practices of other countries, including differences in handshakes, hand gestures, and time and space orientation. By learning about these variances, students gain a stronger appreciation for how managers from nations with a more indirect communication style and fluid time orientation may perceive managers from a nation with a more direct communication style and fixed time orientation. "We also explore various cross-cultural dimensions such as individualism, collectivism, power distance, locus of control and long-term orientation, says Palthe. "These dimensions provide students with a framework to analyze value differences and enhance their understanding of behavioral variations around the world."

Class Notes

1950

Robert L. Rizzardi, B.S.'50, has written his life story and plans to make the autobiography available to WMU.

1980

John P. Miutz, B.B.A.'80, was promoted to retail development manager at the Virginia Lottery after serving as marketing manager at the organization for 17 years.

1982

Derek F. Petrak, B.B.A.'82, of Petrak & Associates, Inc., is celebrating his 20th anniversary with the company.

Karl R. Roelofs, MBA'82, worked for Lear Siegler/Smiths Industries as a cost accountant for 24½ years. He has been a realtor in the Grand Rapids area for the past 14 years.

1992

Jennifer Ruggles Richards, B.B.A.'92, has earned the credential, Certified in Volunteer Administration, by the Council for Certification in Volunteer Administration. She is the human resources and volunteer services manager at Interlochen Center for the Arts.

1993

Christopher P. Meyers, B.B.A.'93, joined SpartanNash as chief financial officer. He previously held the position of CFO at KeHE Distributors.

Eric B. Simms, B.B.A.'93, joined MarketSource Inc., an Allegis Group operating company, as director of commercial client services and recently became a franchise owner of School of Rock in Johns Creek, Georgia.

Andrea Meyer Thomas, B.B.A.'93, was promoted to director of marketing for InterVarsity Christian Fellowship, a national inter-denominational campus ministry.

Andrew D. Widner, B.B.A.'93, MBA'98, operates a successful business with his wife in downtown Kalamazoo. The Spirit of Kalamazoo is a part of a host of exciting businesses in the downtown area.

2000

Brian C. Burch, B.B.A.'00, was honored by the Grand Rapids Business Journal as one of its "40 Under Forty" for 2015. Burch is the founder and managing partner of the public relations firm Burch Partners. Starting with just two clients, Art Prize and Start Garden, the firm has grown to 26 clients in three states in just two years.

Myla D. Edmond, B.B.A.'00, was hired as director of marketing and communications at the University of California Education Abroad Program.

2003

Matthew P. Quardokus, B.B.A.'03, has joined Hall, Render, Killian, Heath & Lyman as an attorney.

2004

Alison G. Dunleavy, B.B.A.'04, was hired as a staff accountant at UHY LLP.

2006

Justin M. Hartman, B.B.A.'06, was hired as assistant controller at Midwest Orthotic and Technology Services in South Bend, Indiana.

Amy L. Larson, B.B.A.'06, is now a foundation associate with The Spectrum Health Foundation and Helen DeVos Children's Hospital Foundation. Larson also serves as volunteer coordinator on the board of the Spectrum Health Young Professionals external committee and was nominated for the Unsung Hero Award by the group. Larson is a triathlete and one of five Michigan residents to compete in the "Escape from Alcatraz" triathlon in San Francisco, California.

2007

Payal Chadha, B.B.A.'07, recently received her doctorate in finance from Swiss Management Center.

2008

Tamara D. Warren, B.B.A.'08, has completed her MBA at Northwood University in Lansing. She recently celebrated four years at the Michigan Senate as an enrolling clerk.

Matthew N. Babbie, B.B.A.'08, was hired as a staff accountant at UHY LLP.

2010



Katie McMunn Thompson, B.B.A.'10, and her husband welcomed their first child, a baby girl they named Kendall.

2011

Anne E. Badeusz, B.B.A.'11, was promoted to marketing associate and received her Marketo certification.

Alvin J. Hills, IV, B.B.A.'11, was honored by the Grand Rapids Business Journal as one of its "40 Under Forty" for 2015. Hills is the co-founder and executive director of Endless Opportunities, a nonprofit that focuses on mentoring male African American and Latino youth to help them succeed in school and prepare for the future.

2013

Brian LePine, B.B.A.'13, was hired as a staff accountant at UHY LLP.

In Remembrance

John D. Sheppard, professor emeritus in accountancy, died Oct. 15. He was 83. Sheppard retired in 1992 after 27 years of service.

He joined WMU as an assistant professor of accountancy in 1965, and he became an associate professor in 1970. He earned bachelor's, master's and doctoral degrees from the University of Missouri.

WMU and the Haworth College of Business: Global Engagement Snapshot

WMU's Haenicke Institute for Global Education reports that there was a 15% increase in the number of students who studied abroad during the 2014-2015 academic year. International student enrollment also grew by 9.8% during the same period. The 2015-2016 academic year should see a record number of business students study abroad.



In addition to supporting semester-long study abroad programs, the Haworth College of Business has developed business-specific, short-course study abroad programs, ranging from two to three weeks. The college currently offers courses in Chile, the Dominican Republic, Ghana, Germany, India and Thailand.



All students who study abroad receive a scholarship from the Haworth College of Business to support their international experience. The college awarded more than \$113,000 in scholarships in calendar year 2015 and expects to award \$140,000 in 2016. These awards make study abroad more accessible for students.



The footprint of the business alumni community globally extends to more than 90 countries. With both alumni who studied at the college as international students and U.S. alumni living and working internationally, the alumni community across the globe has never been stronger.

Just Business

Business Blog Debuts

Just Business is focused on topics that speak to different aspects of the business landscape. Posts to date have explored happiness at work, global business and entrepreneurship, with others on the way. Business is universal, connecting to all fields and all people. Blog posts capture that perspective and delve into the latest thinking in different areas of the business world. The goal is to provide the community something fresh yet applicable—and to encourage a moment to read, reflect and re-focus.



Join the conversation at
justbusinesswmu.wordpress.com.