



BREAKING GROUND

BROAD COLLEGE OF BUSINESS
2017 ANNUAL REPORT

LETTER FROM DEAN SANJAY GUPTA

Reflecting upon our year at the Broad College of Business, a reciprocal theme of “ground breaking” and “breaking ground” resonates. The face of the college is changing, and I’m excited to share highlights from the year in our 2017 Annual Report.

By the time this report reaches you, the Broad College will be celebrating the beginning of a new chapter at the ground breaking ceremony for the Business Pavilion. This project is completely unique to us, and it will represent the next phase of higher education. The Pavilion will enhance the Broad student experience, as it is designed to foster collaboration and team work. Its state-of-the-art facilities will position the college at the forefront of technology, connectivity, and sustainability, and will provide our community with the resources it needs to thrive beyond the classroom.

It is because of the support from our alumni, faculty, staff, students, and friends that we can turn the page to this chapter, and I am excited to share some of their stories in this report.

In a figurative sense, the Broad College is breaking ground with our new innovations and research; our commitment to social impact and diversity; and our students’ remarkable achievements. From our newly admitted undergraduates to doctoral students, to our faculty, and especially in our master’s programs, we are growing and introducing new curriculum that position the Broad College at the forefront of business education.

Yet, at our core, the Broad College remains committed to our foundation, our values, and our mission. The foundation – the “ground work” as it is laid out in this report – of our community is a commitment to developing transformational leaders who make business happen. A ground breaking ceremony and breaking ground in business education are the ways we’re striving to be a top-of-mind business school by way of brand recognition, the reputation of our people, and the rankings of our programs.

As Spartans, we are empowered to make an impact on the world and to make tomorrow a better place. As a Broad College community, we have the vehicle to build tomorrow’s business.

WHO WILL? SPARTANS WILL.



SANJAY GUPTA

Eli and Edythe L. Broad Dean



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GROUND BREAKING

Inside the Broad College, groundbreaking academic research, student innovations, and revamped curriculum position Broad as a leader in business higher education.

ENHANCING THE STUDENT EXPERIENCE

MODERNIZING OUR FACILITIES

GIVING STUDENTS THE TOOLS TO SUCCEED

BROAD'S NEXT CHAPTER

RENDERING OF THE PAVILION ATRIUM

ENHANCING THE STUDENT EXPERIENCE

Strategic investments in spaces will enhance the Broad College student experience through collaboration, team work, and building relationships.



GIVING TUESDAY

On November 28 Spartans celebrated Giving Tuesday, a global day of giving. The university selected campaigns across campus to support, one of which was the Pavilion. Following a social media campaign to reach Broad's global community, gifts totaled \$16,495, more than three times the original goal and the highest total across all of the university's Giving Tuesday campaigns.

OUR COMMUNITY RAISED
\$16,495
IN JUST ONE DAY

The Gaynors Invest in Entrepreneurship

Larry (BA Accounting '77) and **Teresa Gaynor's** gift to the Pavilion taps their personal experiences in entrepreneurship to inspire the next generation of innovators. Larry serves as the president and CEO of TNG Worldwide, and Teresa is the company's executive vice president; both have seen the family's business evolve over time and taken it to a global level. The Gaynor Entrepreneurship Lab, named for their \$3 million gift commemorating the 40th anniversary of Larry's degree from the college, will feature the latest technology to give the space a modernized feel and will enhance the experiences of Broad's entrepreneurial students. "The business advice I give to everyone is to find one idea you're passionate about and pursue it all costs. This lab will be the place where Spartans take their first step toward achieving their greatest ideas, so it's critical for students to have access to world-class resources," Larry said.

Building Relationships from Day One

Kim Popovits (BA Hospitality Business '80), chairman, CEO, and president of Genomic Health, and husband **Pat** decided that the most meaningful way they could invest in Broad's future was to create a space where students could cultivate relationships – similar to the ones they share with the Broad community. "It is natural to want to give back, yet challenging at times to figure out 'how' in a manner that supports one's values and desired impact. Donating smartly is an art that can be cultivated through relationships like the one we have developed with the leadership of the Broad College of Business. The vision and clear deliverables being executed by this team, on behalf of our future business leaders, is both compelling and inspiring. It is a privilege to play a small role in bringing state-of-the-art facilities, along with a world-class education, to well-deserving Spartans," Kim said. A large team room, where relationships can begin developing from students' first day in the Broad College, will be named to honor the Popovits family.

FROM LEFT TO RIGHT:
 LARRY AND TERESA GAYNOR,
 KIM POPOVITS, CRAIG MENEAR,
 TIMOTHY AND KAREN O'DONOVAN, AND
 KRISTEN AND CHRISTOPHER CHARLTON



CRAIG A. & DAWN G. MENEAR
 STUDENT LOUNGE

Investing Outside the Classroom

As any professional will say, business is just as much about relationships and networking as it is developing hard skills. With this in mind, Broad alumni are investing in spaces where students can engage outside of the classroom, where they will build invaluable connections with one another to last a lifetime:

Christopher Charlton (BA Business '76) and his wife **Kristen** pledged \$1 million to the Pavilion to create a café to bring students together and build connections in an inviting area that fosters relationships, which balances the academic and social aspects of a business education. "MSU has been an integral part of my journey through life. I loved every minute and wanted to continue to express my appreciation in a meaningful way," Chris said. "My hope is to inspire future Spartans to succeed and then remember those who have been a significant part of their lives."

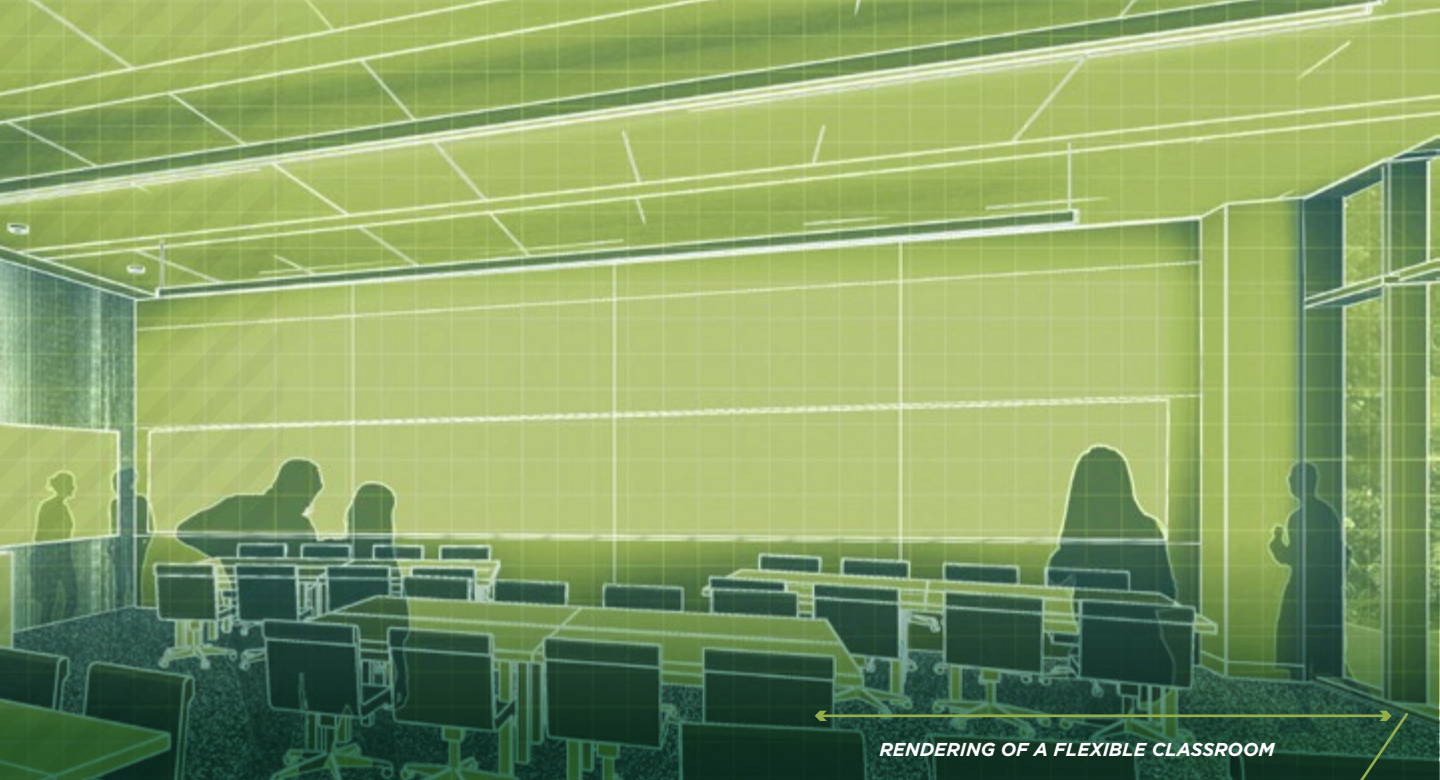
Craig Menear (BA Business '79) and wife **Dawn** committed \$500,000 to establish the Craig A. & Dawn G. Menear Student Lounge for undergraduates. The Home Depot CEO says he got from "there to here" through hard work, and because people were willing to invest in him. Now, it's his turn: "Michigan State was a great economic opportunity to be able to get a great education and a great life," he said. "I am very happy to be able to give back some of what was given to me."

Timothy (MBA '69) and wife **Karen** (BA Education '70, MA Education '91) **O'Donovan's** generous \$1 million gift will name a student lounge for MBA students. During his time as an MBA and hers as an undergraduate, the O'Donovans lived off campus and faced tough commutes to class. "Since most MBA students live off campus, having a convenient location to relax, socialize, and perhaps even study between classes would be a great lifestyle improvement since my days as an MBA student nearly 50 years ago. Karen and I are delighted to make this contribution to the Business Pavilion project," Timothy (Tim) said. After earning his MBA, Tim spent 39 years working at Wolverine Worldwide, where he was CEO from 2000 to 2007.

GRADUATING SENIORS GET COMPETITIVE

In an effort to support the Pavilion – while also tapping the Broad competitive mindset – the undergraduate class of 2017 created a cross-department competition to support pavilion construction. Using an online platform, students, faculty, alumni, and friends supported their chosen department in a race to raise the highest amount of donations. Gifts ranged from \$1 to \$500, and totaled \$4,172.

\$4,172
RAISED BY THE
SENIOR CLASS OF 2017
FOR THE PAVILION



RENDERING OF A FLEXIBLE CLASSROOM



RENDERING OF A TIERED CLASSROOM

MODERNIZING OUR FACILITIES

Cutting-edge technology and modernized facilities will position the Broad College's physical space for a sustainable future, and students with the resources they need to thrive beyond MSU.

Welcome to the Pavilion

Bob (BA Accounting '64) and **Anna Lou Schaberg's** history of giving to MSU allows them to impact many aspects of the university: faculty research, scholarships, curricular innovation, and most recently, the Pavilion. The Schabergs' gift was the first major commitment to the Pavilion project. Their gift spurred the generosity of others and accompanies their investment in an endowed faculty position.

Fitting that it is the first space visitors will experience, the Pavilion's entry plaza will be named for the Schabergs' instrumental \$2.1 million gift, and it will serve as a welcome center for all entering the building. "It is important to have universities that support inclusiveness and access. We believe that investing in MSU enables students from a lot of different backgrounds to succeed," Bob said.

EY Virtual Space Differentiates Analytics Offerings

EY's \$1 million gift to the Broad College will enhance students' analytics curriculum in a completely new way. By creating the Collaboratory, EY will develop cloud-based infrastructure and curriculum under the EY brand, exclusively for MSU's business-minded students. This virtual learning environment will represent an experiential learning model not seen in other top business schools, allowing for more collaboration between students and faculty, and differentiating Broad's curricular approach.

1ST MAJOR GIFT TO THE PAVILION

Couple Pays It Forward by Giving Back

Bob (BA Accounting '89) and **Paula Driessnack** met while Bob was a student at the Broad College, but they never imagined their Spartan experiences would last long after they left East Lansing. Since the Driessnacks relocated to the Seattle area, where Bob is now the chief financial officer of PrimeLine Utility Services, they've remained connected to their Spartan roots: Bob served as president of the Broad College Alumni Advisory Board and, drawing from their personal struggles making ends meet as students, the family has established numerous scholarships for students needing tuition assistance. But the couple recognized the critical importance of environment to the learning experience and knew from firsthand experience that Broad's facilities needed attention. The Driessnacks' \$650,000 investment will name a flexible classroom and team room to create space for students to learn together. "To us, classroom and team rooms reflect both the learning and the collaboration needs students have to have to succeed in business today and going forward. Flexible, technology-enabled space is what we need to prepare people to become members of various-size businesses or to pursue entrepreneurial ventures," Bob said.

“To us, classroom and team rooms reflect both the learning and the collaboration needs students have to have to succeed in business today...”

— BOB DRIESSNACK

Eston Gift Pushes Pavilion to “Go Green”

By establishing the **Scott and Pat Eston** Fund for Sustainability, the Broad alumni couple (both BA Accounting '78) will ensure that the Pavilion epitomizes the Spartan mantra of “Go Green!” The Estons' strategic investment in sustainability will ensure the Pavilion achieves a high LEED status, masters energy efficiency in its operations, and supports cutting-edge technologies that reinforce MSU's commitment to the environment. The Estons also recently pledged \$1 million for the Financial Markets Institute, undergraduate scholarships, and research in the Department of Accounting and Information Systems.

Two-Part Gift

Houston Striggow (BA Hospitality Business '75), co-founder and COO of acclaimed confectionery SusieCakes and a member of both the Broad College of Business and School of Hospitality Business alumni boards, has doubly pledged his support to the new Business College Pavilion. A personal \$50,000 pledge will name an interview room in Striggow's honor.

As he spoke at the School's Newest Alumni Brunch in May, he announced another gift: a collective named gift, in the name of the School of Hospitality Business Class of 2017, which he had seeded with a pledge of \$2,017. "I want all of you to have a unique place at the Pavilion - something with your name on it," he said. With that, he challenged those in the room to join him in pledging toward this gift. On the spot, faculty and other alumni matched Houston's pledge for the graduating class.



WITHIN THE PAVILION

- TEAM ROOMS
- INTERVIEW ROOMS
- FLAT CLASSROOMS
- TIERED CLASSROOMS
- TEAM EFFECTIVENESS LAB
- MULTIPURPOSE ROOM
- MBA LOUNGE
- CAFÉ
- CAREER MANAGEMENT SUITE
- GRADUATE PROGRAM OFFICES
- CENTER OF CENTERS
- MEDIA STUDIO

GIVING STUDENTS THE TOOLS TO SUCCEED

Resources to hone students' soft skills and improve employers' experiences on campus will guide students in their critical first steps as professionals.



RENDERING OF THE RUSSELL E. PALMER CAREER MANAGEMENT CENTER

Overhauling Broad's Career Management

The Russell E. Palmer Career Management Center, commemorating **Russ** (BA Accounting '56) and **Wendy Palmer's** \$2 million gift, will house both undergraduate and graduate career services in a centralized space, making them more accessible to the entire student body. It will serve as a headquarters for career advisors and services, employer engagement, and professional development. "The Pavilion will enhance our position in the forefront of helping our students make the right career choice. The new career management center will offer enhanced, state-of-the-art career services to provide comprehensive, top-flight means for students to research areas of employment, connect with alumni for advice, and direct them to specific companies within their geographic areas of interest," Russ said. Russ is chairman and CEO of the Palmer Group, former CEO of Touche Ross International (now part of Deloitte), and former dean of the University of Pennsylvania's Wharton School of Business.

Deloitte Fosters Employer Student Relationships

With a \$1 million pledge to the Pavilion, **Deloitte** will impact the experiences of both students and employers with the gift of an interview suite. With the Pavilion's heightened focus on enhancing students' experience from entry to exit, the interview suite represents spaces where students make the leap into their professional careers. Employers will maximize the modernized, technology-equipped space to improve recruitment efforts.

Media Studio Enhances Broad Communication

Delivering on its modernized approach to education and the student experience, alumni are investing in ways to impact all aspects of business education - of which one fundamental skill is communication. On the first floor of the Pavilion sits the **Julie Fasone Holder & John Holder** Family Media Studio, equipped with state-of-the-art audio, video, and technology enhancements to promote the Broad College to global audiences. During her career at Dow Chemical, Fasone Holder (BA Business Administration '75) ran public affairs, among other responsibilities, and today she runs her own management advising firm, JFH Insights. Developing effective communication skills is what drew the couple to the media studio as a way to influence generations of Broad students to come, and daughter Gina, also a Spartan alumna (BA Journalism '11), reinforced the family's vested interest in communication. "I've always believed in the value of good communication skills; whether listening or speaking one-on-one or to large audiences, and thought it was a great place to marry the interests of our entire family with the interests of the Broad College," Fasone Holder said. "My hope is for students to become good communicators and realize the value of these skills as they make their way through business and life," she said.

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BROAD'S NEXT CHAPTER

Like the students, faculty, and staff at the Broad College, the Pavilion represents excellence, pride, connectedness, and impact. What you see today is a preview of our future—as a business school, and as a community.

<----- OUR COMMUNITY HAS A STORY BEHIND BUILDING BROAD'S FUTURE



BROAD'S NEXT CHAPTER

Like the students, faculty, and staff at the Broad College, the Pavilion represents excellence, pride, connectedness, and impact. What you see today is a preview of our future—as a business school, and as a community.

EVERY GIFT TELLS A STORY

Lear Gift Names Lobby

Through its charitable foundation, Michigan-based Lear Corp. and its employees gave more than \$1.5 million to the Pavilion. The company, which has a history of giving to the college, pledged a five-to-one match for every dollar Lear employees gave to the building. To date, 101 employees have made a contribution; to commemorate the gift, Broad named the Pavilion lobby the Lear Corp. Lobby. Broad College alumni Jason Cardew, a Lear vice president, and Ray Scott, Lear executive vice president and president for seating, worked collaboratively with the college to maximize the impact Lear will have on business students and the university.

Young Alumnus Invests in Team Work

A gift of \$100,000 to the Pavilion from **Michael Prunte** (BA Supply Chain Management '07) will name a team room in his honor. Just over a decade into his career, Prunte quickly climbed in his career and today is director of supply chain advisory services at WG Consulting. His reputation for superb operations and workforce management is built on a strong foundation of collaboration and managing teams, which are cultivated through business education. With his gift, Broad students will have a space to build these critical skills.

Young Alumnus Matches Gifts

Kyle Welch (BA Hospitality Business '09) used his franchising expertise when he committed to building his own gift upon those of current students. This Chicago Scoops, LLC president, who owns 37 Cold Stone Creameries (making him Cold Stone's most substantial franchisee) and two Little Caesars Pizzas in Chicagoland, committed to match every current student's contribution to the Pavilion. Welch, named the 2017 Spartan Innovator at Chicago's annual Spartyball, committed more than \$6,000 total throughout the year.

MBA Alumna Rallies Classmates

Having worked as a brand manager for the likes of Hershey's, Mike and Ike, and Hot Tamales, **Koren Ivie** (FTMBA '09) is no stranger to finding a sweet spot to promote a product or goal. Ivie committed \$10,000 to the Pavilion, and she reached out to every one of her 2009 MBA classmates to challenge them to donate \$100 a month to the building through December 2017 or even to match her donation of \$2,000 a year for five years. "Each of us can help support the Business Pavilion construction, which will position future students with the resources they need to thrive in the rapidly changing work force," Ivie said in her letter.

Troy Campus Alumnus Invests in East Lansing

David DeGroff (EMBA '09) did not need geographic proximity to determine his commitment to Broad students. DeGroff, a regional sales manager for Bohler-Uddeholm, earned his Executive MBA degree on the Troy campus but recognized the power the East Lansing campus holds for the Broad community. While his time at Broad differed from that of many Spartans, DeGroff's gift represents an investment in the Broad community as a whole.

Google Space

Working for Google, **Daniel Muskovitz** (BA Marketing '08) is no stranger to modern workspaces that allow employees to unleash creativity to problem-solve. With less than a decade of professional experience, Muskovitz already recognizes the importance of learning in a team-based environment and that students need the right kind of space in which to do so. His gift will support collaboration spaces in classrooms to enhance students' experiences and prepare them to work in teams when they begin their careers.

FACULTY & STAFF COMMITMENT



"As an educator, I am strongly convinced that our learning space should reflect the philosophy and values of modern education, namely **collaborative, immersive, and experiential learning**. The Pavilion will become a significant opportunity to empower our top-notch students and faculty to engage in world-class learning. It will also become a symbol of the Broad College's commitment to attracting high-caliber students, faculty, and recruiters. I am proud to be associated with this ambitious goal.

VALLABH SAMBAMURTHY

Eli Broad Professor, Department of Accounting & Information Systems, and Associate Dean for Outreach and Engagement. Sambamurthy has served on the Broad College faculty since 2002.



"As a staff member in the Broad College of Business, I felt compelled to give to the Pavilion as I've seen how much the College has grown in the past several years. Our space needs to reflect this growth and change, and represent what and who we are. The Pavilion will do this – and **allow us to continue growing and looking into the future for our students**. I'm excited to see the changes in the college and what it means for both the students and MSU. Go Green!"

RONDA BUNNELL

Educational Program Coordinator, MSU-CIBER (International Business Center).



"As an alumnus and assistant dean, I have seen first-hand the inspiration and impact a world-class business education can provide. Our faculty have been developing business leaders for years in facilities that haven't matched the quality of instruction. I wanted to help **create a transformational learning environment** worthy of a top-of-mind business school and to support our students, the next generation of business leaders.

I joined the building committee to share what we've learned from the design, construction, and operation of the Henry Center for Executive Development—to help ensure that the details of the Pavilion's learning environment are considered, enriched, and transformational."

DAVE FRAYER

Assistant Dean for Executive Education & Professional Development. Frayer received his bachelor's, master's, and doctoral degrees from the Broad College, and he has served on the college's faculty since 1995.

BREAKING GROUND

The Broad College's academic research, student innovations, and revamped curriculum demonstrate how the college is breaking ground as a leader in business higher education.

THE REACH OF OUR RESEARCH

MASTER'S MILESTONES

COMPETITIVE EDGE

MAKING AN IMPACT

EXTREME GREEN 1: BUILDING CREATIVE CONFIDENCE 

PHOTO BY MATTHEW DAE SMITH

THE REACH OF OUR RESEARCH

The Super Marketing behind the Super Bowl

One week before the New England Patriots faced the Atlanta Falcons in Super Bowl LI, **Ayalla Ruvio**, assistant professor of marketing and expert in applied consumer behavior, placed her own bets on how brands would run their best marketing plays. While social media has changed the game in recent years, she said effectiveness still comes down to playing to consumer emotions, entertainment, and relationships. Ruvio predicted that brands like Budweiser and Procter & Gamble would continue focusing on creating an emotional connection with their consumers, while Doritos would keep reaching out to their audience in a funny, interactive, and entertaining way. *Yahoo! Finance* and *CNBC* both cited Ruvio's research in Super Bowl advertising coverage in relation to how advertising changes in turbulent times.

Hospitals Put Data at Risk

Research co-authored by **John (Xuefeng) Jiang**, associate professor of accounting and information systems, sounded an alarm for people checking into hospitals: nearly 1,800 large data breaches of patient information occurred over a seven-year period. By closely examining U.S. Department of Health and Human Services data, the group of researchers found that 216 hospitals reported breaches, and 33 experienced more than one breach. Data ranging from social security numbers to medical history are placed at risk, and patients are oftentimes unaware until it is too late. Originally published in *JAMA Internal Medicine* (2017), articles in *Forbes*, *NPR*, and *Consumer Reports* cited the team's findings.

THIS YEAR, OUR RESEARCH WAS PUBLISHED IN:

Forbes, *Wall Street Journal*, *Consumer Reports*, *CNBC*, *Yahoo! Finance*, *Fast Times*, *The Conversation*, *Vedomosti*, *Raw Story*, *San Francisco Gate*

United Airlines and Uber Ignite Social Activism

Social media has the power to make or break a business – and to amplify the break. Case in point: research from **Anjana Susarla**, associate professor of accounting and information systems. Her timely research examined the likes of United Airlines and Uber, which faced tremendous challenges when bad publicity exploded over social media with responses, opinions, boycotts, and fallouts. After closely examining the mechanisms that amplified United and Uber's issues, Susarla says that it is more critical than ever for companies to honor their customers' opinions, and that companies need to communicate clearly and proactively to keep consumer trust when it's violated. Susarla's research appeared nationally on *Associated Press* wires and *Sirius XM*.

Workplace Research, Culture, Diversity, and Independence

When it comes to workforce empowerment, **Sriram Narayanan**, associate professor of supply chain management, and *Peckham Inc.* are on the forefront of real-time research impact. Their partnership began two years ago, looking at how employee diversity and disabilities influence operations as a way to advance *Peckham's* mission to promote employee independence. With seed funding from the *Peckham Foundation* and *Demmer Center for Business Transformation*, Narayanan, *MSU College of Engineering* colleagues, and *Peckham* conducted quantitative and archival data analysis, held conversations with stakeholders, and collaborated closely with company leadership to turn findings into strategies. As a result of understanding the breadth of issues involved in creating a team of employees from different cultures and disability types, *Peckham* saw a systematic increase in plant productivity.

Fund Managers Need to Take Risks

Mutual fund managers should not be afraid to take risks and fail, says a new study coauthored by **Andrei Simonov**, professor of finance. His study follows career trajectories of a representative group of mutual fund managers for over a decade, pointing to a flaw in hiring strategies. Managers are hired based on their experience, pedigree, and other factors, but not on their ability to stomach portfolio return volatility. As a result, loss-averse individuals who by chance end up managing risky funds underperform their gutsy peers by 1.2 to 2.1 percentage points annually. These loss-averse individuals avoid disastrous returns and dismissal in the short term, but eventually underperformance catches up with them and they lose their jobs (100 percent of loss-averse managers versus 17 percent of non-loss-averse managers within 10 years for risky funds). Simonov's research was published by *Review of Financial Studies*, and articles in the *Wall Street Journal*, *Irish Times*, *9:29 Magazine*, *Value Walk*, and *CIO* cited the study.

Helping Co-Workers Can Wear You Out

Researching workplace trends and job performance, **Russ Johnson**, associate professor of management, found that too much of a good thing can be a bad thing. His research proved that helping co-workers can hinder job performance because mental and emotional energy was spent on someone else. Help in small doses, he suggests, without compromising your own focus. Originally published in *Journal of Applied Psychology* (2016), Johnson's research appeared in *Men's Health*, *Fast Company*, and on *NBC's Today Show*.

To Prescribe or Not to Prescribe?

Prescriptions aren't based solely on medical recommendations. Published in *Journal of Consumer Research* (2017), research led by **Irina Kozlenkova**, assistant professor of marketing, investigated the trade-offs doctors face between medical and non-medical factors regarding life-enhancing drugs and treatments. At times, doctors prescribe medicine to patients who do not meet federal guidelines – but believe the treatment will improve quality of life.

MASTER'S MILESTONES

Broad College's master's programs advanced their curriculum offerings, scholarships to promote student success, and innovations in and out of the classroom. Undoubtedly, these groundbreaking enhancements contributed to the programs' improved national rankings and our graduates' career success.

MS Supply Chain Management

- *U.S. News & World Report* ranked Broad's graduate SCM program as #1 in the country for the first time, joining the undergraduate program's #1 ranking for the sixth consecutive year.
- After introducing a hybrid degree that offers online and in-residence curriculum, the 2017 cohort enrollment jumped 20 percent from 2016 enrollments.
- Restructured and condensed curriculum, which improves productivity and access for students, and enhances their overall experience.

MS Business Analytics

- Launched the first ever Data Science Club, which has already attracted more than 200 students and coordinated more than a dozen workshops and speakers.
- Secured 100 percent job placement rate for graduates.
- Students participated in 12 hands-on analytics projects, which included on-site visits, working alongside corporate partners on real-time business analysis, and making formal presentations. Partners included: Blue Cross Blue Shield, Carhartt, Centurion Medical, Dow, Farm Bureau Insurance, Great Expressions Dental, Kantar, Meijer, MSU Hockey, Sunset Produce, Urban Science, and Valassis.

MS Marketing Research

- Program has more than quadrupled in size since its establishment in 2011 (from 19 students to nearly 100 per academic year).
- Ranked #1 among U.S. master's programs in marketing research, according to 2017 *College Choice* and *TFE Times* rankings of marketing graduate programs, and second highest awareness of marketing research programs, according to the GreenBook Research Industry Trends (GRIT) Report of the market research industry.
- Boosted the John Gongos Scholarship by raising more than \$35,000 in scholarship funds at the annual John Gongos Scholarship Event.
- Added new online program electives, in which industry executives lead online courses in their areas of expertise.

MS Finance

- *TFE Times* ranked the program among the top 20 in the U.S.
- Two-thirds of students are career professionals in finance with an average of nine years of experience in banking, investment management, and funds management.
- Added Korea Land Housing Corporation, Korea Housing Finance Corporation, and Korea Financial Telecommunications & Clearings Institute to program's list of company partners.



MS Accounting

- Successfully introduced a new accounting analytics course; in collaboration with large public account firms, have incorporated analytics cases and projects into tax, auditing, and management accounting courses.
- Solidified partnerships with seven of China's top accounting programs to attract the best undergraduate students into the dual-degree MS program. The program also expanded its relationships with top Chinese employers to secure international career opportunities for Broad graduates.
- Enhanced international student engagement through the award-winning Master's in Accounting Preparation Program (MAPP), the mentor-mentee program, and social events organized by the student leadership board to foster personal relationships and increase cultural awareness.

MS Hospitality Business

- Awarded over \$70,000 in research and tuition scholarships to students, which included a new \$25,000 tuition scholarship.
- Enhanced Hospitality Business Student and Industry Resource Center offerings for master's students, which included Career Expo; hosting 80 employers at the School's career fair; and the Spartan Sponsors Mentor Program, which paired students with hospitality business alumni and practicing professionals in a one-year professional mentorship program.

MS Management, Strategy, and Leadership

- Ranked #16 in *U.S. News & World Report* ranking of online graduate business programs.
- Just three years after launch, the program graduated 126 students in the last academic year, with current enrollment reaching nearly 400 students.
- More than 50 graduating students traveled to campus to participate in the university's commencement — despite the fact that they live across the country.

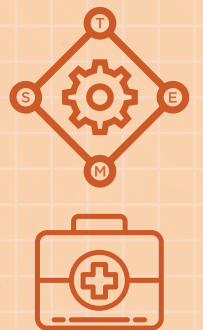


Developing New Master's Programs

Broad plans to expand its curriculum offerings to students with professional backgrounds outside of business by adding two new master's programs. Subject to university approval, these programs could launch in 2018/2019.

The **MS in Management Studies** offers business curriculum to science, technology, engineering, and math (STEM) professionals, positioning graduates to contribute to the management of their organizations.

The **MS in Healthcare Management** will transform healthcare administrators, professionals, and service providers into healthcare leaders with business acumen.



COMPETITIVE EDGE

A competitive edge, entrepreneurial spirit, and sharp tenacity defined the Broad College culture.

Teamwork Accelerates Competitive Edge

- As a result of the **Extreme Green III** competition, Full-Time MBA winners presented a futuristic business plan to business partner GM, resulting in an invitation to the North American International Auto Show as GM's guest.
- Five MS in Marketing Research students placed first in the written competition, and second overall, in the annual **Sawtooth Software Marketing Analytics Consulting Challenge**. During the competition, teams from 12 schools developed solutions for partner Sylvan Learning Center using Sawtooth analysis software.
- MSU's debate team finished second in the **Wayne State University George Ziegelmüller Ziggy Invitational**. Broad's Christian Rodriguez (BA Accounting expected '19) and his partner defeated two teams from the University of Michigan in the quarterfinal and semifinal rounds, eventually falling to a team from Harvard University in the final round.
- Five teams of undergraduate Residential Business Community (RBC) members competed in the **MSUFCU Financial Literacy Case Competition**, where they presented strategies to educate college students on the benefits and pitfalls of using credit cards. The event awarded students \$2,500 in scholarship money.
- Broad undergraduates placed third at the **Venture Capital Investment Competition (VCIC)** regional competition at the University of Chicago, in Broad's first appearance at the competition.
- Financial Markets Institute (FMI) sophomores took first place honors at **William Blair's Midwest Investment Banking Competition** at the firm's Chicago headquarters. The students, advised by alumnus Eric Van Dam (BA Finance '07), prepared and delivered a sell-side pitch to a team of Blair bankers.
- Accounting undergraduates placed second in the regional **Audit Innovation Campus Challenge**, sponsored by Deloitte. Another team of accounting students placed second in the regional 2016 Deloitte **FanTAXtic Case Study Competition**.
- A team of freshmen enrolled in Business Intelligence Resources (BUS 291) pitched a multicultural-targeted business plan in **Target Corporation's case competition**, winning a \$2,500 prize.



FROM TOP TO BOTTOM: STUDENTS COMPETING IN THE SAWTOOTH SOFTWARE MARKETING ANALYTICS CONSULTING CHALLENGE, MSUFCU FINANCIAL LITERACY CASE COMPETITION, VENTURE CAPITAL INVESTMENT COMPETITION, AND WILLIAM BLAIR'S MIDWEST INVESTMENT BANKING COMPETITION

MBA's Thrive in Culture of Entrepreneurship

From startup ventures to successful franchisers and everything in between, the Broad MBA has earned a reputation as a hub for entrepreneurs. In the classroom, they hone business skills to thrive in the workforce; but it is outside the curriculum where they unleash their talent.

- Two MBA startups placed in the top five ventures – out of more than 40 start-ups – presented at the **Broad Business Model Competition**.
- AgriTech, the startup venture of Abhishek Jindal (FTMBA '18) and Hariharan Ramasubramanian (Accounting PhD) placed third in the Broad Business Model Competition and earned an invitation for the founders to attend and present at the **Clinton Global Initiative University Meeting**. AgriTech partners with farmers in India's dense urban areas to help them adopt vertical farming techniques to increase farm output without financial risk or burden.
- Rose Glendinning (FTMBA '17) brought entrepreneurial experience as a Biggby Coffee shop owner to the MBA program, and enhanced her suite of business expertise with an MBA concentration in human resources. Her leadership acumen, passion, and drive garnered her a position on the **Poets & Quants "2017 Best MBA"** list and a Broad College award for exceptional MBAs named in her honor.
- Students established the **MBA Entrepreneurship Club** to advance ventures through resources, partnerships, and engagement.

“From start-up ventures to successful franchisers and everything in between, the Broad MBA has earned a reputation as a hub for entrepreneurs ...”

Broad Business Model Competition Showcases Top Student Ventures

Spartans sharpened their pitching skills for a chance to win \$21,000 in scholarships in the seventh annual Broad Business Model Competition. The competition, now MSU's premier showcase for student business innovation, transitioned from its original presentation format to a marketplace style, in which students network, engage with attendees, give a live pitch, and respond to Q&A. Ventures ranged from vertical farming technologies targeting India's rural areas to a real estate enterprise that transforms foreclosures into in-demand listings.



MAKING AN IMPACT

Broad College redefined how business could make an impact on people, communities, and the world.

Apparel Startup: Wearing Midwest Pride

Tyler Mehigh (BA Management expected '18) grew tired of buying classically styled clothing that didn't represent his Midwestern roots, so he took matters into his own hands with a business partner, creating lifestyle brand Northern Etiquette. In the last year, the startup's apparel made its way into the same stores as Vineyard Vines and Southern Proper, promoting lake life and Midwestern pride. In the coming years, Mehigh plans to continue to grow Northern Etiquette as he begins a career in the automotive industry in West Michigan.



NORTHERN ETIQUETTE BY TYLER MEHIGH

Empowering Women in Business

Broad hosted two Advancing Women in Business events – in the fall and in the spring – to educate, empower, and engage students, alumni, faculty, and other women in the business community. Guest speakers for the 250 attending guests included **Julie Fasone Holder** (BA Business Administration '75) of JFH Insights, **Linda Hubbard** (BA Accounting '82), COO and president of Carhartt; **Sally Allen** (BA Management '88), principal consultant of Sally Allen Retail, LLC; and MSU President Lou Anna K. Simon. Speakers discussed effective leadership strategies, the power of networking and mentors, and the importance of supporting fellow women in the workplace.



PRESIDENT OF MSU, LOU ANNA K. SIMON

Students Use Business for Social Change

The **Spartan Global Development Fund** (SGDF) reached new heights by facilitating a \$1,378 microloan – one of its largest loans to date – to Guatemalan field partner As Green as It Gets. The student organization, advised and led by faculty, students, and alumni in the finance department, enlists financial sponsors and facilitates microfinance loans to aspiring entrepreneurs throughout the developing world. To date, SGDF has distributed nearly \$61,500 in microloans to more than 2,000 individuals and cooperatives in 72 countries, 99 percent of which have been repaid. The group received the Lewis Quality of Excellence Award and plans to continue momentum in terms of sponsorship impact. Learn more at spartanglobalfund.org.



VICTOR, A COFFEE FARMER IN GUATEMALA



EMBA STUDENTS NERMINA KAMENCIC AND MEENAKSHI NADIMPALLI

MBA's Impact Community through Business

The Executive MBA East Lansing and Troy cohorts took part in the annual Social Impact Project initiative, which matches groups of EMBA students with local nonprofits in need of operational or management guidance. Causes included Hospitality House, Focus:Hope, and Alliance for Hope in Southeast Michigan; Lansing School District & Allen Marketplace, Peckham, and (YES!) The Youth Education and Support program in mid-Michigan; and the Boys & Girls Clubs of Benton Harbor on the west side of the state. "A project that allowed students to apply their experience and MBA learning to advance the mission of Michigan nonprofits aligns perfectly with MSU's long history of social engagement," said Greg Janicki, director of EMBA Troy.

Full-Time MBA students tapped philanthropic efforts through investments in time, collectively spending more than 800 hours together supporting local nonprofits such as Ele's Place, Greater Lansing Food Bank, and Small Talk Children's Advocacy. Efforts included partnering with Grand Traverse Pie Company for a Pi Day bake sale, food drives, and on-site volunteering, resulting in MBAs raising more than \$20,000 for the chosen charities. "A central component to the business education here at Broad is the focus on community betterment, so we do this type of fundraising because it is who we are as Spartans, and who we are as Broad MBA students," said Steve Newark (FTMBA Supply Chain Management '17), president of community outreach for the Graduate Supply Chain Management Association.

GROUND WORK

2016 - 2017 RANKINGS

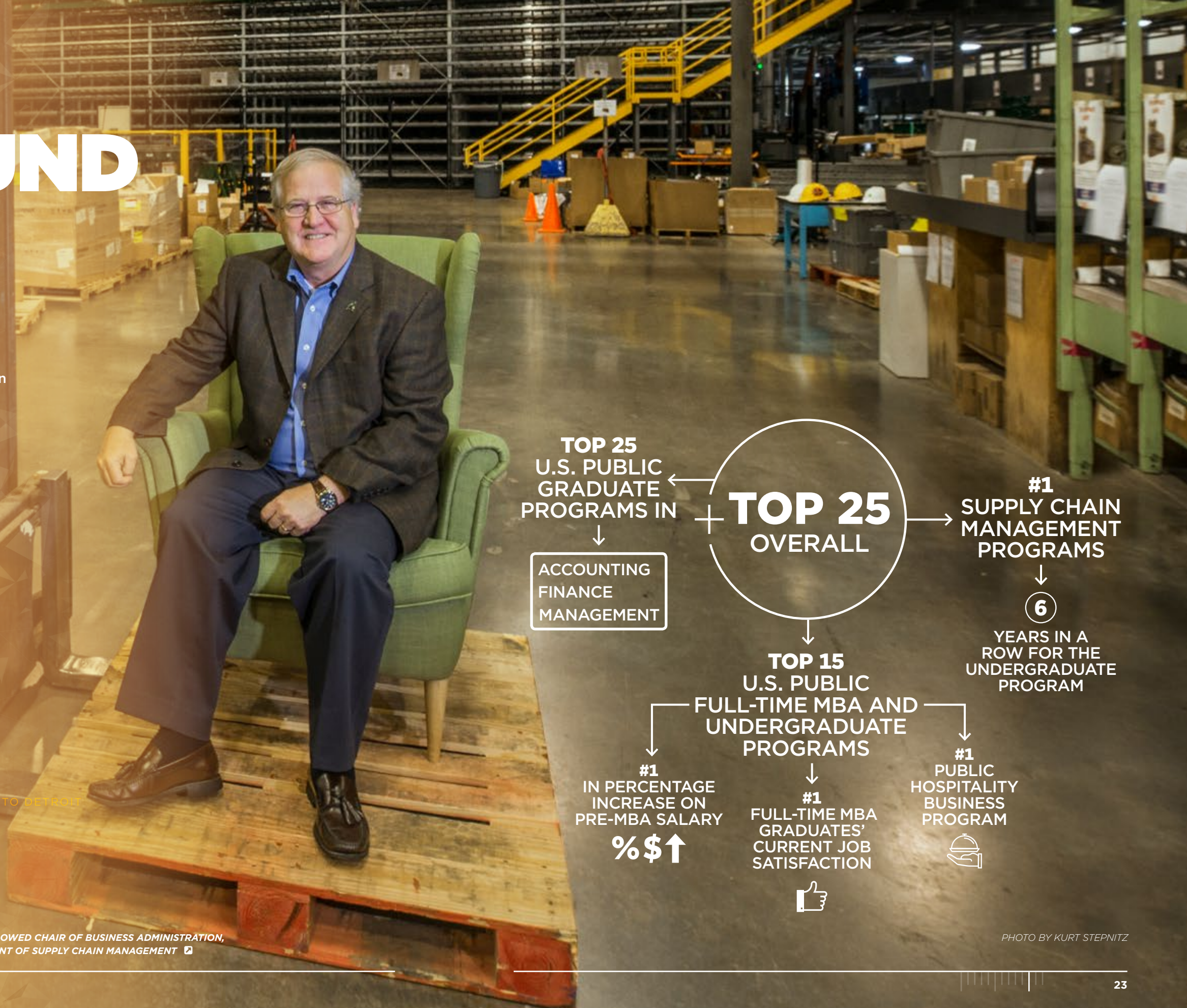
The year's rankings reflect Broad's place among the elite public business schools: taking the world's predominant position in MBA moves up the salary scale ladder, leading the way in disciplines from supply chain to accounting, and growing the quality and expansiveness of some of our newest programs.

BROAD'S BOLD IMPACT: A MOVE TO DETROIT

RESEARCHING EXCELLENCE

FAST FACTS

DAVE CLOSS, THE JOHN H. MCCONNELL ENDOWED CHAIR OF BUSINESS ADMINISTRATION, PROFESSOR, AND CHAIR OF THE DEPARTMENT OF SUPPLY CHAIN MANAGEMENT



TOP 25
U.S. PUBLIC
GRADUATE
PROGRAMS IN

↓

ACCOUNTING
FINANCE
MANAGEMENT

TOP 25
OVERALL

#1
SUPPLY CHAIN
MANAGEMENT
PROGRAMS

↓

6
YEARS IN A
ROW FOR THE
UNDERGRADUATE
PROGRAM

TOP 15
U.S. PUBLIC
FULL-TIME MBA AND
UNDERGRADUATE
PROGRAMS

↓

#1
IN PERCENTAGE
INCREASE ON
PRE-MBA SALARY
¥\$↑

↓

#1
FULL-TIME MBA
GRADUATES'
CURRENT JOB
SATISFACTION

↓

#1
PUBLIC
HOSPITALITY
BUSINESS
PROGRAM



PHOTO BY KURT STEPINITZ



MYYA JONES

BROAD'S BOLD IMPACT: A MOVE TO DETROIT

EMBA EXCELLENCE

SECOND OLDEST EMBA PROGRAM IN THE COUNTRY

OVER 5 DECADES OF EXCELLENCE

3 CAMPUSES
DETROIT
EAST LANSING
TROY

In fall 2017, the Broad College of Business will deepen MSU's footprint in Detroit as it takes its Executive MBA Program to midtown's Hutzel Professional Building. By establishing a presence in the Motor City, Broad is responding to the city's heightened demand for employees with executive-level training.

The first MBA program of this kind offered in Detroit, Broad's Detroit EMBA campus represents the latest chapter in the university's ongoing investment in the city's renaissance. As added support, MSU will provide scholarships to reduce the cost of the program by half to professionals who work in the nonprofit sector or are members of the Michigan Nonprofit Association.

DETROIT'S NEXT ACTIVIST

Myya Jones (BA Management '17), age 22, was the youngest candidate running for mayor of Detroit in 2017's upcoming election. A Detroit native and Cass Tech High School graduate, Jones worked tirelessly throughout her Broad career to set herself up for success. Her boldness brought recognition among the 2017 NBCBLK28, a nationwide group of African-American innovators 28 years of age and younger honored by NBC News, alongside notables like Chance the Rapper.

RESEARCHING EXCELLENCE

Broad's thought leaders and innovations are what amplify its impact on academia, corporate partners, and the community, and its eight research centers showcase its breadth of expertise.

By collaborating with fellow colleges across MSU and industry experts outside of the university, Broad's centers and institutes touch upon the life cycle of business, from innovation, financing, and growth, to globalization, supply chain, and analytics.

Burgess Institute for Entrepreneurship & Innovation

- Attracted 44 Broad Business Model Competition startup entries
- Launched Land Grant Goods, an agricultural business, through MSU, in partnership with the RISE Program, Spartan Innovations, and MSU Undergraduate Entrepreneurship
- Hosted two study-away programs in the city of Detroit, during which business students worked alongside local startups as entrepreneurial consultants
- Established six-course "How to Start Your Own Business" specialization on Coursera, a global platform featuring online learning opportunities from top universities

Center for Business and Social Analytics

- Formed in 2016, CBSA hosted its first conference, "Sequences, Traces, and Time," which brought top scholars from 12 universities in the U.S., Canada, and Europe together to share ideas and perspectives on theories, methods, and new directions for research
- Awarded five seed grants totaling \$100,000 to university faculty in six MSU colleges

Center for Venture Capital, Private Equity, & Entrepreneurial Finance

- Organized a speaker series featuring 14 distinguished VC/PE professionals, VC-backed serial entrepreneurs, and LP investors, as well as a panel discussion for the MBA Entrepreneurship Club launch [▶ READ MORE ON PAGE 19](#)
- Student associates assisted alumni entrepreneurs with VC-seeking business plans in Africa, including

a venture fund and an agricultural incubator, and an organic farming advisory firm in Michigan

Demmer Center for Business Transformation

- Hired Managing Director James Franz, a co-founder of Toyota Way Academy, to advance the center's reach and impact
- Engaged with the state of Michigan's largest industry-related organizations for strategic integration and business transformation, including the Small Business Association of Michigan, Michigan Manufacturers Association, Michigan Economic Development Corporation, Michigan Health and Hospital Association, Capital Area Manufacturing Council, and Michigan Manufacturing Technology Center

International Business Center

- The Academy of Marketing Science named Tomas Hult, Byington Endowed Chair, professor of marketing and international business, and director of the International Business Center, the number-one ranked marketing professor in the world in 2016 for scholarly career achievements
- Serves as a Regional Export Network hub and has helped more than 12,000 Michigan companies with trade
- Headquarters for the prestigious Academy of International Business, with members in 90 countries

Institute for Business Research

- Officially launched as a Broad College research center in 2016
- Increased the volume of faculty research grant submissions 365 percent since December 2016

Midland Research Institute for Value Chain Creation

- Conducts cross-disciplinary research by sponsoring projects including: Multi-Objective Optimization Model, UNESCO Global Waste Water Standards, Network Design, Value Chain Assessment, Product DNA (anti-counterfeiting), Anti-Microbial (food safety), Safe/Smart Packaging (RFID sensing), Supply Chain Automation (compliance), and 2016 Year of Water (design competition)
- Hosted outreach events including "Supply Chain Talent: Demand. Development. Deployment" summit, which featured speakers and panelists from industry and academia, and attracted more than 200 people, 60 companies, and 15 academic institutions

Center for Railway Research & Education

- Railway Management Certificate Program celebrated its 10-year anniversary with the best-attended program yet in fall 2016
- Hired Andreas Hoffrichter to lead the center as Burkhardt Professor in Railway Management
- Launched railway-specific research (previously centered on railway education), starting with alternative motive power for railway vehicles and the associated energy supply chain



FROM LEFT TO RIGHT: CHRIS HOGAN, KAREN SEDATOLE, BRIAN PENTLAND, GERRY MCNAMARA, DONALD CONLON, CHARLES HADLOCK, AND RANJANI KRISHNAN

Inaugural Endowed Faculty Ceremony

On September 23, Broad College hosted its first-ever investiture ceremony to honor endowed faculty and generous donors. These new faculty appointments are part of **nearly 40 endowed professors**, chairs, and fellows at Broad, spanning all departments. MSU President Lou Anna K. Simon and Provost June Pierce Youatt spoke at the ceremony, emphasizing how investing in faculty impacts students, MSU, higher education, and the world.

DONALD CONLON

Gambrel Family Endowed Professor in Management, created by Al and Nancy Gambrel

CHARLES HADLOCK

Frederick S. Addy Distinguished Chair in Finance, created by Fred and Marilyn Addy

CHRIS HOGAN

Plante Moran Faculty Fellow, created by accounting firm Plante Moran

DOUGLAS HUGHES

United Shore Faculty Fellow, created by United Shore Financial Services president and CEO Mat Ishbia, to enhance sales research and education

RANJANI KRISHNAN

Ernest W. & Robert W. Schaberg Endowed Chair in Accounting, created by Bob and Anna Lou Schaberg to honor Bob's father, Ernest

GERRY MCNAMARA

Eli Broad Professor of Management, created by Eli and Edythe Broad

BRIAN PENTLAND

Main Street Capital Partners Intellectual Capital Endowed Professor, created by Main Street Capital Partners and Vince Foster

Leaving Their Legacies

With every passing year, the college bids farewell to faculty and staff as they retire from their academic careers. 2016–2017 proved especially paramount, as the three retiring faculty collectively dedicated nearly 120 years to the Broad College community:

BIXBY COOPER

Department of Supply Chain Management, after 41 years

SUE HAKA

Department of Accounting and Information Systems, after 35 years

RICK SIMONDS

Department of Finance, after 43 years

Three staff members who supported teams as lifelines to Broad College alumni and academic departments retired after more than 75 years of service:

CONNIE LAWSON

alumni relations director, after 16 years

LYNN LUTTRELL

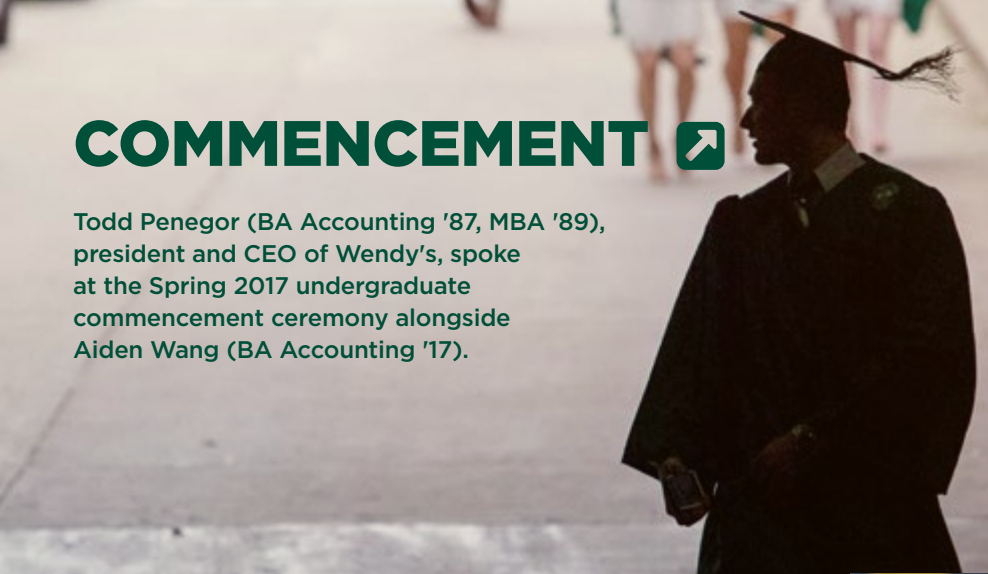
office assistant to Development and Alumni Relations, after 28 years

JANE LOTT

secretary to the Department of Accounting and Information Systems, after 32 years

COMMENCEMENT

Todd Penegor (BA Accounting '87, MBA '89), president and CEO of Wendy's, spoke at the Spring 2017 undergraduate commencement ceremony alongside Aiden Wang (BA Accounting '17).



FAST FACTS

PROGRAMS

- 7 UNDERGRADUATE MAJORS
- 9 UNDERGRADUATE MINORS
- 7 MASTER'S
- 2 MBA
- 3 GRADUATE JOINT DEGREES
- 7 PHD

96% 
FULL-TIME MBA
EMPLOYMENT RATE

3.6 Years
AVERAGE TIME
TO PAY BACK
FULL-TIME MBA
DEGREE COSTS

56%
AVERAGE
SALARY INCREASE
3 YEARS POST
EXECUTIVE
MBA GRADUATION

Master's & MBA
694 Students

PhD
60 Students

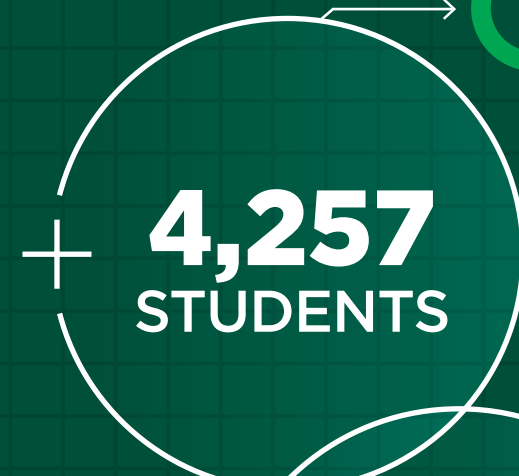
Undergraduate
3,503 Students

96% 
JOB PLACEMENT

24%
INTERNATIONAL 

457 
HONORS COLLEGE
STUDENTS

OVER
\$750K
AWARDED IN
SCHOLARSHIPS



49 PROFESSORS
30 ASSOCIATE
PROFESSORS
29 ASSISTANT
PROFESSORS

108
IN THE
TENURE SYSTEM



38  ENDOWED
PROFESSORSHIPS





#BUILDBROAD

MICHIGAN STATE
UNIVERSITY

Broad College of Business