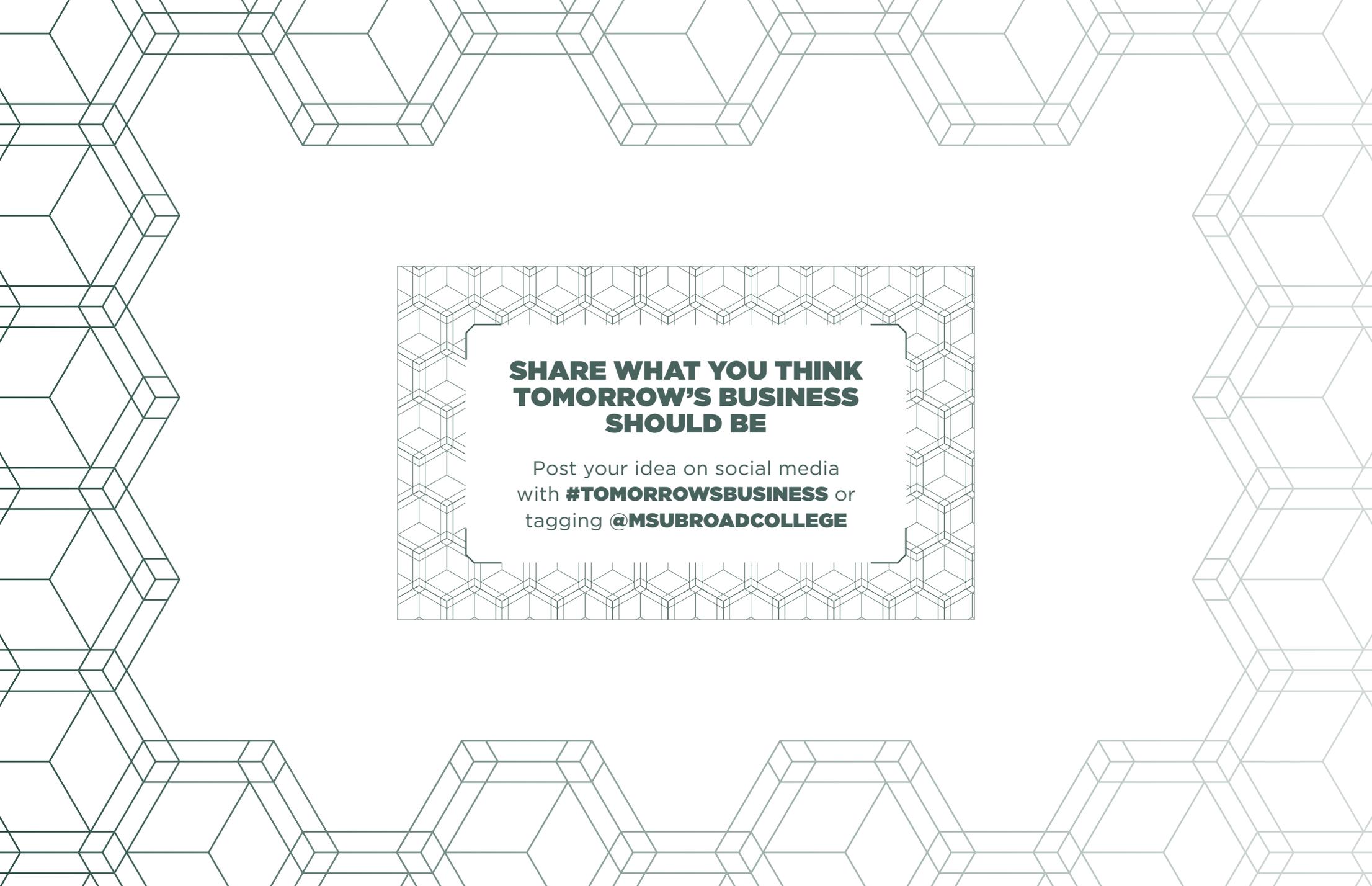


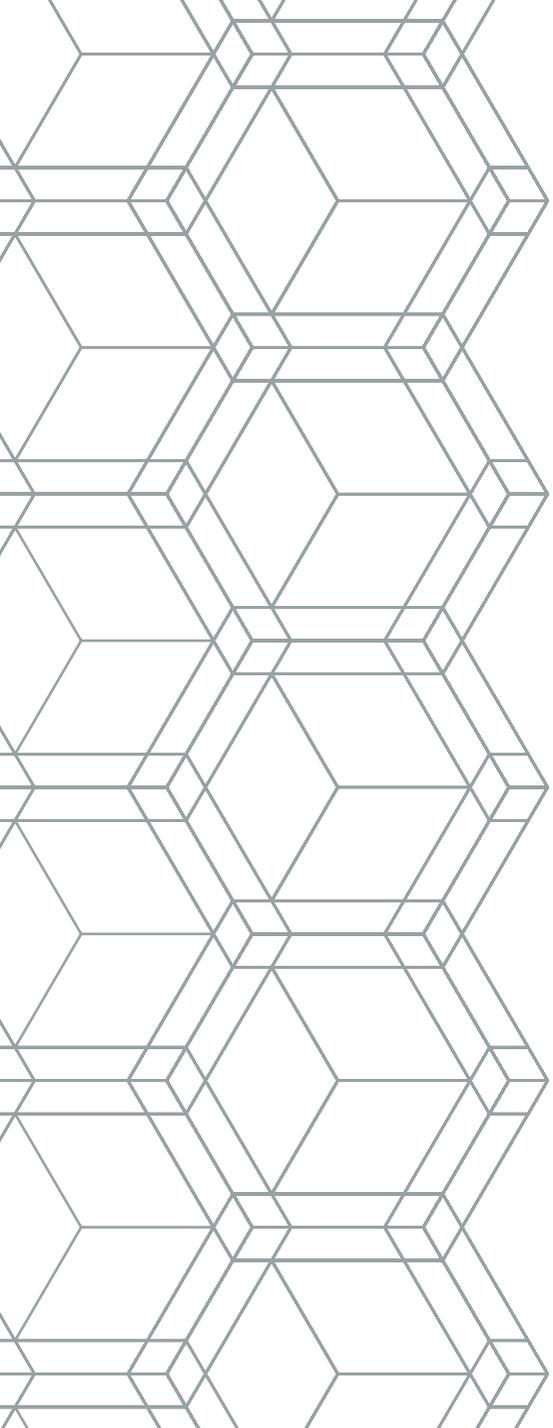
# TOMORROW'S BUSINESS IS





**SHARE WHAT YOU THINK  
TOMORROW'S BUSINESS  
SHOULD BE**

Post your idea on social media  
with **#TOMORROWSBUSINESS** or  
tagging **@MSUBROADCOLLEGE**



04	<b>DISRUPTIVE</b>
08	<b>CURIOUS</b>
12	<b>RECOGNIZED</b>
16	<b>GLOBAL</b>
20	<b>KIND</b>
24	<b>ENTREPRENEURIAL</b>
28	<b>EVOLVING</b>
32	<b>TRANSPARENT</b>

LETTER FROM

# DEAN SANJAY GUPTA

An acronym frequently used today is VUCA. Volatile, Uncertain, Complex, and Ambiguous. That describes the future of business in the Fourth Industrial Revolution we are in. It is dynamic. It is changing at warp speed.

In the Broad College, we are acutely aware that this is the world our graduates will enter. As an academic institution, our task becomes, how do we prepare them to be successful? How do we prepare them to navigate the uncertainty, complexity, and ambiguity? How do we develop the skills that will stand the test of time long after they leave our campus? This is challenging because we are looking into an unknown future, but that also makes it tremendously exciting as it opens opportunities to shape that future. And with those opportunities comes the potential for immense rewards for those who can redefine the business landscape successfully.

To that end, the Broad College is putting itself at the forefront of creativity and innovation, while emphasizing an entrepreneurial and global mindset, and a deep commitment to ethics and integrity. Analytics permeates our curriculum. We are on the cusp of launching two new master's programs addressing tomorrow's talent demands. We are making excellent progress on the Business Pavilion where Spartans will transform into leaders who not only find solutions to tomorrow's problems but learn to anticipate them even before they arise. Our eyes are ever on the future and what comes next.

We are mindful that our future course must be set in part by learning from our past. Last year, the Michigan State University community experienced a crisis of untold proportions. We are saddened by the tragic events on our campus, but we are committed to learn from those mistakes, to ensure that something like this never happens again. We will work tirelessly every day to ensure that at all times we are the Spartans that we aspire to be, in desire and in deed.

Like the world at large, we must continuously evolve, always aiming higher and doing better. This aspiration for excellence that drives us every single day is also the aspiration we seek to build into every Broad Spartan's DNA, so that Spartans Will navigate through and thrive in an environment of volatility, uncertainty, complexity, and ambiguity to build a better tomorrow for all.

**In Spartan spirit, yours very truly,**



**Sanjay Gupta**

Eli and Edythe L. Broad Dean



**SANJAY GUPTA**  
ELI AND EDYTHE L. BROAD DEAN

TOMORROW'S BUSINESS IS  
**DISRUPTIVE**

Life is change. So is business. But it's never been like this.

Robot workers. New media. Shifting markets. Technology turning fantasy into fact. Creative disruption has always been with us, but what was once a slow but steady rainstorm of evolution has turned into a tsunami racing across the economic landscape at hyperspeed. At the Broad College, researchers and thinkers are working to stay ahead of the next moves to impact the globe.

## ROBOTS IN THE WILD

«» With self-driving cars on the horizon, it's not the technology or engineering that is at serious question. It's the impact automated vehicles could unleash on society. "It's robots in the wild," said **Main Street Capital Partners Intellectual Capital Endowed Professor Brian Pentland** of the Department of Accounting and Information Systems, who also serves as faculty director of the **Center for Business and Social Analytics**. "If you go into a factory, the robots are typically in areas where you cannot go unless the power is off and the locks are carefully unlocked ... Now we're saying, 'No problem; we'll have thousands of them running around downtown.'" The James B. Henry Center for Executive Development co-hosted the Workshop on Autonomous Vehicles in Society, bringing together professors, professionals, and politicians to look at the consequences – intended and not – of removing drivers from cars. "The technical details translate into issues about who has access, what they're going to pay; how cities are going to look; what our expectations are about mobility," he said.

«» A Spartan alumna has made a career out of predicting what is next for the world's roads. **Sheryl Connelly (BA Finance '89)** is officially titled manager of global consumer trends and futuring at Ford Motor Company, but she is casually known as Ford's "futurist." She is tasked with providing insight on consumer trends as well as futuring mindsets. The "Looking Further with Ford" report she helps author considers social, economic, and global trends and impacts of change and how to best respond with a focus on making people's lives better. "Ford wants to be a stakeholder in how to make cities healthy, productive, affordable, and accessible places, but it is humble enough to realize we cannot get there without lots of conversations with a variety of stakeholders," Connelly said. "This is a whole new way of doing business for us and a transformative moment in the industry, and I'm excited to be a part of it."



### VIDEO

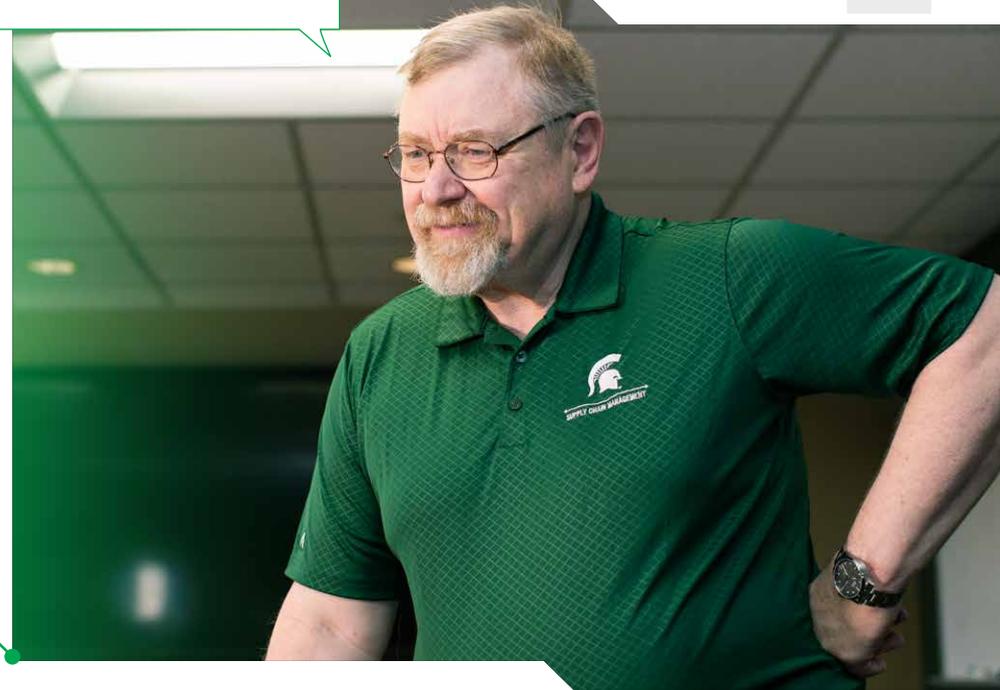
See the Workshop on Autonomous Vehicles in Society recap:  
[broad.msu.edu/watch/autonomous](https://broad.msu.edu/watch/autonomous)

## EXPERIENCES ARE THE PRODUCT

« No longer is the product the thing; it's the experience. Millennials want unique services and tailored options, and the weight of those expectations is disrupting traditional business patterns and creating a so-called "experiential supply chain," according to Broad College research published in *Supply Chain Management Review*. "Millennials have replaced baby boomers as the major consumer segment, so we are seeing a change in what is being demanded. Millennials want more than price and availability; they want speed, convenience, and they want to be involved in the co-creation of the product," said **Steve Melnyk**, lead author and professor in the Department of Supply Chain Management. "This experiential supply chain, where customers are controlling more than they ever have before, involves much more than what they're buying. It's about the experience they get with it." To stay competitive, or even afloat, companies have to adjust their strategies and leverage technology to meet these needs. "With the experiential supply chain, we see the walls disappearing between the customer and the supply chain. It is the shape of things to come," Melnyk said.

**STEVE MELNYK**  
PROFESSOR, SUPPLY CHAIN MANAGEMENT

"Millennials want more than price and availability; they want speed, convenience, and they want to be involved in the co-creation of the product."





## AUDIO

Check out the Spartan BizCast on cryptocurrencies:  
[broad.msu.edu/listen/crypto](http://broad.msu.edu/listen/crypto)



## BLOCKCHAIN, BITCOIN, AND BUSINESS

- Think you know accounting? You may not in a few years, unless you keep abreast of blockchain and the changes it may bring. That's the warning offered by Department of Accounting and Information Systems Professor **Bill McCarthy** to the Accounting Blockchain Coalition's conference in New York City. Blockchain is a ledgering system associated with cryptocurrency like Bitcoin. But its potential use goes far beyond that. "The way accounting is done now at the transaction level needs to change, and it needs to change in ways that use the body of research that we've been doing here for a number of years. The very nature of the way you've been gathering data has to change," said McCarthy, who is a founding member of the coalition's board of directors. McCarthy believes blockchain could shift accounting from being reliant on internal data to shared external information sets. That could radically change what accountants do, how they do it, and in what areas they are relevant.
- Speaking of Bitcoin, perhaps it isn't The Next Big Thing. While the digital currency that allows anonymous person-to-merchant transactions has seen its value wax and wane, "people are wondering whether Bitcoin can be the next Amazon. That's what the bet is. And this bet may be even bigger," said **A.J. Pasant Endowed Chair in Finance Naveen Khanna**, chair of the Department of Finance. He believes stuffing your retirement savings into Bitcoin investments is a bet to sit out. "This is a risky proposition," he said. "You could do very well or you could get burned – and I think it's more likely to get burned." Because Bitcoin transactions occur anonymously, "it's hard to figure out what's going on in this market. There could be a lot of manipulation going on," he said. He added that the market is not very liquid – it's easy to buy a Bitcoin but not so easy to sell: "Further, everyone is holding on to them now and no one is selling. But what will happen when they do decide to sell?"

TOMORROW'S BUSINESS IS  
**CURIOUS**

There's an old saying: you can be the last person to do things the old way, or the first person to do things the new way. Broad Spartans are on a constant quest for what that next thing is going to be. Researchers explore possibilities, while our tremendous alumni return home with hard-gained insights on where things are going and where we can go tomorrow.

## SPEAKERS BRING 'SECRET SAUCE' TO THE BROAD COLLEGE

«» The chairman, CEO, and president of Home Depot, **Craig Menear (BA Human Resources '79)**, revealed to more than 300 Broad students the "secret sauce" to his home improvement store's success: a diverse culture. "Diversity is critical for us to understand the needs of our customers, and it brings different points of view to the table when you're making decisions," he said during the **2017 Warrington Lecture**. "Diversity and inclusion is critical to understand our customers – whether that be communication style or speaking a different language, or understanding where our customers are coming from," he said. The annual Warrington Lecture, established by **Edward (BA Economics '56) and Jeannine James (BA Human Ecology '57)** to honor Jeannine's father Sylvan Warrington, invites C-suite Spartan alumni back to campus to speak about ethics-related issues and topics.

A host of other C-suite Spartans shared their experiences with MBA students during the year-long **Pung Executive Speaker Series**, including **Elizabeth Door (BS Packaging '94, EMBA '04)**, senior vice president for global strategic sourcing at Whirlpool Corp. While addressing big picture trends like how globalization has changed supply chains and the skills needed to effectively manage them, her passion for young women to succeed at having a place at the business table came out as well, as she discussed the challenges of being active in the community and managing family life all at the same time.

«» A modern-day MBA must do more than just maintain the status quo; rather, he or she should inject new approaches into veteran organizations, president and CEO of Del Monte Foods **Greg Longstreet (BA Business '92)** said during a Pung visit. "I expect MBAs to bring in new ideas as well as the latest learning to the organization. I am looking for someone to bring new energy and new life," he said. "Your ability to work in teams and well with others is of high importance." The Roy S. Pung Executive Speaker Series, sponsored by an endowment created by retailers in the photographic and imaging industry, honors the industry trade association's long-time executive director, Roy S. Pung.

### JEANNINE & EDWARD JAMES



**CRAIG MENEAR**  
CHAIRMAN, CEO, PRESIDENT  
HOME DEPOT

# \$15M

The total annual value of proposals prepared with IBR assistance

## IDEAS FROM EVERYWHERE, NOT JUST THE TOP

- Full-Time MBA students didn't just hear from those at the top of the corporate pyramid; they were also exposed to the first-hand lessons of others pushing boundaries in startup culture like **Omari Bouknight (BA Supply Chain Management '99)** and **Jeff Rynbrandt (FTMBA '02)**, who serve as chief commercial officer and vice president of U.S. sales, respectively, for CardioFocus, a medical tools provider. "There is a huge amount of risk that comes with jumping into a smaller organization, but the reward is there. You can use different skills and learn new things that you normally would not in a large corporation," said Rynbrandt.
- For those traveling away from home, the so-called "sharing economy" is redirecting them to other homes, instead of hotels. And the challenge that sharing services like Airbnb pose to traditional service providers like hotels won't

# 8

Broad College research centers and institutes

go away, veteran travel reporter **Ed Watkins** said while hosted by the School of Hospitality Business. "Hotels can only cut their rates so low due to fixed costs, which is less of a problem for homeowners who rent their place out via Airbnb services," Watkins said. And hotel growth may plateau as a result.

The Broad College isn't simply discovering the ideas and innovations that will power our economic future; it is discovering resources to help researchers make critical breakthroughs in business and thought. The **Institute for Business Research** seeks and secures external funding for research throughout the college. "IBR handles the non-technical administrative aspects around proposal submission so that faculty can focus on the scientific aspects," said **Cindy Majeske**, IBR research manager. Since the IBR began two years ago, the average number of annual proposal submissions and the number of projects where Broad College faculty serve as lead principal investigators have nearly doubled to 21 applications, with more than 15 project leads. Meanwhile, the total value of those proposals is nearly \$15 million annually, a fivefold increase.



CINDY MAJESKE

## TODAY'S DISCOVERIES = TOMORROW'S OPPORTUNITIES



HAYONG YUN

Those discoveries include a stock tell that's been hiding in plain sight. Associate Professor **Hayong Yun** of the Department of Finance found a correlation between an industrial company's power consumption and the future direction of its stock price. The higher the use, the higher the value because firms expecting an increase in sales will crank up their machines to produce more goods. Yun's research was honored this year with the William F. Sharpe Award from the *Journal of Financial and Quantitative Analysis*, which recognizes the biggest published contributions to the understanding of financial economics. Yun isn't sitting on his laurels; he is now examining artificial intelligence in finance and the effects of municipal bankruptcy laws on local economies, among other topics.

Those discoveries include the need for customers to get not only what they want, but what they didn't expect – in a good way. That surprise element is key to creating “customer delight,” which **Mi Ran Kim**, an associate professor in the School of Hospitality Business, has studied for years. “In the hospitality industry, understanding customers' emotional factors, such as delight – defined as a combination of high pleasure and surprise emotional response – becomes more critical to the success of business organizations in relation to their consumption experiences and loyalty creation and development.” Knowing how and when to surprise your customers gives businesspeople the insight to maximize their efforts in a tangible way.

### AUDIO

Listen to the Spartan BizCast on marriage diversity:  
[broad.msu.edu/listen/marriage-diversity](http://broad.msu.edu/listen/marriage-diversity)



- » Diversity takes many forms. One is marriage diversity – having a range of married and unmarried peers – and it can have a positive effect on creativity, collaboration, and creative thinking. That's the discovery of **Gambrel Family Endowed Professor in Management Don Conlon**, who chairs the Department of Management. Until Conlon started his query, such “lifestyle diversity” was rarely researched. He broached that novel topic in a novel way: by looking at rock music bands and MBA groups in terms of marriage diversity, finding correlations with creative and popular success: “Different backgrounds, experiences, and perspectives associated with different life situations and choices may help the members engage in deeper information processing and more divergent thinking, allowing for more creative and exciting end products and popular success with the public.”
- » Broad College researchers also sifted reality from perceptions. Such as how much tax we actually pay. Many taxpayers believe they pay nearly twice as much in federal taxes as they actually do, according to research by Professor of Economics **Charles Ballard** and **Eli and Edythe L. Broad Dean Sanjay Gupta** that was published in the *National Tax Journal*. “Our research shows that taxpayers don't have a clear understanding of their own income taxes or our tax system, which is problematic,” said Gupta. “Americans' understanding of tax policy very much influences what policies we vote for, and what reactions we have to those policies.” The study found those who overstated their taxes the most included people who believe their federal taxes should be lower and are spent ineffectively, and those who use tax-preparation assistance.

TOMORROW'S BUSINESS IS  
**RECOGNIZED**

From rankings to revenues, Broad Spartans attract attention for their accomplishments. Our talented learners, teachers, and alumni set a high bar and work tirelessly to push the boundaries of achievement—not for the sake of awards, but to make a better world for tomorrow.

**STUDENT POPULATION** [ TOTAL: 5,040 ]

UNDERGRADUATE [ 3,724 ]    MBA/MS [ 1,256 ]    PHD [ 60 ]

**PROGRAMS**

DEPARTMENTS	MBA AND MASTER'S
UNDERGRADUATE MAJORS [ 6 ]	GRADUATE JOINT DEGREES [ 3 ]
UNDERGRADUATE MINORS [ 7 ]	PHD [ 7 ]

**FACULTY IN TENURE SYSTEM** [ TOTAL: 109 ]

PROFESSORS [ 48 ]	
ASSOCIATE PROFESSORS [ 29 ]	
ASSISTANT PROFESSORS [ 32 ]	

◆ **2**

“Best & Brightest MBAs:  
Class of 2018”  
[ POETS & QUANTS ]

**#1** ◆

Undergraduate & graduate  
supply chain management programs  
[ U.S. NEWS & WORLD REPORT ]

◆ **TOP 15**  
U.S. public  
undergraduate  
program  
[ U.S. NEWS & WORLD REPORT ]

**RECOGNIZED**

**#1** ◆  
In % increase  
on pre-FTMBA  
salaries  
[ ECONOMIST ]

◆ **TOP 10**  
U.S. public  
EMBA program  
[ FINANCIAL TIMES + POETS & QUANTS ]

**#1** ◆  
MS in marketing research,  
#7 among all marketing MS programs  
[ EDUNIVERSAL ]

## OPEN, CURIOUS, AND CREATIVE

« Challenges are to be overcome; that is a Spartan's will. **Elexis Grimes (BA Accounting '18)** knows first-hand. Her grandparents left elementary school to work in a cotton field in Alabama to support their families. Grimes herself grew up in a community and in schools suffering from a lack of resources. Simply getting to MSU she called "one of the hardest experiences of my life ... Consequently, I was pushed early on in life to use education as a tool for empowerment ... I had to adapt and persist through many challenges of poverty," Grimes wrote. Her persistence paid off not only in her degree but in award of the **2018 Richard Lee Featherstone Endowed Prize**, given annually to one outstanding MSU senior who exhibits an open, curious, creative approach to education and ideas as well as intellectual ingenuity and curiosity. In addition, the recipients are to demonstrate exceptional character and leadership in furthering their own progress and enriching the lives of others throughout their careers at MSU through community service. Once up that ladder, Grimes sought to reach back and lend a hand for others to follow: "It was at MSU that I connected my vision of working toward socioeconomic development for black communities domestically and internationally with my career in public accounting."

"In the past, I would have never imagined the possibility of what I have accomplished ... I aim to make a positive impact on society. When support meets persistence, change is made."

**ELEXIS GRIMES**  
BA ACCOUNTING '18





**NICOLE NIEMIEC**  
BA MARKETING '18

## SPARTY SMASHES A GLASS CEILING

«» Going into her sophomore year, **Nicole Niemiec (BA Marketing '18)** faced a different challenge: to perform as a Sparty mascot, one must be at least 5'11" tall to fit inside the costume properly. Nicole is only 5'9". What to do? She stuffed her shoes with lifts to make the height requirement. That propelled Nicole to become the longest-serving female Sparty and only the second woman to don the wardrobe of MSU's beloved mascot. She has traveled around the country with varsity athletic teams and to represent the university at functions of all kinds. "I realized that my role as the 'female Sparty' would be the barometer for any females choosing to follow in my footsteps," she said. "I overheard a discussion by a few female Spartans while waiting for a flight saying they heard a rumor that there was a 'girl Sparty' and that made them, and me, very proud." She adds that "every person at MSU has a remarkable past. There's a reason why you were chosen to be a Spartan. This is what makes MSU so special. We need to respect and support each other and create an environment where everyone has the opportunity to excel and contribute to the Spartan 'brand.'"

### VIDEO

Watch our recap from spring commencement:  
[broad.msu.edu/watch/spring-2018](http://broad.msu.edu/watch/spring-2018)

TOMORROW'S BUSINESS IS  
**GLOBAL**

Education is like oxygen: it transcends subjective boundaries and builds life wherever it goes. Likewise, Spartans have a global calling to take what they learn at the Broad College and then shepherd it to all corners of the planet, so those lessons can be put into action to build a better world.



# 19.7%

International undergraduate students at Broad College

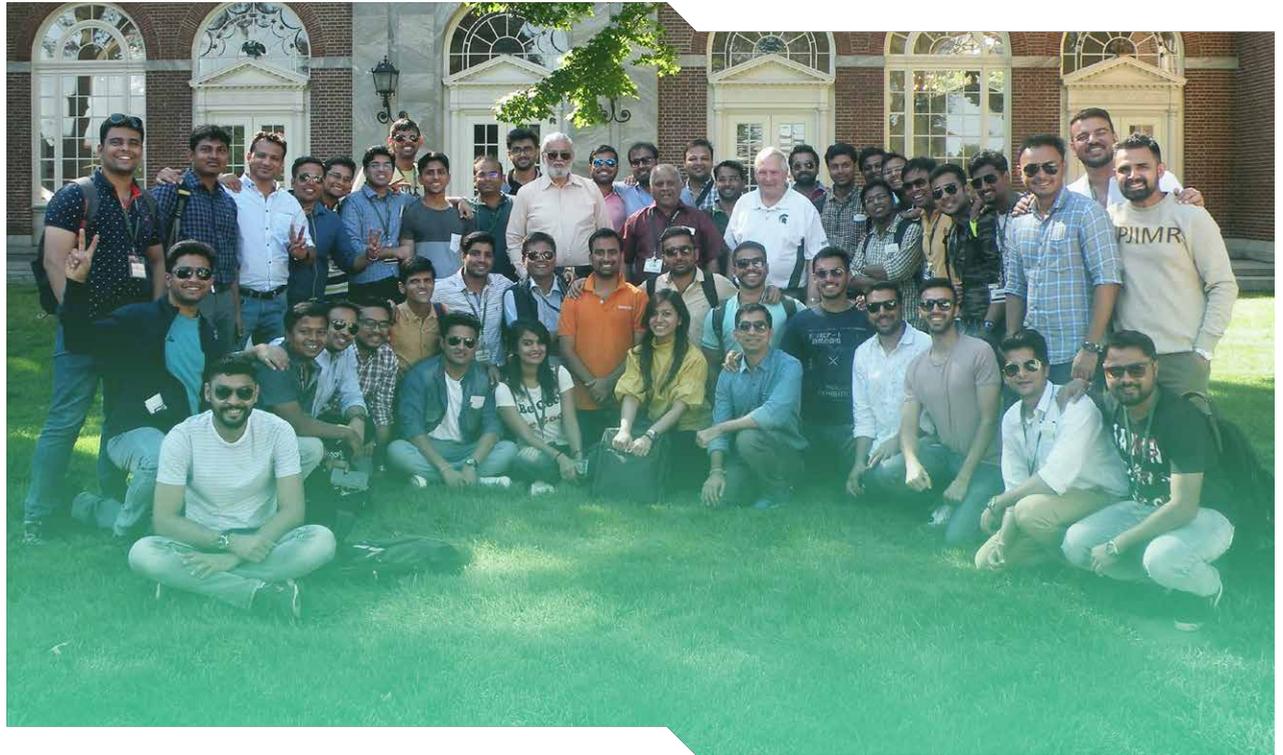
## CONNECTING EAST LANSING TO ASIA

« Like in Hong Kong, where **Stephen Wong (BA Marketing '96)** drew the attention of *Fortune* magazine. The publication highlighted his work as CEO of Asia Miles, the rewards program subsidiary of Cathay Pacific Airways. There, he implemented design thinking: a problem-solving methodology that prizes rapid prototyping and feedback collection. The goal is to build bridges between business leaders and design thinkers. “Some people help the world by advocating for issues such as recycling. If I can help the world to be a little more efficient — by helping companies to not waste time and resources in creating solutions that don’t solve the problem — then it’s also creating value. That’s why I believe in promoting and preaching the benefits of design thinking,” Wong said.

Maintaining global connections took Broad College Dean **Sanjay Gupta** from East Lansing to the Far East. He traveled to China, spending two weeks visiting some of the world’s most innovative companies and touring that nation’s leading universities to meet with fellow academics and connect with Spartan alums there. “Meeting our global alumni, partnering universities, and our corporate partners and friends brings a new perspective on the international business challenges and what we need to do to prepare our students to develop a more global perspective,” Gupta said. “Around the world, higher education is changing rapidly and transforming fundamentally to prepare the next generation of business leaders. Staying connected and cultivating relationships with fellow global leaders in business education will position our institution for success as we refine our curriculum and pursue new initiatives.”

## LIVING IN AMERICA

«» A Spartan's knowledge is for all. More than 100 students from a top Indian business school, **SP Jain Institute of Management & Research (SPJIMR)** in Mumbai, spent part of the summer of 2018 at MSU. Here, they dove into immersion learning programs and site visits with American corporate partners that included Ford, Kelly Services, and Meijer. It is an initiative important to the Broad College and **Ranjan Banerjee**, dean of SPJIMR. "These programs advance our reputation internationally and in the Indian sub-continent, and have developed a positive brand presence," said **Keith Niblett**, assistant director of customized and international programs for Broad College Executive Development Programs. He helps run the program along with **Sriram Narayanan**, who holds the **Kesseler Family Endowed Faculty Fellowship in Supply Chain Management**. And those alums learn of business and the world. "These immersion programs at Broad have become a fundamental part of our flagship master's programs, exposing our students to both leading-edge thinking in the supply chain and a 'living in America' experience. We hope over the coming years to develop even more strong ties between our two institutions," said **Prem Chandrani**, international relations chairperson at SPJIMR.



“Experiencing global cultures and economies is a life-changing experience for students.”



CHERI DECLERCO

## SPARTAN FAMILY EXTENDS TO AFRICA

- «» Broad College Spartans strive to provide not only ideas but resources globally. MSU partnered with the **University of Dar es Salaam** in Tanzania to donate gently used educational material as part of the Canadian-based 39 Country Initiative. In these underdeveloped countries, “instructors often find themselves having to assign significantly dated reference material because the newer version of the book is simply not available at the library for the students to use,” says **Tunga Kiyak**, managing director of the **Academy of International Business** at the Broad College.
- «» Executive MBA students doing residencies in South Africa helped their communities in recent years by raising cash to help more kids attend school, and donating time and money to support the hiring and training of local women, providing them a means to self-sufficiency. “Experiencing global cultures and economies is a life-changing experience for students,” said **Cheri DeClercq**, assistant dean for MBA programs. “They’re able to gain new perspectives and appreciation for others in a deep and humbling way.”

# 50

Spartan alumni attended the first MSU International Executive Forum in Shanghai

# 130+

Different home countries of our MSU student population

TOMORROW'S BUSINESS IS

# KIND

The whole purpose of business is to build a better world. Broad Spartans put that idea into action every day. They inspire, act, and give their time and treasure so that the lessons learned by students in classrooms on campus are applied to empower anyone from everywhere. And they do the right things, the right way, and for the right reasons, today and tomorrow.

## 'IT DOESN'T TAKE A LOT OF MONEY TO MAKE AN IMPACT'

«» It started with an idea based on hope and possibilities: that students raising and loaning amounts of money negligible to many in the First World could help impoverished people in developing countries work their way to better lives and realization of their potential.

"There's really a lot out there that we can have impact on that, from East Lansing, can feel really far away and remote," said **Michael Thelen (BA Finance '09)**. "As a finance major, it just seemed pretty fantastic that something that seems so counterintuitive in a sense, that just with small amounts and the simple access to capital that people who had been stuck in poverty traps could suddenly use," could be a springboard to better lives.

Thus was born the **Spartan Global Development Fund**, founded by Thelen and sustained by succeeding Spartans ever since. In 2018, the student-run fund topped the \$100,000 mark in interest-free loans – ranging from \$25 to \$1,300 each to roughly 2,500 entrepreneurs in 72 different countries – made since its 2009 start. All along it has been advised by **Paulette Stenzel**, a professor of sustainability and international business law in the Department of Finance.

The loans crossing that finish line were typical for the fund: dollops of a few hundred dollars apiece to Guatemala to help weaving cooperatives buy new equipment and grow their product lines; a leather worker to expand his sales goods; and a pottery maker buy a kiln to increase her production volume.

"In the world of microfinance, it doesn't take a lot of money to make an impact," said **Scott Lyman (BA Finance, Social Relations & Policy '18)**, who was the student group's president during the 2017-18 school year. "You can leverage business to impact social change, to impact positive economic development, and you allow students to get hands-on experience and to basically shape and mold that."



**STUDENTS IN SGDF LEARNING  
HOW TO SORT COFFEE BEANS**



**JIM ZIOLKOWSKI**  
FOUNDER, PRESIDENT, CEO  
BUILDON

## BUILDING A BETTER WORLD

- «» The fund isn't the only way Spartans are making this world a kinder place. After helping build the first school in a disease-plagued African town in the early 1990s, **Jim Ziolkowski (BA Financial Administration '89)** was inspired to start buildOn, which has inspired more than 100,000 U.S. students to volunteer more than 1.9 million hours to service learning opportunities for youth – like tutoring younger children and serving meals in homeless shelters – in urban areas. Globally, more than 2 million children, parents, and grandparents have attended schools constructed by buildOn. “Through buildOn, I have witnessed extraordinary courage in my life. The strength of the people I have met in our program is my strength, and because of them, I know what the body can endure and what the spirit can overcome,” he said.
- «» Broad College students play an important role in **Land Grant Goods**, a student-run company that produces organic edibles for sustainable-minded Spartans, all grown and produced on MSU's campus by undergraduate students. One business problem facing the student start-up was market reach, something the

students solved on their own. “Our retail distribution only extends to locations in Lansing, stopping customers from accessing our products when they come from diverse locations. The solution we chose to remedy this consisted of opening an online store on our website so that any customer in the United States could order our products. The merits of an online store service our business, but they primarily service our customers,” said **Jake Standerfer (BA Accounting '21)**, member of the leadership team of Land Grant Goods.

- «» Spartans are even helping the helpers. The Executive MBA program through its **EMBA Social Impact** projects created a strategy road map for Elder Law of Michigan, a nonprofit that pairs experts with elderly and disabled clients for services. Broad College students helped ELM create a plan that would allow them to efficiently serve their clients, maintain partnerships in the community, and continue to fund their mission. “The projects give our students the opportunity to apply their EMBA learning directly to an organization. Working with nonprofits aligns with Michigan State University's long history of service and community engagement. We look at organizations that have a significant managerial issue where an independent, outside perspective would be beneficial,” said **Greg Janicki (EMBA '13)**, director of Executive MBA, Southeast Michigan.

**1,351**  
Schools built  
in developing  
countries by  
**buildOn**



TOMORROW'S BUSINESS IS

# ENTREPRENEURIAL

Innovation by doing. Discovery through creation. Problem-solving and risk-taking by teachers and doers, and not just one or the other.

Those are hallmarks of true learning. Those are also the foundations of a Broad College education, where experiential learning gives students – from undergrads to MBAs – the opportunity to invent, empower, and overcome using class-taught skills in real-world settings. And as the world rapidly changes, combining the best qualities of curious learners and veteran actors gives all an edge.

**FORREST CARTER**

FACULTY DIRECTOR, BURGESS INSTITUTE  
FOR ENTREPRENEURSHIP AND INNOVATION

**INNOVATING BY DOING**

“It is one thing for them to learn terms, definitions, and concepts, but it is quite another for them to learn in their hearts that they can do something – especially when they have never done it before, and didn’t think they could in the beginning,” said **Forrest “Sam” Carter**, associate professor in the Department of Marketing and faculty director of the **Burgess Institute for Entrepreneurship and Innovation**.

«» Carter and **Ken Szymusiak**, managing director of the Burgess Institute, had undergraduate students team up to brainstorm with professionals from a couple of metro Detroit corporate heavyweights – Quicken Loans and DTE Energy – as part of Quicken’s “E-ternship Program” competition and DTE’s “Energize Innovation” contest.

For students, “they get as close to an internship experience that one can get within a classroom environment,” Carter said. “Related to this, they get tangible material to include on their resumes; and finally, the confidence when it comes to marketing their own product or service that they have been there and done that.” Meanwhile, companies get a chance to conduct what is called adaptive execution, which relies on inexpensive ways to identify whether a particular strategy will fail or not, and if it fails, to learn valuable lessons from that failure.

## MBA STUDENTS SPILL THE BEANS ON HOW TO BUILD A BRAND

» Homegrown Michigan coffee chain Biggby Coffee, founded and led by CEO **Bob Fish (BA Hotel and Restaurant Management '88)**, leaned on the wits of Broad College Executive MBA students, who shared with company executives a brand positioning-focused plan aimed at strengthening Biggby's brand value and strategic differentiation.



**AYALLA RUVIO**

"And they did that with flying colors!" said Assistant Professor **Ayalla Ruvio** of the Department of Marketing. "Connecting learning with doing is critical in developing well-rounded business leaders."

The presentation, titled "'B' a Biggby-er Part of Our Community," by EMBA students from the

Management Education Center cohort in suburban Detroit, was "proficient, professional, and extremely well-articulated," Ruvio said. "Their ideas and recommendations highly impressed Biggby's managerial team, and they were invited to come back for further elaboration and guidance."

### WINNERS OF THE BROAD BUSINESS MODEL COMPETITION



# \$50K

Prize money awarded to the Broad Business Model Competition finalists

#### VIDEO

Watch our Broad Business Model Competition video:  
[broad.msu.edu/watch/business-model](http://broad.msu.edu/watch/business-model)



TOMORROW'S BUSINESS IS  
**EVOLVING**

Broad Spartans change with the times. Through new structures, staff, and systems, the Broad College creates new means for expressing fundamental principles, ensuring that as details change, the direction of the college and its community continues trending upward into tomorrow.

## BUSINESS PAVILION TAKES SHAPE

Construction of the **Business Pavilion** reached a milestone in the spring of 2018 when the \$60 million collaborative learning facility received one final steel beam in its topping off ceremony. This building is not just a space to enhance the student experience; it goes far beyond this. The new Business Pavilion is a symbol, a point of pride, and a statement made towards teaching and learning, while ultimately achieving one's Spartan goals and dreams. It is on track for completion by fall of 2019.

The Pavilion is being built with an eye on the future but respect for the past. Project managers worked with landscape and sustainability experts like **Deb Kinney**, landscape architect with MSU's Infrastructure Planning and Facilities group, to ensure construction work would only minimally touch the Red Cedar River watershed and nearby greenery. "On one hand I am preserving and protecting, and on the other hand I'm designing and innovating," she said.

### VIDEO

See the topping off ceremony video:  
[broad.msu.edu/watch/topping-off](https://broad.msu.edu/watch/topping-off)



## NEW MASTER'S PROGRAMS SET TO EXPAND OPPORTUNITIES

- ↔ A duet of new master's programs will expand the impact of the Broad College beyond the traditional business professional. The **master of science in management studies** is a hybrid program aimed at students with non-business degrees – such as those in STEM fields like science, technology, engineering, and mathematics – but who possess a desire to innovate and advance in their careers. The “learn while doing” program combines a summer residency with fall and spring online learning. The 30-credit program is designed to be completed in just 12 months. It launches in the summer of 2019.

## 2+

### New MS Programs

#### Management Studies and Healthcare Management

- ↔ Meanwhile, the **master of science in healthcare management** will begin in the spring of 2019. Designed to appeal to professionals in varied healthcare-related fields, it will ground students in management principles, strategic thinking, and innovation to help them navigate an ever-expanding and evolving healthcare industry. The program will develop depth and breadth in business principles and skill sets within the unique context of healthcare systems and management.

## NAME ANEW, WITH EYES ON THE FUTURE: THE AXIA INSTITUTE

- ↔ To reinforce its brand and mission, the Midland Research Institute for Value Chain Creation gave itself a new name: the **Axia Institute**. Axia is a Greek word meaning “value,” and the Axia Institute aims to deliver value chain solutions to the corporate world. “This memorable name will serve us well as we continue our evolution as a center of excellence that is bridging the gap between theory and practical real-world application,” said **Katherine A. Franz**, Axia’s executive director. “Our commitment to our clients, and the services and thought-leadership we deliver to our clients, will remain unchanged,” she said.



GLENN OMURA

## GOODBYE TO A COLLEAGUE, MENTOR, AND FRIEND: JAMES B. HENRY

- ↔ The Broad College also offered a final farewell to former Dean **James B. “Jim” Henry**, who passed away Dec. 28, 2017, at the age of 79. Henry led the college from 1994 to 2000, a period of significant growth that saw the groundbreaking of the James B. Henry Center for Executive Development that bears his name, the Lear Corporation Career Services Center, and the William C. Gast Business Library. By the end of 2000, Henry had traveled more than 350,000 miles and raised more than \$80 million to support the growth of the Broad College.

## A PASSING OF THE TORCH

↔ A thought leader in digital transformation is taking on a new leadership role at Broad College. This fall, **Eli Broad Professor Vallabh “Samba” Sambamurthy** becomes associate dean for MBA and professional master’s programs. He had been serving as associate dean for outreach and engagement for the college. Sambamurthy is a leading global expert on how firms compete in the digital economy. He has worked as a researcher or consultant with several Fortune 500 firms and in research, teaching, consulting, and executive education worldwide.

“Samba is enthusiastic in addressing the challenges we face in these highly competitive programs,” said Dean **Sanjay Gupta**, who also encouraged Broad College faculty and staff “to work with him to address these challenges and help make Broad’s graduate business programs rise in stature and prominence.”

Sambamurthy succeeds **Glenn Omura**, who is retiring after 39 years with the college and was once named Outstanding Business Professor by *Bloomberg Businessweek*. Omura isn’t finished sharing his wisdom with the Broad College; he will spend the coming school year in a consulting role for the launch of the new MS programs in healthcare management and management studies.

**VALLABH ‘SAMBA’ SAMBAMURTHY**  
ASSOCIATE DEAN FOR MBA AND  
PROFESSIONAL MASTER’S PROGRAMS



TOMORROW'S BUSINESS IS

# TRANSPARENT

Tomorrow's business will need today's relationships. To survive into the future, those relationships must be built on trust, transparency, human decency, honesty, and fairness to all.

To that end, **Kathy Petroni**, the associate dean for undergraduate programs and **Deloitte/Michael Licata Professor of Accounting**, along with **Paulette Stenzel**, a professor of sustainability and international business law in the Department of Finance, have worked to place a renewed and greater emphasis on ethics in business law classes at the Broad College. Starting in Fall 2018, all Broad students will have to complete an upper-level course titled GBL 385: Business Law and Ethical Leadership.

In this course, students will be asked to take the **Ethical Lens Inventory™**. As a result, students will gain self-understanding, allowing them to recognize the values that influence their choices and how they prioritize those values. This will help students identify any weaknesses of their own value set, which includes a recognition of their blind spots.

"In the past year, the faculty and staff of the Broad College have been made acutely aware of the importance of open communication and how critical it is that we trust our leadership," Petroni said. "We are working towards creating a culture that embraces the open sharing of ethical concerns by anyone in the Broad College and a culture that involves transparent decision-making."

URL

For more about MSU's commitment:  
[msu.edu/ourcommitment](https://msu.edu/ourcommitment)

Such efforts at the Broad College are running concurrently with university-wide initiatives to help ensure a **safe and supportive campus** for all members of the Spartan family, including:

→ **Responding to sexual misconduct and sexual assault.**

The university is working toward creating long-term changes in our campus community that benefit and support students, faculty, and staff and cultivate a culture of safety and respect.

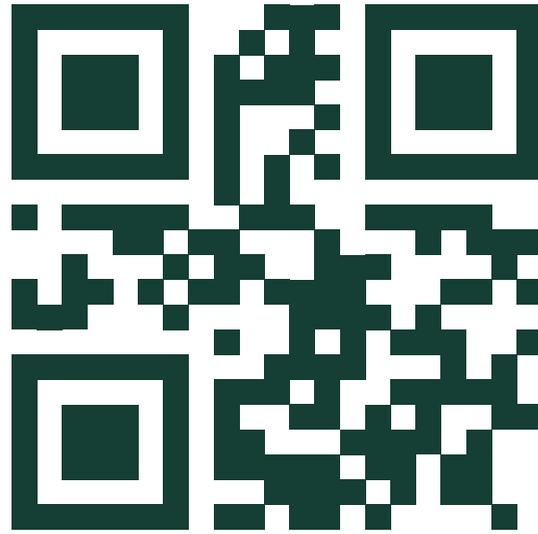
→ **Preventing sexual misconduct and sexual assault.**

It starts with clear expectations backed by meaningful policies, consistent practices, and adequate resources. The university is evaluating and supporting its prevention activities and directing increased staffing, training, and awareness efforts toward the goal of a safer campus.

→ **Protecting patients and improving patient health care.**

Michigan State is implementing improved patient safety, privacy protocol, and quality of care recommendations from an external review of all MSU clinics.

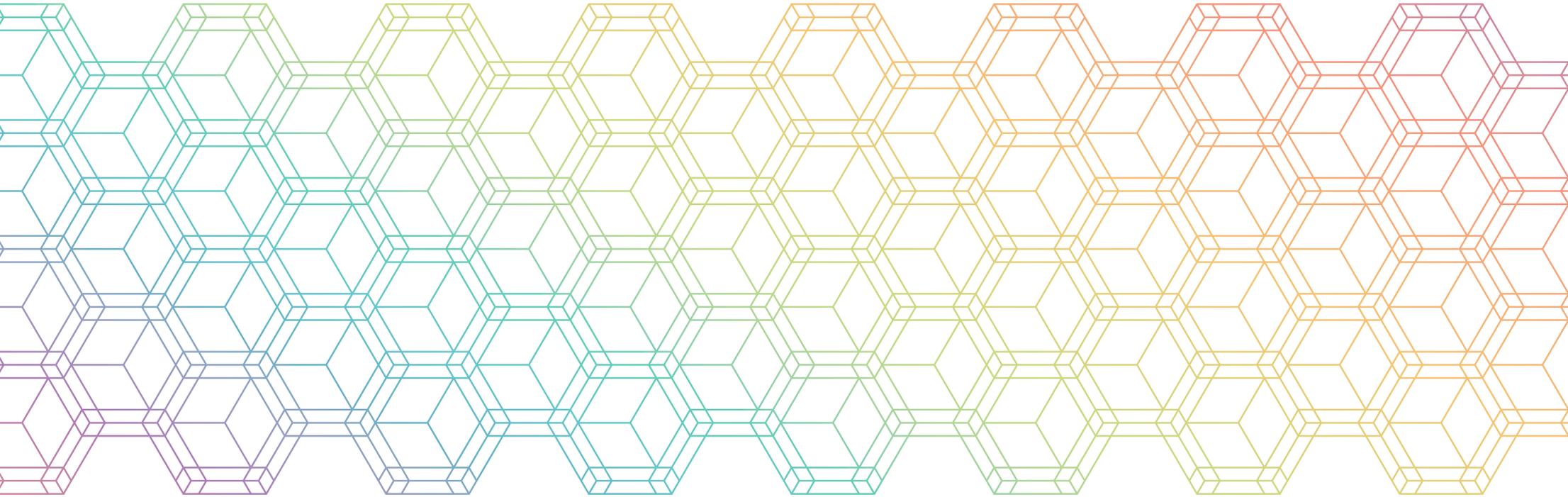
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