Letter from the Dean

Having now completed my first official year as the dean of the Broad College of Business, I am energized by the sheer volume of activities that transpire at an institution of this stature and size.

It is impossible to sum up all the many ways our college impacts our students, our local community, and the world at large. Add to that the countless ways our students and alumni create positive change, and there is simply no way to fit all of that in an annual report. From curriculum innovations to unprecedented rankings for the college, we’re surpassing the status quo and reaching new heights. With all the activity and changes, there is one common theme to everything taking place within the college: we are continuously making a difference for our students, faculty, and alumni.

From the beginning of our students’ experiences at Broad, we want to instill a sense of collective power. We want to introduce them to the exciting world of business and provide them the skills and knowledge to get a jump start on their careers. To do this effectively, Broad transitioned to sophomore admission, which gives earlier exposure to business curriculum, counseling, and advising. They begin to prepare earlier for successful internship experiences and in turn have better opportunities for determining their career paths. We’re also taking a more holistic approach to the admissions process to ensure our student body is well-rounded and adds value from day one.

We introduced our students to cutting-edge curricular innovations and opportunities for experiential learning to inspire new ways of thinking and learning. These innovations complemented our T-shaped learning model and allowed them to span beyond their specific areas of study. We introduced an entrepreneurship minor and piloted a required course for Broad students to hone professional communication skills. We had tremendous success in our C-Suite Speaker Series and Executives in Residence program, which bring business stakeholders directly into our community to connect with students. As part of “Extreme Green,” students worked side-by-side with Fortune 100 executives to propose creative, problem-solving solutions. It’s a rare opportunity for students to have these professional interactions, and the feedback from both students and corporate partners has been remarkable.

These innovative changes did not happen overnight. They required the dedication of many, and I am proud to say that it’s been through the combined efforts of our faculty and staff that we have been able to implement them.

Another other area of focus (which I am tremendously passionate about), similarly requiring the ongoing efforts of the entire Broad community, is the aspiration to build a new facility for our students. As part of the university wide Empower Extraordinary capital campaign, we are in the development phase of building a state-of-the-art facility, which we are calling the Business College Pavilion. This new pavilion will create classrooms and spaces that inspire teaching in a more engaging way, not just the traditional lecture style. The new space will encourage students to network and collaborate through spaces designed for that purpose, and put student services offerings in a more visible and accessible place. The pavilion will set the stage for the Broad College of Business as a driving force in providing the highest quality business education in the nation and around the world, and be a point of pride for our students, faculty, and alumni.

All of these changes are driven by the idea that we, as Spartans, must have an impact. This annual report explores these areas, as well as other touchpoints in which the Broad College is making a difference.

Sincerely,
SANJAY GUPTA
THE ELI AND EDYTHE L. BROAD DEAN
Students at the Eli Broad College of Business begin their journey to become the next generation of business leaders with the idea that each of them is expected to have an impact on the community, both locally and as a global citizen.

Having a global impact is a vital component of the education offered here, as the Broad College of Business is one of the largest undergraduate business programs in the world, with an enrollment of more than 6,000 students. U.S. News & World Report 2016 rankings placed the Broad College in the top 25 programs nationally, eleventh among public institutions. To maintain its reputation as an innovative, forward-looking institution, Broad implemented changes to its undergraduate programming in the last year to ensure students develop the breadth of skills they need to fuel their academic potential, as well as the depth of knowledge to make business happen in a fast-paced business world and to continue making an impact when they begin their next journey.
Changes in Admissions, Curriculum Give Students Edge

At Broad, we consistently emphasize the importance of our culture and community from day one. The faculty is committed to seeing our students thrive and makes it a priority for every student to feel as though he or she can make a difference. In return, we want our students to feel that same level of commitment to their own Broad education from day one – which is why, in the last year, we instituted sophomore admission at the college, along with an updated, forward-looking curriculum designed to increase students’ readiness for future business success.

Having achieved this in my last year as associate dean for undergraduate programs, I believe it is one of the most important changes to have happened in our undergraduate program in many years. Sophomore admission reflects the commitment we have to our students’ success during their time at Broad and reinforces the T-shaped curriculum. The restructured curriculum ensures that we’re developing the breadth of students’ business and professional skills and knowledge before they begin their careers, as well as intentionally focusing on disciplinary knowledge to equip them for professional experiences in their specific fields.

By moving from admitting juniors to sophomores, students have another year in our college. The Broad faculty has more time to cultivate relationships with students and invest in their personal academic paths. For students not admitted to Broad, we help them incorporate a business component in their chosen major in another college. We feel that admission into their chosen field earlier in students’ careers at MSU is critically important for students, who get an extra year of academic and career counseling in their chosen colleges, whether in Broad or elsewhere at MSU.

Also with sophomore admit, we’re able to provide our corporate partners and employers access to Broad talent earlier. To maintain Broad’s near perfect job-placement track record, we need to connect these companies with our tenacious student body early in their academic careers. Our employers expect a lot from Broad’s students, and with a bigger pool of candidates to choose from, we are more able to attract employers from around the world.

Broad boasts a collective power of students and faculty making business happen. With earlier exposure to business curriculum and career counseling as sophomores, they are prepared sooner for successful internship and career experiences. Ultimately, they’ll have better opportunities and more time to decide on a career path and connect with potential employers. We’re confident that this new admission system will not only strengthen the community that we’re proud to be a part of, but also empower our students to thrive in our college and beyond.

JOHN WAGNER
ASSOCIATE DEAN FOR UNDERGRADUATE PROGRAMS (2010-2016)
T-Shaped Curriculum Model Prepares Students for Change

Over the past decade, employers around the world have emphasized the critical need for today’s young professionals to possess more than a deep disciplinary knowledge of a single subject or skill. Rather, they want employees with the ability to collaborate and operate across the multiple disciplines of their organizations, with depth of developed skills in more than one area. These professionals are highly coveted for their abilities to solve problems, lead teams, innovate, build relationships, and make an impact – not unlike the strengths Broad graduates bring to the table. With Broad’s T-shaped curriculum, students learn to use and apply information in new contexts, not just memorize facts and repeat them for a test. What better way to prepare Broad students for the ever-changing job market than reflect today’s workforce in its curriculum?

The T-shaped curriculum model stresses the importance of development of academic skills and discipline breadth (the cross bar of the T) and depth in one or more discipline areas (the vertical stroke of the T).

Beginning with MSU’s Liberal Learning Goals – (1) analytical thinking; (2) cultural understanding; (3) effective citizenship; (4) effective communication; and (5) integrated reasoning – students have foundational knowledge upon which to build during their three years at Broad. All students fulfill prerequisite business courses and develop a disciplinary breadth through hands-on learning across business applications. In the second half of their undergraduate Broad studies, they dive deeper into studies in their chosen disciplines for advanced skills development.

Today’s students need to span boundaries – educationally, socially, and culturally – in order to understand and resolve complex problems, contextualize situations from an intercultural perspective, and understand the connections among local and global systems. This curriculum is the right starting point.

New Curriculum Builds Wide Skill Set for Global Thinkers

The advent of sophomore admission has provided Broad with the opportunity to develop a new, forward-looking undergraduate curriculum aimed at balancing student growth in business discipline knowledge with professional skill development. The business world modernizes at a rapid pace, and Broad graduates must be able to adapt and operate across a breadth of skills.

Recognizing the importance of business communication for today’s professionals, Broad piloted BUS 250, a required course for all sophomores that enhances efficient and effective communication with heavy emphasis on practice. By the end of the semester, students formally present business cases to corporate partners in a professional setting. In addition, Broad changed ITM 309 (Business Information Systems and Technology) to ITM 209 as a required course for admitted sophomores. This change means that students will enter their first internships with the basic technological skills to succeed.

By junior year, students complete the business core courses that equip them with the breadth of business knowledge, while also honing their discipline expertise by taking prerequisite courses for their given majors. By the end of the junior year curriculum, students have the basic discipline knowledge and advanced skill development to succeed in high-level internship experiences.

Upon completion of the senior curriculum, students have the basic academic skills, fundamental business skills, business discipline breadth, and business discipline depth characterized in the T-shaped curriculum model and needed to succeed in entry-level business positions. Seniors focus primarily on their business discipline and minor, if elected, as well as completing any remaining general education requirements.

With a focus on the future, Broad’s new approach to undergraduate curriculum provides students with the breadth and depth of knowledge and skills necessary to make an impact.

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Introducing Entrepreneurs of Tomorrow

Studies predict that nearly 50 percent of students graduating in 2020 will be self-employed at some point in their careers. Traditional careers are being redefined before our very eyes, and university curriculum must mirror these changes to prepare students with the entrepreneurial attributes and skills they will need to succeed.

Building upon existing programs and resources, Broad played a pivotal role in creating MSU’s Entrepreneurship & Innovation minor in 2015, which is open to students across campus in any major.

“This program caters to students with an entrepreneurial spirit and teaches them to think like an owner. We want to give them the business knowledge of what it takes to run their own company, and the key attributes of a successful entrepreneur,” Dean Gupta said.
New Undergrad Dean Fosters Environment of Engagement

When Kathy Ruby Petroni first stepped onto Michigan State University’s campus in 1976 as a wide-eyed freshman, she began much more than her undergraduate career. She didn’t know it at the time, but that day, Petroni took the first steps of her professional career and lifelong commitment to MSU, which has now led her to serve as associate dean of Broad’s undergraduate programs.

After graduating from the Broad College of Business with her bachelor’s degree in accounting, Petroni worked as a certified public accountant for three years before pursuing her doctoral degree at the University of Michigan.

“My goal when I got my PhD was to come back to MSU as a faculty member and to spend my career at MSU. Getting my undergraduate degree at MSU was a very transformative experience, and I feel such a strong allegiance to MSU,” she said.

Sure enough, after graduating in 1990, she and her husband, Tom, whom she met as an undergraduate in Cedar Village Apartments, moved back to East Lansing so Petroni could accept a position she highly desired as an assistant professor of accounting. Being a Spartan is a family affair; Kathy and Tom’s two children are also graduates of Broad.

Driven by a passionate Spartans Will tenacity, Petroni’s roles and responsibilities in the Broad community took off immediately. For more than two decades, she blazed the trail for women at Broad, which today includes one-third of the entire faculty. She has taught 10 different courses, which span the undergraduate, master’s, and PhD levels, rising to become the Deloitte/Michael Licata Professor of Accounting. During three leadership transitions, she served as the acting chairperson for the Department of Accounting and Information Systems.

Her thought leadership in financial accounting and reporting has been featured in highly cited publications in nearly all of the field’s premier academic journals, and she has edited or served on the editorial boards of the Accounting Review, Contemporary Accounting Research, Accounting Horizons, and the Journal of Accounting & Economics. From 2010 to 2013, she served on the Financial Accounting Standards Advisory Council (FASAC), the prestigious policy advising group for financial reporting standards in the United States.

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KATHY R. PETRONI
ASSOCIATE DEAN FOR UNDERGRADUATE PROGRAMS (2016–)
Undergrad Admissions Take Holistic View

When I joined Broad as director of Undergraduate Academic Services in August 2015, it was during a time of tremendous change. The college was in the process of redesigning the undergraduate curriculum to align with the transition from a junior-level admission process to admitting sophomores. This change not only shifted the age of our admitted students, but also accentuated the importance of our holistic admissions process.

As MSU implemented its T-shaped learning model, we emphasized the importance of the depth and breadth of knowledge, which creates well-rounded graduates who are highly desired by employers. Mirroring this new learning model, the admissions process emphasized a holistic review of our applicants—not just grade point averages, but also what competencies they can bring to the college as Broad scholars and future business leaders.

When applying to Broad, students are reviewed on two non-academic factors: a case study and an experiential profile. The case study is proctored and requires students to consider core characteristics in thematic areas related to integrity, resourcefulness, and teamwork to resolve a business issue. The experiential profile is similar to a resume; students are evaluated based on experience or qualities related to: understanding business, motivation and enthusiasm, community involvement, positive self-concept, communication skills, and community contribution. While academic performance continues to be a strong indicator of future success in our curriculum, evaluating a student through a holistic review emphasizes important qualities necessary for successful business leadership.

We are committed to supporting our students throughout their academic journeys. We want them to succeed at MSU and make an impact—and our holistic approach to admissions is the first step in developing future Spartan business leaders. Spartans Will—succeed in business!

SHANNON BRECHEISEN
DIRECTOR OF UNDERGRADUATE ACADEMIC SERVICES
Residential Business Program

The “Spartans Will” slogan means a great many things. Above all, it’s the sense that Spartans are driven to make an impact on one another and in the world. This Spartan mindset seeks to create an uncommon sense of community at the Broad College not seen in many other business schools. The Residential Business Program (RBP) is dedicated to creating a living and learning academic experience to promote, enhance, and support students’ academic, personal, and professional growth as business leaders.

By entering the RBP during their freshman year, students have a head start in preparing for the Broad College admission process, and once admitted as sophomores, they have earlier access to experiences developing skills for a successful career in business.

RBP students start their Broad journey together freshman year: living in the same residence hall, attending leadership retreats together, having priority enrollment in the same prerequisite Broad courses, and attending workshops focusing on professional development and career development. The RBP experience continues through their sophomore year, when students engage with Broad’s corporate mentor partners to begin networking, hone communication and presentation skills, research a real-world business case study, and strengthen relationships with one another and the Broad faculty.

The RBP’s three-part structure – living in a residential community; learning in the classroom; and leadership outside of the classroom – allows students to identify their own leadership style early in their college career and to continue to build their leadership competencies, such as communication skills, team-building, ethics and integrity, and succeeding by working in diverse groups.

In 2015, we launched a student group led by upper-class students to reinforce students’ connections and launched our fall leadership retreat in Traverse City, Michigan. We organized RBP Days of Service in the Lansing and Detroit communities. Our annual spring corporate trip to Pittsburgh, Pennsylvania, allowed students to visit with PNC, Bayer Corporation, the Pittsburgh Pirates sports management team, and the Gateway Clipper Fleet, while participating in the MSU Global Day of Service alongside members of the MSU Alumni Club of Western Pennsylvania.

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AMY RADFORD-POPP
DIRECTOR OF RESIDENTIAL BUSINESS PROGRAM
Residential Business Program Creates Tight-Knit Community

Why did you pursue joining the Residential Business Program? The message I first received from the Residential Business Program (RBP) spoke highly of the program and the students within it, stating that the program was not for the average business student, but for students who are heavily involved in their schools, with their peers, and with their communities. That message highlighted all of the major keys to a work ethic I strive for: academic greatness, community involvement, and a global mindset.

How would you describe the students you’re with in the RBP? They’re hands-down just the best kind of people to be around – hard-working, intelligent, diligent, professional people. Everyone accepted into RBP shares the same values of academics, community, and global-mindedness, so it was definitely taking the whole “great minds think alike” concept to a new extreme. I made some of the best friends I’ve ever had in my entire life in the first month of school, all because RBP put me just down the hall from all of them.

How is RBP helping you achieve your career aspirations? I’d like to work in the supply chain management field, either analysis or production management. RBP has done wonders for my career skills preparation. Through the program’s many networking opportunities, I’ve met with companies of all kinds all over the field, learning about what companies expect from their employees and what they like to see in a student. Because of this, I’m able to capitalize on the expected skillset for someone going into the industry and have the knowledge going forward that I am prepared to be a professional in that industry skill-and knowledge-wise.

What advice would you give a RBP freshman? I’ll pass on some advice that was given to me. Your ability to be a hirable candidate depends on what you did outside of the classroom, like extra-curricular groups, volunteer work, and activities for life experience. That’s what employers want to see: a well-rounded person, not the one whose nose was stuck in a book for four straight years.

How does RBP’s community fit into MSU’s? I heard a great saying on a tour I took before deciding to come to MSU: “It’s really easy to make a large school feel small, but not at all easy to make a small school feel large.” I was able to prove that statement without even knowing it, as RBP made MSU feel small in the best of ways. Since you’re with these RBP kids in the same classes, residence halls, and extracurricular activities, you feel that community camaraderie that you otherwise don’t get in such a large student body at MSU. This is important for a multitude of reasons, most importantly being that it ultimately let me sink into the feeling of calling MSU home. I’ve never felt such pride in any other group as I feel as a Spartan. I feel in place, I feel like I belong, and I feel like I’ve known everybody here my entire life. This was all facilitated by my involvement in RBP.
“Swim with the Sharks,” a contest held during the National Automatic Merchandising Association (NAMA) OneShow trade show, allowed students to showcase their most creative, innovative business platforms to “Shark Tank” celebrity entrepreneur judges Lori Greiner and Robert Herjavec. Weeks before the NAMA OneShow, Lazare and Meltser presented Bringtitt to NAMA leadership for consideration to Swim with the Sharks. After securing a formal invitation, the pair had time to prepare a pitch presentation for the Sharks and the NAMA audience.

According to Kristin St. Marie, assistant director of Broad Executive Development Programs, the Sharks were just one layer of pressure. “Jarett and Danny only had five minutes of stage time, so they needed to deliver. Not only were the Sharks impressed, but the contest was at the opening ceremony, attended by thousands, who you could tell felt the same way.”

Targeting families with college students, Bringtitt provides a peer-to-peer shipping network accessed through a mobile app that connects users to transport items between campus and home. “I was going home every other weekend to visit my family – now I get paid to do it, while helping other students,” said Lazare.

After captivating the Shark Tank judges and thousands of NAMA attendees, and with an extra $10,000 in their pockets, Lazare and Meltser weren’t planning on slowing down for their summer vacation.

“We’ll use the break from classes to make a few app updates to prepare for the upcoming fall semester. Since our business is cyclical, following the academic school year, we’ll spend time preparing for when students return—and executing our biggest marketing campaign to date. Our NAMA OneShow winnings will make a massive impact in both being able to afford the updates and pay for our marketing campaign, allowing us to bring our product to market and gain traction,” said Lazare.

For their presentations at MSU’s annual University Undergraduate Research and Arts Forum (UURAF), Four students won the best poster in the business category for their research on “Creating a Successful Stock Portfolio When Investing Internationally” while two others won the best oral presentation in the Business category for their discussion of “Novices in the Stock Market: An Emotion-Free Approach to Managing Stock Investment.”

Two students from the Residential Business Program were awarded the Dean’s Choice Award from the first-ever MSU Federal Credit Union (MSUFCU) Financial Literacy Competition for their presentations on how to educate college students about managing finances.

Two students earned the top honor in a research competition conducted by the Hospitality Asset Managers Association (HAMA) for research revealing the importance of Chinese Millennials to international travel.
Multicultural Business Programs Support Student Success, the Community

The year was filled with activity for Broad’s many Multicultural Business Programs (MBP), which include four student organizations: Multicultural Business Students, National Association of Black Accountants, Native American and Hispanic Business Students, and Women in Business Students’ Association. MBP, and its contributions to the community in which students learn and live, reflects the diverse student body and values that make up the Broad College of Business.

MBP’s achievements were recognized at the 15th Annual MSU Student Life Awards. Multicultural Business Students was named Outstanding Academic Organization of the Year and Multicultural/Cross-Cultural Program of the Year. Native American and Hispanic Business Students won Outstanding Professional Organization of the Year, and the Women in Business Students’ Association received the Spartan Silver Award in Student Organization Achievement. Other highlights for the year include:

Summer Business Institute (SBI) provided 60 multicultural incoming freshmen a head start on their college careers. The week-long residential learning experience included academic seminars by faculty, training workshops by corporate professionals, and team activities, including presenting their work to a corporate partner.


Native American and Hispanic Business Students hosted a professional development dinner while networking with 10 Fortune 500 companies. The Native American Business Institute’s (NABI) summer program for Native American high school students prepared them for college through a week-long “business boot-camp” with support from MSU admissions officers, college counselors, tribal community leaders, and corporate representatives.

Multicultural Business Students hosted a leadership retreat at which professionals from Altria, Apple, FCA, General Motors, and Google coached students on interviewing, working in teams, and public speaking.

Social impact work included collecting school supplies for public school students through the SBI “Stuff the Bus” initiative, raising money for breast cancer research, and working in the Upper Peninsula with 31 youth of the Sault Ste. Marie Tribe of Chippewa Indians on professional skills and leadership.

MBP’s annual Black History Month Multicultural Heroes Hall of Fame Case Competition, in which teams presented a case for a multicultural hero to be inducted into the Hall of Fame, ended in a first-place tie between two teams of Broad students supporting Maya Angelou and Harvey Milk.

When it comes to making an impact, Broad scholar Josiah Price (BA Hospitality Business ’16) delivers at an unprecedented level: in the classroom, on the football field, and perhaps most importantly, in his community.

Price’s academic performance earned him accolades, both in the Broad College and across the nation. He earned Academic All-Big Ten honors each of his three seasons at MSU and was named to the CoSIDA Academic All-District 5 Team last year. Faculty at the Broad College recognize him for his tenacity, diligence, work ethic, and dedication to academic success. He was a member of the Real Estate Investment Club and served on the board of the Student Athlete Advisory Committee. That same dedication is academic achievement in an extraordinary way.

Price’s community efforts have reached near and far. In 2015 participating in MSU’s study abroad International Summer Sports Program.

For the second year in a row, Price was nominated for the Allstate AFCA Good Works Team, which recognizes U.S. college football players who commit to serving their communities while balancing academic and athletic excellence. This year’s 25 award recipients will be unveiled in September, and Price is one of only 12 Big Ten athletes earning a nomination.

He was named to the Wuerffel Trophy watchlist, otherwise known as “College Football’s Premier Award for Community Service.” Presented annually by the All Sports Association, the recipient is the Football Bowl Subdivision player who combines exemplary community service with athletic and academic achievement in an extraordinary way.

Price won the Gwendolyn Norrell Community Service & Leadership Award at the 2016 MSU Student-Athlete Support Services Academic Gala, presented to the student-athlete who best exemplifies the goals of the “Putting Athletes and Community Together” program, excelling in the field of community service and outreach.

Price’s community efforts have reached near and far. In addition to actively participating in a variety of community service initiatives, including the Ingham County Child Benefit Fund, DARE Graduations, and March Is Reading Month, Price also took part in a mission trip to South Africa during spring break of 2013 and spent two and a half weeks in Australia in 2015 participating in MSU’s study abroad International Summer Sports Program.
Getting Involved Leads to Success

For Beverly Mutchler (BA Accounting ’16), success at Broad meant getting involved, working hard, and never turning down an opportunity. She knew that one day, her dedication to academics and the Broad community would pay off—and it did. Mutchler completed her undergraduate degree in 2016, was awarded the Deloitte & Touche/Michael Licata Endowed Scholarship to pursue her master’s degree, and has a full-time job offer waiting for her upon completion.

What is your Broad story—up to today? How did you secure your full-time position with a prestigious firm?

I grew up in the small town of Fruitport in western Michigan. I applied to and ultimately decided to attend MSU because of all the opportunities it had to offer, both in terms of extra-curricular activities and academics. I started my journey at Broad early through a program called the Summer Business Institute (SBI), where I learned more about the college and professional skills while meeting life-long friends. SBI introduced me to Multicultural Business Programs (MBP), which supported me during my four years of undergrad. Having completed my undergraduate degree in accounting in the spring of 2016, I begin my master’s in the fall.

What extra-curricular activities helped you grow your network at Broad?

Beginning with SBI, I recognized the importance of being involved. After a year and a half of tutoring fellow students for MBP, I decided to step out of my comfort zone and join a professional fraternity, which led me to Delta Sigma Pi. Joining DSP, I made more friends and expanded my personal and professional networks globally. I also joined National Association of Black Accountants and held a leadership position during my junior year.

How did you secure your full-time position with a prestigious firm?

My honest advice for landing a full-time offer is to really get to know the people who do the hiring and the people you will be working with. When you get to know the people and know it’s a good fit, be consistent and make yourself visible by attending corporate events and speaking up about what you want in a career. My path with Deloitte consisted of the Leadership and Creativity Academy, the Deloitte National Leadership Conference, and then a summer internship.

What advice would you give to incoming Broad students?

Get out of your comfort zone, make new friends, and join a club that fits your personality and that you think will benefit you personally or professionally. Always be willing to try new things.

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When the Lear Corporation Career Services Center releases the results of its annual Destination Survey and Summer Survey, readers have a real-time glimpse into the job market for entry-level positions, as well as the competitiveness of Broad graduates. The survey reveals students’ post-graduate and summer employment statistics—and where Broad is making business happen. For the summer of 2015, 95 percent of graduates reported post-graduate plans: 71 percent employed, 22 percent continuing their education, 1 percent starting a business, and 1 percent serving in the military. The remaining 5 percent were still determining next steps after graduation. Of those pursuing full-time employment, more than 80 percent accepted an offer before crossing the graduation stage, with a median starting salary of $56,000. Students received 2.04 job offers on average, and fully half reported received a signing bonus—a mean windfall of $5,337.

Students’ summer plans were similarly productive: 51 percent worked in an internship or co-op position, 23 percent worked in another type of job, 4 percent pursued other goals, and 2 percent had not yet found a job. Mean hourly wages for interning students were $17.35, versus $10.06 for non-interning students.

Broad graduates continue the Spartan tradition of benefiting Michigan’s talent pool. Fifty-four percent of graduates reported that their job kept them in Michigan, with 78 percent staying in the Midwest.

**College Demographics**

- Accounting: 277
- Finance: 194
- Human Resource Management: 37
- Management: 275
- Marketing: 273
- Supply Chain: 83
- Business: 377
- Busi: 377

Total Female Population: 2629
Total Male Population: 3595
Total Student Population: 6224

**Employment by region**

- Midwest: 78%
- Northeast: 5%
- West: 4%
- South: 11%
Broad’s Focus on Faculty Retention and Recruitment Gains Momentum

Just as much as our students, Broad’s faculty play a critical role in the college’s competitiveness and reputation. We place a tremendous amount of trust in our faculty to spearhead initiatives and programs that make Broad the innovative community that it is. That said, we employ thoughtful strategies to recruit and retain top-tier scholars to our faculty – eight new members in the last academic year.

We look for faculty who are flexible and nimble, and who can serve in multiple capacities within the college. We seek faculty members who can teach effectively to different audiences and enhance the reputation of the college through cutting-edge research. Beyond our students, thought leadership is one of our strongest outputs, and to stay competitive as a college, Broad’s faculty must have the ability to balance teaching and research effectively. We are thorough in our searches and use a combination of tactics, including leveraging our existing faculty’s global academic networks and social media platforms. To consider scholars as potential faculty, they must have an understanding of our teaching obligations as a land-grant university and the research expectations of a Research I university (a category used to indicate U.S. universities that engage in extensive research activity).

More than ever, we see our rivals competing for Broad faculty with enticing offers. Thus, talent retention is a high priority for the college’s leadership. We’ve made changes to find new ways to ensure that our faculty members receive the recognition they deserve, that they have opportunities to innovate and grow and have access to the tools and resources they need to continue succeeding as scholars and members of the Broad community.

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ROBERT M. WISEMAN
SENIOR ASSOCIATE DEAN
Rankings Reinforce Reputation

The Broad College earned recognition as an elite business school across this year’s major rankings, including ranking among the top 15 public programs in all major undergraduate and full-time MBA rankings (Bloomberg Businessweek, the Economist, Financial Times, Forbes, and U.S. News & World Report).

The Broad undergraduate business program ranked in the top 25 overall in both the U.S. News & World Report and the Bloomberg Businessweek rankings. Further, recruiters in Bloomberg Businessweek’s undergraduate ranking named Broad the no. 6 public program—and among their top 15 schools overall for the fifth time.

Broad continued to rank in the top two at the undergraduate and graduate levels in U.S. News & World Report for supply chain management/logistics, as it has since the subject area ranking began more than a decade ago.

The Full-Time MBA Program was honored as no. 1 in graduates’ current job satisfaction by Forbes. Placement and percentage increase on pre-MBA salary were both outstanding, ranking no. 3 and no. 2 worldwide by the Economist, respectively.

The Executive MBA Program was among the top 12 U.S. public programs in the Financial Times and Economist rankings. Alumni career progress after graduation was a standout, at no. 15 worldwide in the Economist ranking and no. 5 among U.S. public programs in Financial Times.

Professional master’s programs were also ranked highly. The MS in Accounting was no. 9 in the TaxTalent 2016 Top in Tax Educational Survey; and the MS in Management, Strategy, and Leadership was the no. 17 public program in U.S. News & World Report’s 2016 Best Online Graduate Business Programs (Excluding MBA) ranking. The MS in Business Analytics and the MS in Marketing Research were among the top 10 in their respective categories, while the MS in Finance ranked no. 19 in the TFE Times master’s program rankings.
Development takes many forms, yet always mirrors the dynamic changes taking shape at the Broad College of Business. At the core of each and every Development endeavor is the unwavering commitment to making an extraordinary impact and providing the next generation of business leaders with the best education. This commitment appears at Broad in the form of investments in faculty innovation and thought leadership. You can see it in the bold floorplans of the modernized, innovative new Business College Pavilion. You can feel it within the halls and in the classroom.

No matter the form, changes are afoot at Broad.
The Business College Pavilion Raises the Bar for Broad

Gone are the days of traditional education, when learning happened seated in neat rows before a lecturer. Today, students learn best in a fast-paced, creative learning environment where they work together to solve problems. This experience of learning through collaboration is a direct reflection of the working environment of today’s top businesses.

Learning practices have changed, but the learning environment at the Broad College of Business has not. To support offering an education that matches the needs of the global marketplace, Broad has committed to building a new $60 million pavilion building that will support and enhance the overall student experience while delivering the very best education possible. The pavilion will become a point of pride for students, faculty, and alumni, representing the open and engaging nature of today’s top businesses.

Since no two days of learning at Broad are the same, spaces in the new pavilion will reflect the changing needs of students and faculty. The building’s design purposefully includes both customizable classroom spaces and spaces dedicated to the overall student experience at Broad, such as individual quiet spaces, collaboration and team areas, dedicated group meeting rooms, and spaces for events and socializing.

The need for change is apparent to anyone who visits the current Broad College of Business. Modern classrooms have a completely different make-up than Broad’s classrooms built in the 1960s and 1990s. Today’s classrooms help stimulate learning because they are customizable to easily support learning through team projects, collaboration, and cutting-edge technology, as well as through traditional presentations. While classrooms at Broad have been modified to help close the gap over the years, only so much can be accomplished through remodeling, said Gupta.

“The new Business College Pavilion will provide a space for students to learn together, from one another, and in ways that will help accelerate and enhance their learning and professional development. Modernized features, like flat classrooms with enhanced tech capabilities will foster collaboration and innovation, and deliver spaces for students and faculty to come together,” said Sanjay Gupta, the Eli and Edythe L. Broad Dean.

In fact, learning becomes richer when the class for student input by putting everyone on the same level, literally and psychologically.”

“Group and team projects are a huge part of every course, so students sit on the floors in hallways, or have to leave the complex altogether to meet and work together,” said Broad Student Senate President Kari Jurewicz (BA Accounting ’17).

For a college committed to cultivating community and with a reputation as a top public business school, the current physical space does not reflect the dynamic culture and spirit of Broad scholars and faculty, she said.

The pavilion will change that. The many public and private gathering spaces in the building are designed to allow students to come together and work effectively, as well as to allow additional opportunities for faculty mentoring.

As Broad students and faculty know, learning doesn’t stop in the classroom. In fact, learning becomes richer when collaborating outside the classroom, and the pavilion will have the right environment to accommodate this type of professional development. Its inspirational physical spaces will give Broad a competitive edge over other business schools and support its position as a top-ranked school. It will be a space that students want to spend time in, one that welcomes the social side of learning and networking that proves critical to professional development. The structure will create an environment that the Broad community will feel proud to call home.

In addition to making important changes to classroom, collaborative, and social spaces, the new building will better serve undergraduate and graduate students by consolidating student services and advising support in a central place, easily accessible to students who need them.

College students have high expectations for the university they choose because the pressure they face in the global economy is mounting. For the Broad College of Business to rise to the challenge of educating these individuals, not only must the curriculum be cutting edge, but the way in which the faculty delivers that content and encourages students to take an active part in their educational journey has to be second-to-none, Gupta said.

“This is the most important project the Broad College of Business has undertaken in the last 50 years. By contributing, you are forever impacting the education of the students who will come through the college and setting in brick and mortar the legacy of the Broad College for generations to come,” Gupta said.
Having raised more than $115 million in contributions and commitments for the college during the Empower Extraordinary campaign, this has been a banner year for the development office at the Broad College of Business. In the college’s last 15 years, only one year has exceeded the fundraising for the 2015–2016 academic year. That year, two significant outlier gifts bumped up the total: $25 million as the Broad Challenge gift from the Broad Foundation—a matching gift to inspire giving from other donors—and $12 million for the establishment of the Midland Research Institute for Value Chain Creation (MRIVCC).

The year’s success is attributed to a growing enthusiasm around the programs and people of Broad, and having a full complement of development officers, says Vivian Leung, senior director of development for the Broad College.

“The Broad College has brought on a number of new initiatives that have steadily built enthusiasm for what we are trying to accomplish for our students. That enthusiasm, combined with the fact that we have grown our staff from three to seven over the past five years means we now have a team that can actively engage with our 75,000 living alumni, friends, and corporate partners,” Leung said.

The success of the development team at the Broad College has a direct impact on students attending the college, said Dean Sanjay Gupta.

“With over $30 million dedicated solely to student support, and the rest being invested in the faculty and the community in which they live and learn, both on campus and off, these numbers demonstrate the future ways we will invest in the educational experience for our students,” said Dean Gupta.

**Development milestones**

The 2015–2016 development milestones stem from the generosity of 6,630 active donors to the college. Gifts and pledges during the academic year totaled $13,420,125, with $7,403,515 in planned gifts committed. The year’s commitments shared a common thread: advancing innovation and faculty endeavors.

**Robert “Bob” K. Burgess**

A $4.5 million gift from MSU alumnus Robert “Bob” K. Burgess supports the Institute for Entrepreneurship and Innovation. The institute, which advances research, supports the commercialization of MSU’s intellectual property, and promotes student business innovation, will be renamed in his honor.

**John and Becky Duffey**

President & CEO of Six Flags Corp. John Duffey (BA Accounting ’82) and his wife Becky, also an MSU alumna, presented $1 million to The School of Hospitality Business to create a named professorship to attract and retain best-in-class educators to the nationally leading program.

**Al and Nancy Gambrel**

With their $1 million gift, Al Gambrel (BA Business ’76) and his wife Nancy, also an MSU graduate, established the Gambrel Family Endowed Professorship in Management, the first for the department. Gambrel hopes that the professorship will encourage a professor to engage future business leaders in the classroom.

**Scott and Pat Eston**

Scott and Pat Eston (both BA Business ’78) established the Scott and Pat Eston Fund for Sustainability with a $400,000 gift to outfit the Business College Pavilion with energy-saving technologies.
Newly Endowed Professors Honored at Investiture

The Broad College is preparing for its first-ever investiture ceremony September 23, 2016, which will honor eight faculty members who have been selected for endowed chairs and professorships as well as the donors who made these positions possible.

“These endowed faculty positions are crucial in recruiting and retaining scholars who lead their fields, creating the dynamic, collaborative environment that we are known for and preparing our students to make business happen in an ever-changing world,” said Dean Gupta. “We are so thankful for our donors who support faculty innovation and excellence for years to come through these endowments.”

The faculty recipients were selected by the college review committee based on the quality of their teaching, their service contributions to the college, and their research.

Eli Broad Professor of Management
Created by Eli and Edythe Broad
Goes to Gerry McNamara, professor of management, member of the editorial board of the Academy of Management Journal and the Strategic Management Journal, the Western Academy of Management’s JMI Scholar of the Year, and co-author of the textbook Strategic Management: Creating Competitive Advantages

Ernest W. & Robert W. Schaberg Endowed Chair in Accounting
Created by Bob and Anna Lou Schaberg to honor Bob’s father, Ernest
Goes to Ranjani Krishnan, professor of accounting, recipient of numerous research awards such as the Greatest Impact on Managerial Accounting Practice Award, ranked no. 2 in managerial accounting over the past six years of publications in the latest Brigham Young University accounting research rankings, and the editor of Accounting, Organizations, and Society

Frederick S. Addy Distinguished Chair in Finance
Created by Fred and Marilyn Addy
Goes to Charles Hadlock, professor of finance, a two-time winner of the prestigious Michael Brennan Award for the best paper in the Review of Financial Studies, director of the doctoral program in finance, and a recipient of numerous teaching excellence awards

Gambrel Family Endowed Professorship of Management
Created by Al and Nancy Gambrel
Goes to Donald Conlon, professor of management and interim department chairperson, recipient of best paper awards from the Academy of Management and the International Association for Conflict Management, past president of the International Association for Conflict Management, and past division chair for the for the Conflict Management Division of the Academy of Management

Main Street Capital Partners Intellectual Capital Endowed Professorship
Created by Main Street Capital Partners
Goes to Brian Pentland, professor of information systems, recipient of MSU’s William J. Beal Outstanding Faculty Award and Broad’s John D. and Dortha J. Withrow Teacher-Scholar Award, director of the doctoral program in business information systems, and winner of the Administrative Science Quarterly Scholarly Contribution Award

Plante Moran Faculty Fellow
Created by Plante Moran
Goes to Chris Hogan, professor of accounting, president of the Auditing Section of the American Accounting Association (AAA), two-time winner of the Accounting Horizons Best Paper Award, and co-director of the doctoral program in accounting

Russell E. Palmer Endowed Professorship in Accounting
Created by Russell Palmer
Goes to Karen Sedatole, professor of accounting, ranked no. 1 in managerial accounting over the past six years of publications in the latest Brigham Young University research rankings, a two-time recipient of both the AAA Notable Contributions to Management Accounting Research Award and the AAA Management Accounting Section Impact on Management Accounting Practice Award, senior editor of the Journal of Management Accounting Research, and editor of Accounting Horizons

United Shore Faculty Fellow in Sales Leadership
Created by United Shore Financial Services and Mat Ishbia, president and CEO, to enhance sales research and education
Goes to Douglas Hughes, associate professor of marketing and interim department chairperson, incoming editor-in-chief of the Journal of Personal Selling and Sales Management, leader of the Strategic Sales Initiative, and former senior executive in marketing and sales at Fortune 100/500 consumer packaged goods firms
The academic departments within the Broad College of Business continuously delivered excellence to its students, faculty, the field of higher education, and the business community. Broad’s reputation as an elite business college is reaching new heights through the college’s innovative curriculum, strategic faculty hires, job placement, awards, and recognition. Each department is shaping the future, developing the next generation of business leaders, and demonstrating Broad’s extraordinary impact for years to come.
Two MS in Accounting students, Adam Kogelschatz and Sean Hamborsky (both BA Accounting '15, MS Accounting '16), were awarded the National Presidential Volunteer Service Award for completing 100 or more hours of volunteer service within a one-year time frame during their involvement with MSU’s Volunteer Income Tax Assistance (VITA) student group. More than 100 MS in Accounting students volunteered at community service events throughout the academic year, and the MS in Accounting Student Activity Board raised more than $2,100 for Special Olympics in the Lansing area.

Doctoral graduate placements include tenure-track professorships and assistant professorships at the University of Notre Dame (Andrew Imdieke, with a focus on auditing), Florida State University (Miles Romney, with a focus in taxation), University of Florida (Kailong [Philip] Wang, with a focus on financial accounting), and Missouri State University (Kangkang Qi, with a focus on information systems).

Kevin Blue (BA Accounting '15, MS Accounting '16) was part of an academic team that was selected to compete in the KPMG International Case Competition Semifinals.

Aishat Akinwale (BA Accounting '15, MS Accounting '16) was the first international student to be selected by the Financial Accounting Standards Board for its one-year Postgraduate Technical Assistant (PTA) program, and she received a $10,000 scholarship from the Public Company Accounting Oversight Board. Robert Bell (BA Accounting '15, MS Accounting '16) secured a full-time position with the Governmental Accounting Standards Board.

The strategic hire of Chenhui (Julian) Guo, who joined the faculty as assistant professor after earning a PhD from the University of Arizona, will expand the department’s excellence in business analytics.

The Financial Markets Institute (FMI) celebrated its 10-year anniversary in April 2016 and also had 100 percent job placement of its scholars at prominent firms.

New board members joined the department from high-profile firms previously not represented on the Finance Advisory Board or FMI Board. Their contributions will enhance student employment opportunities.

Andrei Simonov was promoted to full professor and Xing Huang, who joined the department as a rookie out of University of California–Berkeley in 2013, was reappointed as assistant professor.

The Master of Science in Finance (MSF) program increased its average incoming student GMAT from 630 to 675 and climbed in national rankings from no. 24 to no. 19.

The department finalized curriculum for a new minor in insurance and risk management, which is on target to be offered in the fall of 2017.

For another year, U.S. News & World Report ranked the department among the top 30 finance programs.
For the third year, Hospitality Business’s Eta Sigma Delta chapter was named Chapter of the Year by the International Council on Hotel, Restaurant, and Institutional Education (ICHRIE) at its annual conference. The ICHRIE also honored Associate Professor Jeffrey Beck with the Stevenson Fletcher Award, which is presented to educators for outstanding achievements in contributing innovative ideas, methods, or programs to advance education in the field of hospitality and tourism.

Professor Arjun Singh was appointed a fellow at the Lausanne Hospitality Research Center, the world’s premier reference in hospitality management. Professor Ronald F. Cichy was honored by the Michigan Lodging and Tourism Association as the 2016 R. D. Musser Hotelier of the Year, presented at the Pure Michigan Governor’s Conference.

Hospitality Business hosted 79 companies and 764 students during its annual CAREER EXPO XXXVII in the fall semester, resulting in 854 student interviews for internships and jobs. In addition, industry executives spoke at 11 professional development programs.

Throughout the year, Hospitality Business conducted 61 prospective student campus visits throughout the year, as well as 17 industry tours in Chicago and New York for 70 hospitality students.

Bonnie Knutson, a member of the Hospitality Business’s faculty in many capacities for 34 years, was appointed interim director.

The Building Winning Teams program, pairing management department faculty (Professors Hollenbeck, McNamara, and Conlon) with MSU athletic coaches (Coaches Tom Izzo, Mark Dantonio, and Suzy Merchant, among others), was a great success, with a keynote speech by Six Flags President and CEO John Duffey (BA Accounting ’82).

The MS in Management, Strategy, and Leadership broke records in terms of enrollment. The program went from 75 students enrolled in summer 2014 to 354 enrolled in spring 2016, making it the largest master’s program in the college. Female representation in the program grew from 29 percent in summer 2014 to 34 percent in spring 2016.

Two new faculty with expertise in strategic management joined the department: He Gao, PhD, Arizona State University, and Kevin Miceli, PhD, University of North Carolina at Chapel Hill.

Alumnus Scott DeRue (PhD Management ’07) was named dean of the Ross School of Business at the University of Michigan.

Two new undergraduate minors began accepting students: retail management and sports business management.
Four marketing researchers won a competitive Neil Rackham Research Grant from the Sales Education Foundation. Blake Runnalls, doctoral student; Doug Hughes, associate professor; Roger Calantone, Eli Broad Chaired University Professor of Business; and Clay Voorhees, associate professor, received $5,000 to fund their project, “Measuring and Evaluating Sales Training Effectiveness.”

Douglas Hughes, associate professor of marketing and interim department chairperson, was honored with the American Marketing Association Sales SIG Research Excellence Award for his article, “Social Networks Within Sales Organizations: Their Development and Importance for Salesperson Performance,” published in the Journal of Marketing.

Roger Calantone, Eli Broad Chaired University Professor of Business, received the 2015 Hans B. Thorelli Award for his article, “An Examination of Exploration and Exploitation Capabilities: Implications for Product Innovation and Market Performance.”

Clay Voorhees, associate professor of marketing, was honored at the Frontiers in Service Conference with the American Marketing Association’s Services Marketing SIG Best Article award.

Four new faculty members joined the department. These young faculty, many with outstanding research records, position MSU well for SCM teaching and research in the future.

- Adrian Choo, PhD, University of Minnesota
- Mei Li, PhD, Arizona State University
- Jason Miller, PhD, Ohio State University
- Simone Peinkofer, PhD, University of Arkansas

An International Journal of Production Research study ranked Broad’s operations management faculty among the top five globally for research productivity in the field’s top-rated journals over the period 1985–2010. In addition, three individual faculty members—Ram Narasimhan, Steven Melnyk, and Sri Talluri—were ranked among the top 100 operations management scholars. This places them in the top one percent of authors worldwide who have published in these select journals.

Broad’s Department of Supply Chain Management is no. 1 in the 2015 and 2016 SCM Journal List rankings of universities’ research publications in empirically-focused journals. The ranking is based on output in journals that are primarily empirically-focused (Decision Sciences Journal, Journal of Business Logistics, Journal of Operations Management, and Journal of Supply Chain Management).

For the second year in a row, SCM World’s University 100 survey of more than 700 supply chain management professionals ranked MSU no. 1 for supply chain management talent. The list reflects working practitioners’ perspective on the brand value of these business schools. The poll included 190 other universities.

The department partnered with Dow Chemical, Union Pacific Railroad, Procter & Gamble, and Meijer to create a video that illustrated the activities, opportunities, and challenges in an end-to-end integrated supply chain.
MBA Highlights

The MBA program continues its emphasis on creativity and innovation with recent incoming students strongly representing the creative class, innovators, and entrepreneurs. We’re constantly pushing our students to challenge themselves, to find new approaches to solve problems, and to commit to making an impact in the classroom and beyond.

The Full-Time MBA’s reputation as a prominent, forward-thinking program is reaching new heights. Our incoming classes have been characterized by record GMAT scores, with averages hitting 670. This positions Broad’s program in the top echelon of business schools, with no signs of slowing.

More than ever, we have a strong emphasis on experiential learning, led by our team learning lab, and a number of live projects partnered with companies that wanted the creative and innovative competencies of our students. On separate occasions, students partnered directly with companies in and outside of the classroom to apply their innovative business acumen to the companies’ fuzzy problems, ultimately presenting new approaches and strategies to improve business operations.

Our MBA students collaborated on various social impact projects to help local non-profits with supply chain problems, strategic planning, and budgeting. Our MBA Association raised more than $20,000 for the Lansing Food Bank and $7,160 for Elie’s Place, a statewide healing center for grieving children and teens, among many others.

The MBA program continued its excellence in employment, with more than 90 percent of our students having accepted job offers within 90 days of graduation. With an average base of $101,430, salaries increased 11 percent year over year. Our first year MBAs (Class of 2018) are on a streak of 100 percent summer internship placement, with ten placed at Amazon alone. This has resulted in our program being ranked no. 6 in the nation for job placement by Bloomberg Businessweek and no. 1 in current job satisfaction of graduates by Forbes.

GLENN OMURA, ASSOCIATE DEAN
MBA AND PROFESSIONAL MASTER’S PROGRAMS

INNOVATION + EXCELLENCE + EXPERIENTIAL
MBA Course Sharpens Creative Minds

Broad’s Full-Time MBA Program has built a three-day short course into each semester to stimulate creative and innovative thinking. Extreme Green provides experiential learning and engagement with corporate partners to prepare students to innovate in real-world situations.

“The course takes Broad’s team-centric approach to learning and expands on that in order to learn how to create as a team and develop better solutions,” said Glenn Omura, associate dean for MBA and professional master’s programs at the Broad College of Business.

Sessions provided a look inside the C-suite at innovative leadership. Students took part in the creativity training that new executives at Procter & Gamble receive, heard MSU President Lou Anna K. Simon’s thoughts on leading a creative organization, and even experienced improv comedy training to prepare them for presentations and leadership in swiftly changing conditions. Other sessions focused on putting creative ideas to real-world application.

Students got a rare chance to peer behind the curtain at the internal operations of General Motors, as they were given access to top-secret GM intellectual property to brainstorm new ideas around real-world business concepts. GM executives mentored teams as they shaped their creative vision, spending 20–40 hours (on top of their traditional 50-60 hour academic week) to create and present business ideas designed to leverage GM’s core competencies and the latest technology in innovative ways.

GM pushed the students to imagine the future of automotive technology and innovate around where automotive technology is born, “said Daniel Napier (MBA ’16). “The exposure to how but limiting yourself in certain capacities, practical innovation

“By asking for answers or solutions to an ambiguous problem, but limiting yourself in certain capacities, practical innovation is born,” said Daniel Napier (MBA ’16). “The exposure to how GM thinks, some of the new innovations they’re working on (that I can’t talk about), gives us a huge advantage in going into the automotive or other innovative manufacturing industry. Additionally, presenting an idea, that you came up with, to managers and vice presidents of a Fortune 10 company is an enormous opportunity very few people have the chance to practice,” he said.

Another session challenged students to solve a real-life problem for executives from Wrigley’s 5 Gum. Consumer purchasing habits have quickly shifted from almost entirely in person to almost entirely online. For products that rely on impulse buys at the checkout line, such as gum, this is an issue. Wrigley’s executives asked Broad MBAs to address this challenge in a case competition.

The student teams had to understand macro trends, project them 10 years into the future, and imagine what technologies might be accessible for business and consumer use, while drawing insights on consumer purchasing behavior, and developing a futuristic perspective of what could be, said Glenn Omura, associate dean for MBA and professional master’s programs.

Competition-winning student ideas included a self-monitoring cell phone app that “know” when to suggest a gum purchase and facilitate an online purchase, a way of changing consumer behavior from impulse to habitual purchasing, and “embedding” packs of Wrigley’s 5 Gum in the Candy Crush video game.

“From my perspective, the opportunity to create innovative business models and ideas in a live project situation, for a corporate partner, is a special experience,” said Wayne Hutchison, director of academic and program services.

“This course was a unique experience that made me a more well-rounded business professional and better able to challenge, strengthen, and integrate both soft and hard business skills. It has helped me become a creative and analytical thinker simultaneously while trying to solve one problem,” said Elizabeth Richter (MBA ’16).

The Payback Program

While attending college is one of the most important investments a person can make, it is also an expensive endeavor. Recent statistics show that 70 percent of graduating seniors can expect to enter the workforce with student loan debt—an average of $30,000. This makes choosing a college degree with a high return on a student’s investment a vital factor in the decision process.

2015 was the second year in a row that Broad’s Full-Time MBA Program had the second shortest degree payback time among all programs ranked by Forbes, as well as the quickest payback in the Big Ten. Broad MBA alumni needed just 3.6 years to make up the costs of their degrees in additional compensation, Forbes calculated, despite the surveyed students graduating in the heart of the economic downturn.

The Forbes biennial MBA rankings are based solely on return on investment (ROI), calculated by measuring compensation five years after graduation and subtracting tuition and salary forgone during school. Broad’s program ranked no. 8 among public universities and no. 22 overall. Since 2007, Forbes has consistently ranked Broad among the top 10 public institutions and the top 25 programs overall.

Likewise, for undergraduates, return on investment, the cost of the degree, and graduation rates matter most when choosing a college. Money Magazine cited all three of these factors in ranking Michigan State one of Money’s Best Colleges of 2015. For Broad students at MSU, the average starting salary of $54,000 is above the national average of $50,000 (NACE). Add to this recent survey results indicating that, within two months of graduation, 95 percent of 2015 graduates responding had found full-time employment or pursued their goals in other ways (addtional education, starting a business, military service). A Payscale.com report indicated that the average 20-year ROI of an MSU degree is $437,000, demonstrating the value of a degree from Broad.
Executive Education

Broad’s renowned curriculum and faculty aren’t merely for the benefit of MSU students. For over 50 years, Executive Development Programs has delivered transformative leadership education and high-impact development programs for business professionals and executives around the world. As companies make greater investments in continuing education now than in years before, Broad is meeting the demand with innovative programming to address the ever-changing needs of today’s fast-paced work force. The 2015-2016 academic year for executive education included new endeavors, additional corporate relationships, and a record level of participants.

- 45 open-enrollment programs and 25 online programs
- Over 5,000 participants representing a diverse array of industries and geographies
- Launched two new open-enrollment programs: Master Certificate in Business Analytics (online), which includes three 8-week programs: Analytics for Competitive Advantage, Data Mining and Management Strategies, and Applying Business Analytics
- Over 45 Broad College faculty led or were involved in teaching open-enrollment and custom programs
- Expanded corporate relationships with Allura Corporate Federal Credit Union, Dow Chemical, Dow Corning, Farm Bureau Insurance, Ford Direct, FMC Technologies, Mercedes-Benz Financial, and Meritor
- Engaged high-level business figures to participate in programming, including Six Flags CEO John Duffey; Mike Graham, Meijer senior vice president of supply chain and manufacturing; Michael O’Leary, director, IBM Emptoris Services Procurement; Mark Purtilar, chief procurement officer for the Goodyear Tire & Rubber Company; Elizabeth Door, vice president, North American procurement for Whirlpool Corporation; Robin Vogel, procurement and supply chain senior executive for the Kraft Heinz Company; among many others.
- Supported knowledge dissemination of innovative findings from the Supply Chain Management: Beyond the Horizon research, including workshops, webinars, and white papers

New undergrad dean fosters environment of engagement
Continued from page 9
The thread weaving through Petroni’s 26 years as a Broad faculty member is her underlying commitment to improving undergraduate students’ experience through leading educational programs and people. One of her greatest points of professional pride is receiving the MSU Alumni Club of Mid-Michigan Quality in Undergraduate Teaching Award, primarily because it reflects her commitment to the undergraduate population.

“In my job, it’s always come down to the students,” she said. “Undergraduates are the backbone of this college, and I feel energized having young, open minds surrounding me. I am passionate about having an impact on these students at such a formative time of their lives,” she said.

That same focus is Petroni’s vision for Broad’s undergraduates under her leadership. “I want to engage students with one another and bolster the business community they’re already part of,” she explained. That includes cultivating more Broad extra-curricular activities, fostering relationships between domestic and international students by using best practices in the classroom, and creating excitement around what it means to be a Broad scholar. “Being a student at Broad isn’t just about what is taken from a textbook or in classroom. It’s about the community: the relationships you build and how you empower, inspire, and engage with one another,” she said.

To ensure she keeps her finger on the pulse of undergraduate operations, Petroni’s time is evenly divided between teaching Accounting 201, a required class for admitted sophomores, and her new position as associate dean. “I need to know what these students’ concerns are, what they need from leadership, and how faculty can help them succeed. It’s hard to know all that without interacting with them regularly. I believe my new role engaging with students in the classroom while also serving as a part of the administrative team of Broad is the perfect combination,” she said.

Residential Business Program
Continued from page 14
Looking ahead to fall 2016, we will welcome our largest-ever freshman cohort of 225 first-year students! In 2015-2016, we increased corporate networking partnerships and hosted more signature events than in past years, and we have strategically planned to increase our professional staffing and student leadership model to better serve our students.

As I reflect on the last year, I’m confident that we’re positioned to thrive as we continue to invest more in growing the RBP. We have the momentum. I look forward to our future as a community.

Broad’s focus on faculty retention, recruitment gains momentum
Continued from page 24
In the last academic year, we announced that eight Broad faculty would be appointed to named/Endowed positions. These endowed roles – chair, professorship, or fellowship – honor faculty for innovative research and contributions to the college. We’re also promoting the Broad Integrative Fellows (BIF) program for early-career faculty, which develops integrative thinking and teaching through workshops, internal programs, and working alongside corporate partners (this year, Amazon) to develop teaching case studies. We have also formalized a faculty-mentor program that pairs newer members with faculty leaders to help junior faculty grow and develop into world-class scholars and teachers. In addition, we are working to develop the college’s future leaders as our more senior faculty look toward retirement.

This means instilling in our junior faculty a commitment to the institution that continues the Broad College’s reputation as a high-performance organization and top of mind business school. We recognize that, as Broad climbs higher in national rankings, we enter a new level of competitiveness within higher education. We’re proud of our existing faculty, and we are committed to cultivating the student experience with the new scholars we invite into our community.
Spartans Will.