fostering INNOVATIVE, high-quality, business-connected programs
The mission of the College of Business Administration faculty and administration is to foster an active learning-centered environment to provide innovative, high-quality, business-connected programs responding to the changing intellectual needs of students and the Michigan business community.
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Spring semester marks the conclusion of a three-year strategic plan developed by College of Business Administration chairpersons and staff. As we pass this milestone in fulfilling our mission to become one of the top undergraduate business schools in the Midwest, I’d like to share with you a few of our accomplishments.

Faculty – Over the last three years we have added **15 new faculty** members to the CBA ranks. Most arrived with doctoral degrees and significant professional experience. Our existing faculty members also continue to distinguish themselves and improve their skills. This year, 145 faculty members attended our five teaching improvement workshops: “Designing Effective Group Assignments,” “Team Learning,” “Promoting Deep Learning,” “Transforming Passive Listeners,” and “Problem-Based Learning.”

Curriculum – College faculty members are completing the finishing touches on what will be the **most innovative business curriculum in the Midwest**. During their first year, students will begin the development of teamwork, communication, and critical-thinking skills. As they proceed through the curriculum, they will practice these skills while learning business content that is, in many cases, integrated across the disciplines. We envision an 11-credit interdisciplinary core course of study required of students in their junior year. Beginning fall 2003, the CBA will be implementing the first **Web-based B.S.B.A. degree** in Michigan.

Applied research – Over the last two years, two new applied-research centers have been developed, received funding from the State of Michigan Research Excellence Fund, and initiated research projects that will benefit Michigan businesses:

- **The Center for Supply Chain Management**, a joint venture between CBA faculty and the College of Science and Technology engineering faculty
- **The Institute for Management Consulting**, an interdisciplinary research institute that reaches across college lines

A new **Center for Leader Effectiveness** is in the planning stage.

Business – The CBA has continued to seek out and expand its business relationships through the innovative **Corporate Spotlight** program, the annual Dialogue Days program, and an effort to expand CBA advisory boards. Each initiative has given the business community a greater voice in the CBA. In addition, the **mentoring program** has helped connect business professionals and alumni with students. CBA students participate regularly with businesses through both internships and projects. For example, last year almost 500 CBA students participated in internships.

Globalization – The CBA has helped CMU become a more global university with partnerships in China, India, France, Mexico, Germany, the Czech Republic, and Denmark. More students are choosing to **study abroad**. Recently, a grant proposal was submitted to create a global exchange of faculty and graduate students from CMU, the Copenhagen Business School, the University of Lyon in France, and the University of Bremen in Germany. A second grant proposal seeks funds to assist mid-Michigan businesses in exporting their products.

Technology – The CBA continues to prepare students to become the region’s technology leaders. We currently support more than **50 software applications** through 16 servers and 260 student-use computers. By the end of this year, all of the classrooms in Grawn Hall will be mediated. The CBA also remains the leading business school in the United States in **integrating SAP into the business curriculum**.

CBA faculty, staff, and students have accomplished much during the past three years, but much remains to be done. We look forward to the challenge of becoming a great business school. We hope you are proud of your alma mater and will continue to support us in our mission to develop and foster **innovative, business-connected programs** responding to the changing intellectual needs of students and the Michigan business community.

John Schleede
Dean, College of Business Administration
INNOVATIVE, high-quality, business-connected programs

Resourceful College of Business Administration programs evolving to serve needs of increasingly demanding business world

When John Schleede, dean of the College of Business Administration, thinks about the college’s mission to offer innovative programs that meet the changing needs of students and the business community, he thinks of raging river rapids.

“With the pace of change in business and society today, you’re in a river that’s in continuous white water rapids,” Schleede said, using an analogy he first heard from an EDS executive who was visiting the college.

Staying ahead in the churning waters requires nearly constant change and innovation – something CBA has a solid record of providing to its students and many business partners. The college continuously is developing new programs and modifying existing ones to ensure that students leave with the knowledge and skills to succeed in today’s challenging business world.

Central to that process is the ongoing redesign of the bachelor of science in business administration degree (B.S.B.A.). The new degree is now in the course design phase and is proposed to be implemented in fall 2004. It will center around team-based education in an attempt to mirror what students will discover when they emerge into the business world. Meanwhile, a Web-based B.S.B.A. degree option will be implemented this fall.

The college’s other innovations include SAP. CBA was the second college in the nation to integrate SAP into the business curriculum and remains the leader in the number of courses offered. SAP, or Systems, Applications, and Programs in Data Processing, is a German-based company that produces a suite of software applications for integrating business disciplines.

Additional innovative new programs include:

• CBA will be among the first colleges in the country to offer a graduate-level management consulting concentration this fall. The program, based on the management approach taught at the renowned Institute for Socioeconomic and Organizational Research in Lyon, France, will train CMU’s master of business administration students for careers in consulting, while also providing consulting services to local companies.

• CBA in the last five years has begun offering the entrepreneurship major – the only one of its kind in Michigan – and an undergraduate degree program that prepares its graduates to sit for the national certification exam to be a Certified Financial Planner™.

Management consulting M.B.A. concentration

Management consulting is one of the fastest-growing business disciplines. Yet, to date, there has been no

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Innovative, high-quality, business-connected programs

(Continued from page 3)

academic discipline to train professionals for consulting careers, according to Randall Hayes, accounting professor and director of the management consultation concentration. CMU will be on the leading edge of solving this problem when it debuts its management consultant concentration within the M.B.A. program this fall.

CMU’s program will focus on a comprehensive socioeconomic method of consulting, an approach that addresses the cultural and systemic contexts of the problems that confront management.

“It helps companies really transform themselves – to develop systems that do not exist now, to change the corporate culture to grow from a small-sized company to a medium-sized company, and to bring order to production and marketing management systems that, through time, might have become somewhat chaotic,” Hayes said. “We try to help companies analyze what their problems are and internalize what difficulties exist in their operations, and then we coach them in developing solutions to their problems.”

The concentration in management consulting, which is available to students pursuing the M.B.A., comprises four interrelated courses. Each of the courses will be team-taught by professors from different departments, a teaching model that brings a multidisciplinary approach to the classroom and the consulting projects.

CMU faculty members Hayes and Debra McGilsky from accounting, Mahmood Bahae and Kevin Love from management, and Lawrence Lepisto from marketing and hospitality services administration were trained at the Institute for Socioeconomic and Organizational Research in Lyon, France. The institute offers the only doctoral program in management consulting in the world.

Students in the program will be assigned to a consulting team that works closely with a Michigan-based company to diagnose its challenges and develop strategies for improvement. Hayes said all M.B.A. students will be required to complete capstone projects at the end of their course work. This concentration will weave the capstone requirement into the courses so that as students learn management consulting techniques in the classroom, they will be using them in a client environment.

“The real-world application of consulting techniques is unique to Central Michigan University,” Hayes said.

Entrepreneurship program

CMU was on the cutting edge when it developed an entrepreneurship major in 1998 – the first of its kind at the undergraduate level in Michigan – to meet a demand in the market. Since then, it has become the fastest growing major in CBA, with 275 students signed as majors as of March, said entrepreneurship program director James Damitio.

This program, which is designed to prepare students to run their own businesses, has been awarded a grant by the Michigan Economic Development Corporation. MEDC noted that it considers parts of the program to be “best practices” for other universities to adopt.

Damitio said each student in the program must perform an internship in an entrepreneurial venture and complete a consulting project in which a team of students works with a local business to diagnose and solve problems.

“We try to match the interests of the students to the needs of the companies,” Damitio said. “If their interest is
in marketing, then we match them up with a company that is having some marketing problem. If they are interested in new product introduction, we have them go to a restaurant that is in the process of redoing their menu."

The program stays current in large part because students and faculty members meet regularly with an advisory board of entrepreneurs, Damitio said. As a group, they develop innovative ideas for the program.

Their latest idea - the Entrepreneurship Investment Forum - will begin as a pilot program in the fall. Students now must prepare a full-blown business plan for their capstone course. Under the new program, students will present that business plan to a group of entrepreneurs to evaluate, and the LaBelle Entrepreneurial Center at CMU will then offer cash stipends to the best projects. It will go a step further in the spring semester with the entrepreneurs possibly offering financial help to students to start their businesses, he said.

"Those entrepreneurs would independently work with the graduates and work out the details of funding with them," Damitio said.

Certified Financial Planner™ Program

For three years, CBA's personal financial planner program has been preparing students for careers in the field of financial planning. During that time, the Certified Financial Planner™ Board of Standards registered program has stayed in tune with the demands of a growing industry largely due to the involvement of many local professionals.

That happens in two key ways - with students visiting the workplace of financial planners and with professionals coming into the classroom to evaluate student presentations, said Gene Stout, chairman of CBA's finance and law department.

In the major's capstone course, students are divided into teams that present recommendations to personal financial planning cases. Professional planners who are members of the Financial Planning Association (FPA) of Mid-Michigan - the membership organization for professional financial planners, most of whom hold the Certified Financial Planner™ designation - serve as judges. The program stays current in large part because students and faculty members meet regularly with an advisory board of entrepreneurs, Damitio said. As a group, they develop innovative ideas for the program.

In some courses, he uses Michaelsen's Readiness Assessment Testing (RAT) method, in which students first read a passage and take a test on it individually. Then, they take the test as a group - talking about each question and deciding on one answer per question. After the testing, the class discusses the right and wrong answers.

For this course, Featheringham has incorporated teamwork and a realistic setting that comes as close as possible to mirroring the business world.

"I want them to be able, when they get out in the business world, to do what they are asked to do and to be able to adapt," he said. "If they've got the background, then I know they can adapt."

Senior business administration major Laura Chycinski enjoys the hands-on aspect of the course. Her teammate Marvin Smith, also a senior business administration major, agrees. "Certain things cannot be taught out of a book," he said. "It has to come from experience."
JoAnn Linrud, chairwoman of the CMU Department of Marketing and Hospitality Services Administration, visited 34 classes to advertise the College of Business Administration’s conference Management Aspirations: Exploring Possibilities for Women in Business 2003.

In each class, she asked students to envision a manager in the business world. Then she asked students to raise their hands if the person who came to mind was a woman. The highest number of hands she saw was six, in a class of 120 students.

“I used that as a way to illustrate that we have a mindset,” said Linrud, who served as co-chairwoman of the conference’s organization committee along with Monica Holmes, chairwoman of the CMU Department of Business Information Systems. “We have what some might consider a stereotype, but I think in this case, what they were envisioning was reality.”

In addition to providing role models, the conference encouraged students to choose a management and leadership career path and offered them tips to succeed along the path, Linrud said.

A practical presentation by Mulligan Management Group CEO and President De-de Mulligan kicked off the conference. The CMU graduate’s topic – “How to Make Your First Impression a Lasting One: Valuable Life Lessons Learned at CMU and Beyond” – was just one of many perspectives students gained on everything from the best attire for a job interview to starting a business.

“The April 11 conference, which was attended by 80 male and female students, featured a dozen role models who shatter the stereotype. Among them were successful businesswomen such as Gail Torreano, a CMU graduate who is president of SBC Michigan; Gail Duncan, a CMU graduate who is president of Jerome-Duncan Ford; and Kristen Reimink, a CMU graduate who is senior vice president and chief financial officer of NSF International.

Ah Kiu, a CMU graduate student in economics, said she welcomed the chance to tap into the experience and guidance provided by successful businesswomen. “I think this is such a great opportunity for us to get in touch with some kind of reality,” she said, referring to the connection the conference offered to the outside business world.

Torreano, delivering the day’s keynote address – “Attributes of a Leader” – challenged the students to think about what leadership qualities they have to offer. “I have my own style, and each of you has your own style,” she said.
Management aspirations realized

- Jacqueline Antone, senior vice president for Morgan Stanley
- Gail Duncan, president of Jerome-Duncan Ford
- Marie Eckstein, global executive director of process industries for Dow Corning Corporation
- JoAnn Hinds, president and CEO of Diamond Die and Mold Company
- Sherry Knight, owner of Knight Writers
- De-de Mulligan, owner and president of Mulligan Management Group
- Darcy Orlik, marketing and communications manager for Firstbank Corporation
- Kristen Reimink, senior vice president and chief financial officer of NSF International
- Mary Catherine Rentz, attorney for Plunkett & Cooney, PC
- Gail Torreano, president of SBC Michigan

Businessman’s perspective

- Richard Barz, president and CEO of Isabella Bank and Trust
- Richard Birch, director of global production control and logistics for Delphi Automotive Systems
- Steven Constantin, director of human resources development and workforce planning at The Dow Chemical Company
- Ira Kreft, executive vice president of Fleet Capital in Chicago

To illustrate her point, Torreano gave each student several slips of paper labeled with attributes such as eager, constant, determined, impulsive, timid, and forceful. She then had students exchange their slips with one another until each had a list of his or her own set of leadership attributes.

One student thought her best leadership quality was being a good listener; another said diplomatic; and another, respectful. The exercise illustrated that each individual’s unique set of leadership attributes must first be identified and then developed.

With that, Torreano sent the future business leaders on their way. “Being a leader is a process, not an event,” she said. “We’re just at different points on the path.”

Students also heard the thoughts of four businessmen during a panel discussion entitled “Women’s Paths to Management – From a Businessman’s Perspective.” The panelists fielded questions about everything from corporate-sponsored day care programs to whether women are considered for international assignments as often as their male colleagues are.

Sarah Kehlenbeck, a first-year M.B.A. student, was encouraged to hear that companies are committed to advancing diversity within top management.

Although an afternoon panel of businesswomen was organized to speak about “Balancing Women and Family,” diversity was a theme throughout the day. Women spoke honestly about making tough choices in finding this delicate balance.

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Set your sights high
Reimink to students: Don’t underestimate potential

Work harder than everybody else. Don’t focus so hard on making a good impression, do a good job and your work will speak for you. And always admit when you make a mistake.

Those were just a few of the tips Kristen Reimink, ’94, passed on to students in the session, “Surviving Your First Five Years.”

Reimink, speaking during an afternoon session of the CBA’s Management Aspirations: Exploring Possibilities for Women in Business 2003 conference, said she hoped students would leave the daylong event knowing that they can do anything if they set their minds to it.

“If you have a goal, just figure out a way to get it done,” she said. “Don’t think about all the reasons why you can’t do something, but figure out how you can do something.”

Reimink’s professional accomplishments since leaving CMU should be inspiring evidence for students. At 29, she is the senior vice president and chief financial officer for NSF International in Ann Arbor.

Reimink attended CMU as a Centralis Scholar and graduated in December 1994 with a B.S.B.A. and as valedictorian with summa cum laude honors. She recently earned her M.B.A. from the University of Michigan.

“I think CMU really gave me an opportunity to excel,” she said, praising the personal attention CMU professors offer their students. “I was able to soak everything up and learn the skills that I needed to apply to my career later.”

As a participant in the honors program, Reimink completed a senior project under the direction of accounting professor Robert Bromley. The culmination of the project was a presentation to the CBA School of Accounting advisory board, which gave her an opportunity to meet several business people, including one from Coopers and Lybrand (now PricewaterhouseCoopers), where she landed her first job after graduation as an accountant. She was promoted to senior accountant before she moved to NSF in 1997 for a position as controller. Reimink soon began a succession of promotions to director of finance, senior director of finance, vice president of administration, and senior vice president and chief financial officer - all in six years.

She is responsible for all financial matters of the company and the implementation of NSF’s acquisition strategy. NSF International is a nonprofit organization that provides public health and safety risk management solutions. The company provides product certification and safety audits for the food and water industries.

Despite her success, Reimink said she didn’t always heed her own advice to set high goals.

“That’s why I try to tell people to set their sights high, because my sights were not as high as they should have been,” she said. “I am proud of where I am in my career, but I sometimes wonder if I had set my goals even higher where I might be today. I think people tend to underestimate their ability.”

Shattering the glass ceiling
(Continued from page 7)

Torreano, who worked for former Michigan Governor John Engler beginning when he was a senator, made the decision to leave his office just before his first gubernatorial campaign.

“I knew a statewide campaign was more than our family could handle,” she said. “I decided that three Torreano guys (her husband and two sons) were a lot more important than one Engler guy.”

Mary Catherine Rentz, who graduated from CMU with a B.S.B.A. degree in 1978 and later went on to law school, said she jumped at the opportunity to discuss the issue with students. “I wish someone had talked with me when I was a student the way we are talking with you today,” she said.

Rentz, an attorney for Plunkett & Cooney, PC, and the mother of one son, urged women to consider flexibility in career planning.

Darcy Ortik, who earned a bachelor’s degree in marketing from CMU and a master of science administration degree through the College of Extended Learning, offered the perspective of someone who does not have children. Because of this, she said coworkers may ask her to take on added responsibilities, or she may volunteer to take them on herself. But she stressed that her family of parents, grandparents, and others also requires dedication.

In afternoon sessions, students selected from workshops about managing finances, communication strategies, taking risks, surviving the first five years of their careers, thriving in nontraditional settings, and working with difficult people.

At the end of the day, her head brimming with information, senior business administration major Kelly Krasicky felt ready for the challenges ahead.

“I can step into the business world and not be afraid because I am a woman,” said Krasicky.
Central Michigan University trustee Roger L. Kesseler, ’58, has been named one of three recipients of the international Beta Gamma Sigma Business Achievement Award.

The award recognizes his outstanding achievements during a 37-year career with The Dow Chemical Company as well as his continuing service to higher education and the community. Founded in 1913, the national business fraternity of Beta Gamma Sigma now has 480,000 members in the United States and 160 other countries around the world.

“During his distinguished career, Roger has shown great passion for his craft and enormous compassion for humanity through years of dedicated service to The Dow Chemical Company, Central Michigan University, and the citizens of Michigan,” said College of Business Administration Dean John Schleede.

Kesseler’s commitment to CMU began during his student days, when he was active in various student activities and honor societies, and has only grown since then. He graduated cum laude in 1958 with a major in accounting and a triple minor in mathematics, economics, and geography. He also earned a minor in Army Reserve Officer Training Corps (ROTC), was commissioned as a second lieutenant, and distinguished as a military graduate. Kesseler completed an eight-year obligation in the U.S. Army Reserves, with a combination of active duty and reserve time. In 1966, he completed his service at the rank of captain.

“I decided that Central Michigan University was going to be my school, and a lot of good things happened as a result of my education there,” Kesseler said. “And now’s the time to repay.”

Kesseler has given years of dedicated service and generous monetary donations to the university and CBA and has been instrumental in the development of many programs. He played a key role in helping CBA become an early member of the SAP University Alliance Program by both encouraging the integration of SAP software and providing the assistance of key Dow personnel in its implementation. SAP, or Systems, Applications, and Programs in Data Processing, is a German-based company that produces a suite of software applications for integrating business disciplines.

In addition to serving a second term on CMU’s Board of Trustees, Kesseler is chairman of the steering committee for the university’s public broadcasting network, which is one of the largest university-owned operations of its kind in North America.

He also leads the university’s multimillion dollar capital campaign, a five-year initiative that kicks off later this year.

“Roger’s tireless efforts have resulted in unprecedented donations to CMU, and he exemplifies the finest of role models for students,” Schleede said.

In 1990, he was inducted into Beta Gamma Sigma, and in 1992, he was initiated into Sigma Isto Epsilon, an honorary management fraternity. He also was an inductee of Beta Alpha Psi, a national accounting fraternity. He was awarded an honorary doctorate of commercial science degree from CMU in 1989.

Kesseler began working for The Dow Chemical Company one year after graduating from CMU. By 1969, he was the chief cost accountant of Dow’s Michigan division. He later served in the same post for the Texas division, which required relocating his family to Freeport, Texas. He advanced through various positions in Texas before returning to Midland, Mich., in 1979 as manager of operations analysis and consolidation in the corporate controllers department. He became controller two years later, and by 1984, he had risen to the rank of vice president. He retired in 1997.
A candidate for an undercover police job sits arm's length from a large-screen television in a darkened room.

Kevin Love, a professor in the management department, appears on the screen and explains the details of the drug-buying situation the candidate is about to encounter. The candidate will interact with the drug dealer on television, Love explains, as if they were face-to-face in a real-life situation.

Then the scene changes, a drug dealer appears, and the candidate talks and gestures his way through the buy. Meanwhile, an assessor sits in the back of the room and rates the candidate's performance.

It's not your typical job interview. But it's exactly the system the Michigan State Police uses to screen candidates for undercover police officer positions, thanks to Love's research and work developing the system. And it's exactly the kind of thing more law enforcement agencies and companies, large and small, ought to be doing to screen job applicants or candidates for managerial promotions, according to Love.

The video scenario is just one piece of what's called an assessment center - a series of opportunities for individuals to respond to situations similar to what they would find during a real day on the job.

Love, an industrial psychologist, has devoted much of his career to designing assessment centers based on a job's requirements. He then validates the centers' effectiveness with information about the job performance of the hired candidates. Love's work exposes CMU students, both undergraduate and graduate, to valuable research and professional experience as they help him develop, run, and research assessment center processes.

A respected authority on personnel selection and performance appraisal, Love has worked in more arenas than law enforcement. He has researched everything from manufacturing to collegiate athletic recruiting. Most recently, he developed an assessment center for the position of professional emergency manager - a job that has become crucial to counties throughout the country in the wake of September 11, 2001.

"An assessment center is the most valid predictor of management behavior we have ever discovered, bar none," Love said. "All large companies use assessment centers, or should, to predict management performance. You want to see how someone is going to perform as a manager, you put them in managerial roles."

The skills required for positions, especially managerial positions, are behavioral, Love said, and those cannot be measured through a résumé review or a traditional interview.

"You have to measure skills by putting people in job-related scenarios and seeing how they perform," he said. "You give them an in-box of materials, memos, phone calls to respond to. You have them sit down and do a coaching
and counseling session with an employee. You put them in group situations with peers and see how they respond. You give them a problem with background data and have them do a stand-up presentation and be challenged by people to see how they think on their feet.”

Assessment centers are even more important to companies in a time like this, with a sluggish economy and high unemployment rates.

“I would argue that in a tight economy, good employee selection is even more critical because you cannot afford to make selection errors like you have in the past. Every position you fill has to be someone who performs at maximum level,” he said.

Love admits that creating and using assessment centers is not cheap. The cost often runs more than $30,000. But it can save money in the end.

“I would argue that front-loading, spending your dollars up front for good selection, is very cost effective with a high return on investment, almost 300 percent for some jobs. I would even go one step further and argue that good selection is even more critical for small firms than for huge firms. If you have 10 employees, and you have one bad employee, that’s 10 percent of your workforce.”

In an economic climate where many more people are applying for one job, Love said companies must do job-related prescreening to narrow the field.

“Use expensive selection techniques on your top three or four or five,” he said. There are things companies can do cheaply in order to accomplish that. For instance, he said, use applications that ask candidates to write how they would respond in certain situations.

After Love had worked with the state police for years on the undercover officer assessment center, they hired him as a consultant to develop one for the certification of Professional Emergency Managers.

These managers, called PEMs, are required by the state of Michigan in each county and have taken on a key role in public safety concerns in an age of terrorism threats.

Love worked on the project with three students in the industrial psychology doctoral program – Stephanie Haaland, Ph.D., now with Denison Consulting in Ann Arbor, and Larissa Linton, M.A., and Shaina Wolcott-Burnam, M.A., both interns at The Dow Chemical Corporation in Midland.

See “Assessment centers” on page 24
Judy Love, ’78, knows she has mentors to thank for helping her succeed in the business world. So she took advantage of her opportunity as the keynote speaker for the College of Business Administration’s ninth annual Dialogue Days to urge students to seek out their own mentors.

“I’m sure you have all heard the saying that life is a journey,” Love said. “What I want to convey to you today is that the journey is much more prosperous and enjoyable if you actively seek out the wisdom of others.”

Love, the senior vice president of the investment banking division of Comerica and president of Comerica Securities, delivered her address, “The Importance of Mentoring,” during the two-day event to encourage networking opportunities for students. More than 50 business professionals from across the country visited classrooms to share their experiences from the business world.

“IT’s very important for students to network with businesses and connect with business professionals,” said John Schleede, dean of the college. “This is part of the College of Business Administration’s mission to improve the types and numbers of opportunities for students. Many of these professionals come back to CMU to recruit employees or select students for internships. This is a way for businesses to see what goes on in classrooms and learn about CMU’s programs.”

Love, who called herself a “very proud graduate of CMU,” welcomed the opportunity to share with CMU students.

“I believe it is important to give back to CMU and its student body since my experiences there had such a profound impact on my life,” she said.

Love’s business experiences have ranged from the worlds of both manufacturing and banking. She began her career at Chrysler Corporation in a manufacturing management training program while earning her M.B.A. in the evening from the University of Detroit. After working for Chrysler for several years, she accepted a position as a credit analyst in Comerica’s corporate banking division.

“I went from wearing earplugs, safety glasses, a hard hat, steel toe boots, and a jacket on a regular basis to wearing dark-colored suits with white button-down shirts and ties, because at that time, that’s what women wore,” she said.

Her experience in manufacturing was one factor in her fast success at Comerica, where she rose through the ranks in the corporate banking division before moving into the finance division. There, she led a corporate-wide initiative that resulted in a $100 million annual improvement to the bank’s profitability.
She has been featured in *Crain’s Detroit Business* as one of the “100 most influential women in Detroit.”

“The other part of the success equation for me initially and over a longer period of time was the strong mentors who truly took a personal interest in my success,” Love said. “I will be forever grateful to three individuals at Comerica who helped me develop, one of whom happens to be the current chairman and CEO.”

Her mentors gave her confidence to push beyond the limitations she perceived for herself.

Love began to deepen her faith in herself while she was a student at CMU. The seventh of eight children, she was the first in her family to go to college.

“I actually came with the aspiration for a two-year vocational program,” she said. “I gained self-confidence and decided to stay on and go for a bachelor of science in business administration.”

In her address, Love encouraged students to seek out formal mentoring programs sponsored by professional organizations as well as internal programs established by companies.

“I would strongly encourage you as you go out and interview with companies to ask them, ‘Do you have a mentoring program?’” she said. “I think they will be impressed. And if they do not, once you get there, find someone.”

Greg Boehmer, a senior management information systems and operations management major, was encouraged by Love’s words.

“I feel pretty excited to see that there’s a way for us to help make that transition from college into the business world,” he said. “I feel that a mentor is a great way to bridge that gap.”

**Love also is adamant about the benefits mentoring can bring to companies.** They include higher productivity, increased trust and communication across departmental boundaries, less turnover, and higher morale. Ninety-six percent of Fortune 500 company executives said that mentoring is an important development tool, and 75 percent said mentoring played a key role in their personal career success, she said.

“A career is about more than money and advancement,” Love said. “It’s about feeling like your organization really cares about you and is investing in you.”

Part of the process of mentoring, she said, is giving back.

Love has served as an advisory board member for Menttium Corporation and as a mentor in their Menttium 100 program, which pairs up professional women. Love also leads a women’s forum at Comerica and serves on the board of the Women’s Leadership Forum, a nonprofit organization affiliated with the Women’s Economic Club of Detroit.

**As part of Dialogue Days, Love mentored eight business students** during an hour-long discussion about everything from key decisions she made in her career to their worries about the future.

Joe Conway, a senior accounting major, was thankful for the opportunity to sit across the table from someone in Love’s position.

“It’s very encouraging to see someone who has made herself that successful,” he said.

Meanwhile, as Dialogue Days activities proceeded in a nearby room, Bob Mistele, a junior management information systems major, and J on Krull, a senior logistics and marketing major, talked with an executive from Stryker Medical.

“It’s a good experience to get to talk to professionals as opposed to just hearing our professors’ points of view,” Krull said.
Robert Krasa: A role model M.B.A. students can emulate

The exceptional quality of the professors Robert Krasa encountered at Central Michigan University while earning his master of business administration degree stands out as he recalls the experience.

“Most were full-time practitioners of their subject matter; all had extensive real-world experience,” Krasa said. “This fostered a balanced learning of both theory and a real-world practical approach. It has served me well throughout my career.”

Krasa, who became president and chief executive officer of Haworth Inc. in January 2003, was honored this spring with the Master of Business Administration Outstanding Alumni Award from the College of Business Administration. He earned his M.B.A. in 1980.

“Bob Krasa’s career accomplishments make him a most deserving recipient of this award,” said Associate Dean Daniel E. Vetter. “One of the most important criteria for this award is that the recipient be a role model for M.B.A. students. Bob is certainly an individual who students can emulate.”

Krasa joined Haworth, the Holland, Mich.-based global leader in the design and manufacture of office furniture and seating, in 2001. He served for slightly more than a year as president and general manager of the company’s North American Contract Furniture sector.

As president and CEO of Haworth, Krasa sets strategic direction and oversees the worldwide operations of the corporation, which manufactures and markets in North and South America, Europe, Africa, Asia, and Australia. He collaborates closely with the company’s chairman, Dick Haworth, and together they form the corporate executive office, the top management team of the company.

Krasa came to Haworth after a 27-year career with Dow Corning Corporation in Midland, Mich. During his tenure there, he worked as corporate vice president for the global semiconductor and silicone intermediates business and was a member of the corporate executive committee.

He began his career with Nalco Chemical in Chicago and served in the U.S. Navy Civil Engineer Corps prior to joining Dow Corning. In addition to an M.B.A., Krasa earned a bachelor’s degree in chemical engineering from Iowa State University in Ames, Iowa. He speaks Japanese fluently.
Richard Hazleton: A corporate leader sharing extraordinary insights

Former Dow Corning executive Richard Hazleton remembers working long days and nights to earn his master of business administration degree from CMU in 1972. “It was a little more grueling back then because there was no center here in Midland,” he said. “They held a few classes at the high school. I traveled back and forth one or two nights a week for the rest, and that was when M-20 was two lanes.”

Hazleton, whose career with Dow Corning Corporation lasted 36 years, was honored with the Master of Business Administration Outstanding Alumni Award in December at the Plachta Center in Midland, Mich. “The good news is that working that hard convinced me to really get something out of the program,” he said. “I’m glad I didn’t go somewhere else. I met students from other companies in similar situations through CMU’s program. We completed major papers and applied the knowledge we were learning. CMU added a lot to my skills and perspectives on life.”

Hazleton’s M.B.A. built on his undergraduate and graduate chemical engineering degrees from Purdue. Later, he was awarded an honorary doctorate in commercial sciences by CMU in 1993 and an honorary doctorate in engineering from Purdue in 1998. Hazleton credits his success to an interest and aptitude for learning, working hard to develop communication skills, and the ability to align his work responsibilities within his own value system.

In 1965, Hazleton began his career with Dow Corning Corporation as a chemical engineer. He spent his entire career with the company, holding numerous positions in engineering, manufacturing, and finance. He was named president of Dow Corning Europe in 1991. He joined the board of directors of Dow Corning Corporation in 1992 and was named president in January 1993. He assumed the additional responsibility of chief executive officer in June 1993 and was named chairman and chief executive officer in September 1994.

Hazleton relinquished his CEO responsibilities in July 1999 and continued to serve as chairman of the board of directors for Dow Corning Corporation until his retirement in March 2001. “The College of Business Administration is very pleased to be able to honor Dick Hazleton,” said Dean John Schleede. “He not only headed a major corporation but led it through a period when some issues generated a lot of public attention. His insight and willingness to share his experiences at CMU have provided extraordinary learning opportunities for students across the campus.”

Hazleton shared valuable information about his experience as the College of Business Administration’s executive in residence in March 2002. The program brings corporate executives and other successful business people to campus to interact with students, faculty, staff, and administration. Since retiring, Hazleton remains very involved in community activities. He has served as president of the Midland J. M. Achievement board of directors and president of United Way of Midland County board of directors. He is currently a director of the Chemical Bank and Trust Company, president and CEO of the Charles J. Strosacker Foundation in Midland, and a member of the board of directors of Eagle Village, a total family support center in Hersey.
As you leaf through the pages of this issue of Exchange, I know you will be astounded at the breadth and depth of creative initiatives happening each and every day in the College of Business Administration. Faculty members such as Kevin Love, Richard Featheringham, and Robert Cook are just a few of the innovators who provide our students with exceptional educational experiences that lead to professional success. Alumni such as Mark Van Faussien, Kristen Lindley, and Stan Bies, who are featured in the alumni profiles, give solid testimony to our excellent faculty.

Our corporate partners such as Isabella Bank and Trust believe in our mission to create an active learning-centered environment with innovative high-quality business-connected programs, and they have invested in helping us achieve this goal.

Today, as we move toward addressing some of the greatest financial challenges in recent history, support from our College of Business Administration alumni and friends is essential to the success and viability of programs such as the Center for Supply Chain Management, the Institute for Management Consulting, and the Center for Leader Effectiveness, which is in the planning stage.

In addition, your annual gifts help in many other ways. For example, they support student workshops such as Management Aspirations: Exploring Possibilities for Women in Business 2003, and they allow the college to recognize outstanding students each year with the annual CBA Honors Assembly.

Financial contributions from our alumni and friends make these innovative programs and scholarships more than great ideas. Charitable giving to the College of Business Administration makes a very real difference in helping us achieve our mission to build a great business college.

As you give thoughtful consideration to your charitable giving this year, please consider the significant impact your support can have on the College of Business Administration. Share with other donors the satisfaction of knowing that you are contributing toward innovative educational experiences for a new generation of students who are determined to follow your path toward positions of responsibility. Help us produce more CBA graduates who can successfully shape the future of business and industry in Michigan and the world.

For more information on how you can invest in the College of Business Administration and support innovative programs and student learning, please contact me at amy.silk@cmich.edu or by telephone at (989) 774-1732.

Amy Silk
CBA Director of Development

Save these dates

- The **10th Annual College of Business Administration Golf Outing** will be held at the Pohcat in Mount Pleasant on Monday, June 16, with a shotgun start at 10 a.m. Proceeds will benefit CBA student scholarships.
- Friday, Oct. 10, 2003, the **First Annual CBA Alumni Awards Dinner** will be held at the Comfort Inn Conference Center in Mount Pleasant.
- Saturday, Oct. 11, 2003, is **Homecoming**. Be sure to visit the CBA tent.
Thanks to the generosity of Isabella Bank and Trust, students from Eastern Europe will have access to Central Michigan University’s banking program.

The Mount Pleasant-based bank has established the Isabella Bank and Trust/L.A. Johns Endowed Scholarship for community banking. Recipients of the annual scholarship will study at the Robert M. Perry Schools of Banking in the College of Business Administration and perform a one-month banking internship.

“This gift from Isabella Bank and Trust will support increased opportunities for international students to attend Central Michigan University and greater availability of scholarships for talented students, which are two of the university’s key priorities,” said CMU President Mike Rao. “I appreciate that IBT recognizes and values CMU’s commitment to these priorities, and I am pleased to receive and acknowledge this generous gift.”

The scholarship was given in honor of L.A. Johns, chairman of the board for IBT Bancorp and longtime CMU supporter. He is a founder of the Perry Schools of Banking and a member of the College of Business Administration’s Dean’s Business Advisory Council.

Dennis Angner, president and CEO of IBT Bancorp said, “With Mr. John’s 40-plus years as one of the leading citizens of our community, he has been a staunch supporter of CMU and a driving force behind the success of IBT. The board of directors found it appropriate to honor his commitment to the bank, the community, and the university by naming this scholarship after him.”

L.A. Johns (right), chairman of the IBT Bancorp board, discusses the new scholarship named in his honor with CBA Associate Dean Daniel Vetter, CMU President Mike Rao, and IBT President and CEO Richard Barz.
When the World Trade Center collapsed on September 11, 2001, tens of thousands of rescue workers, volunteers, and victims were fed using disaster relief kitchens. Businesses played a key role in making that happen by donating money, supplies, food, and workers. This, according to CMU logistics management professor Robert L. Cook, is just one reason why companies and organizations must plan for crises.

“Business firms must be able to recover from these disasters quickly in order to provide crisis support to the rest of the community,” Cook said. “Businesses can’t help the Red Cross or FEMA (Federal Emergency Management Agency) during a crisis until their own logistics systems are operational.”

The Council of Logistics Management commissioned **Cook and Omar Keith Helferich**, an adjunct logistics management professor at CMU and logistics consultant, to write a disaster preparedness book to help companies plan for the worst. The book, *Securing the Supply Chain*, was published last fall.

Cook has been involved with the global professional organization since the mid-1980s and served on its executive board in 1997 and 1998.

Logistics management has been a major at CMU since 1996, and the undergraduate program now ranks fourth largest in the country with about 140 graduates annually. Graduates of the program have been successful at many recognizable firms including DaimlerChrysler, Dow Chemical, Exxon-Mobil, Ford Motor Company, General Motors, Hallmark Cards, Hewlett Packard, IBM, Menlo Logistics, Ryder Integrated Logistics, Stryker, Total Logistic Control, Toyota, Transfreight, UPS, Valassis, Visteon, and Wal-Mart.

Helferich is vice president of supply chain for Integrated Strategies Inc., a Michigan-based consulting company that specializes in supply chain, strategic sourcing, logistics, and e-business.

**Cook and Helferich’s book is designed as a tool for companies as they consider how disasters** - from terrorism to hurricanes - **affect logistics**, which is the planning, implementing, and controlling of the movement and storage of products, from the raw material stage through production and to the consumer.

“You can be prepared so that you lessen the impact,” Cook said. “We’re not asking people to be 100 percent secure so that no matter what crisis occurs, there is zero damage and zero people affected. That’s never going to happen. We’re asking them to prepare so they can get up and running as soon as possible.”

Cook emphasized that the book is not meant to be used as a manual when disaster strikes. Rather, it’s a preplanning document. The authors first set out to convince companies that investing in disaster preparedness is worthwhile - and necessary. September 11 opened many people’s eyes to the
need, but in sluggish economic times, companies may not make it a priority.

“Most managers are under pressure to save money, so in the short run, they’re going to say, ‘We’re not spending money on that stuff.’ But the reality is that if you don’t, and then you have a terrorist attack or a hurricane or whatever it happens to be, then you’re stuck looking at a larger problem that impacts you twenty-fold,” Cook said.

Companies cannot prepare for every possible disaster, but they can determine what they are most likely to face, based on geography and other factors.

“Then you have to look at how you logistically move your products and ask what pieces of the process are secure and what pieces aren’t,” he said.

Company officials must remember that they do not operate in a vacuum, he said.

“It’s great if you have a back-up computer system, but what if you have no electricity?” Cook said. “We’re trying to make them think a little more broadly. Their logistics system or supply chain has lots of partners, and if they’re going to protect how material flows through all of it, then they have to think about all of it.”

Since the book was published, it has been used as a resource in several ways throughout the country, according to Helferich.

Securing the Supply Chain was the textbook for a logistics course at George Mason University in Washington, D.C. The course later led to a two-day workshop co-sponsored by the Council of Logistics Management and George Mason University. At the workshop, speakers from industry, the U.S. Coast Guard, U.S. Customs, FEMA, and the Department of Defense reviewed the book’s findings and conducted workshops on mitigation programs to reduce risk to the logistics chain in the U.S.

A team of industry professionals and George Mason University staff is using it as a reference for their consideration of how best to study the U.S. food-safety supply chain. As part of that, the book has been distributed to groups including the American Red Cross, Homeland Security, and the Department of Defense, Helferich said.

Closer to home, the Mid-Michigan American Red Cross chapter is now using the book as a tool to help improve its disaster plan.

At CMU, Helferich uses information from the book in his Supply Chain Management course, in which students studied the supply of pharmaceuticals after a hypothetical major biological attack in mid-Michigan. Students took into account the roles of the pharmaceutical manufacturers, the Center for Disease Control, FEMA, Federal Express, local governments, police, National Guard, The American Red Cross, and potential victims.

“The students studied the supply chain from manufacturing to delivery of the items to the distribution point for individual families,” Helferich said.

That process is exactly what Cook and Helferich are encouraging businesses to do for their products.

In times of emergencies, as shown by the example of the complexities in providing logistic support to rescue workers, volunteers, and victims after September 11, businesses’ ability to operate depends on a lot more than their bottom line, Cook said.

“It’s OK for business firms to worry about security and get themselves in shape, because they’re the ones ultimately that end up coming to the rescue of a lot of the general public and donating food and generators and transportation equipment,” he said. “If they’re in chaos, they can’t help anybody.”
Mark Van Faussien, B.S.B.A. ’86. Mark’s days at CMU began while he was still a high school student. An aspiring politician, the Mount Pleasant native enrolled in two political science courses. “There were a number of us in high school who took college-level courses,” he said. Mark knew all along that when it came time for him to go to college, CMU was the place for him. But he did not expect at the time that he would end up in the College of Business Administration as a double major in finance and marketing.

Throughout his years at CMU, Mark experienced exceptional teaching. “As a student there, you get taught well,” he said. “I never had a class that I did not have a full professor teaching me. I think that is a huge advantage for a student.”

Following in the footsteps of his late father, a banker, Mark’s first job after graduating from CMU was in the credit department of the National Bank of Detroit in Grand Rapids. Just weeks after starting there in June 1987, Merrill Lynch, the company he had always wanted to work for, offered him a job as a retail broker at their Farmington Hills branch. He accepted the job and spent the summer meeting all his licensing requirements and then attending a one-month training in Princeton, N.J. Mark returned to the office in October ready to begin work. “On Oct. 19, 1987, the stock market crashed,” he said. “I had quite an interesting start in the brokerage business.”

Two and a half years later, he went to work for the small firm of Wilson Kemp & Associates Inc. in Detroit, where he is now vice president and senior portfolio manager. “Tom Wilson and Bob Kemp have been terrific mentors in terms of teaching me the business,” he said. “I couldn’t think of two better people to work for.”

Mark and his wife, Tricia, live in the Detroit suburb of Beverly Hills with their four children, ages 9, 6, 5, and 2.

Kristen Lindley, B.S.B.A. ’92. When Kristen looks back on her education at CMU as a marketing major and an English minor, she sees a direct link to her job at Pearson Education/Prentice Hall, publishers of textbooks and other educational materials. As vice president and regional sales manager for inside sales and faculty services in Columbus, Ohio, she supervises four district managers in a $74 million sales region. Kristen recently was named Regional Manager of the Year for producing a 13.5 percent or $8.6 million boost in sales.

After graduating from CMU in June 1992, she took her first job in marketing for a Grand Rapids-based company, Spirit Products, which sold merchandise to college bookstores. After seeing an advertisement in the newspaper for a sales representative for Addison-Wesley, she began selling textbooks to colleges and universities throughout western Michigan. She soon was recruited by a competing company, William C. Brown Publishers. Two years later, she was recruited by Prentice Hall and relocated to New Jersey where she worked her way up to district manager for New York City. Kristen was promoted to her current capacity and moved to Columbus in 2001.

Kristen considers herself lucky to have found a career she could be passionate about immediately after college, and now she relishes the opportunity to mentor recent college graduates. “We hire a lot of people who graduate not really knowing what they want to do,” she said. “To see them develop a passion for this industry, see success, and be promoted is really exciting. I have been able to impact their lives.”

When she is not working, Kristen enjoys music, cooking, good wine, and exercising.
Stan Bies, B.S.B.A. ’72. Stan credits his decision to attend CMU as one of the most important of his career. “If I hadn’t received that solid base of skills that I got at Central, I would not have had what was needed to succeed and to get into Catholic and Georgetown universities,” he said.

An economics major, Bies spent five years after CMU working for the Internal Revenue Service as a revenue agent before heading back to the classroom. First, he earned his law degree from Catholic University in Washington, D.C., and then a master’s degree in taxation from Georgetown University. “I was always going to school,” he said.

Bies worked in private-practice law with firms in Washington, D.C., and then in Bloomfield Hills, Mich., before moving into corporate law. He accepted a position with CMI Corporation in Bloomfield Hills, a company that was acquired by AT&T during his time there. Bies later worked in high-tech leasing and finance for the Fortune 500 company Comdisco in both its Chicago and San Diego offices.

Then it came time for another shift in Bies’ career. “I wanted to work in the nonprofit sector for awhile to get out of the world of making money for people and try to give back to higher education,” he said.

For two and a half years, he has been assistant general counsel for the University of Michigan, where his work as a senior business attorney finds him dealing in the areas of investment, finance, taxation, athletics business, purchasing, and trademark issues.

Bies, who lives with his wife, Sandra, in Ann Arbor, cherishes the opportunity CMU afforded him to deal with professors one-on-one. He still remembers his constitutional law course. “It was the best course I ever had,” he said. “It got me thinking about being a lawyer.”

Aaron Radatz, alumnus and magician, flew in from Las Vegas to receive his Outstanding Young Alumni award from Central Michigan University in March.

Radatz, a 2000 graduate who has been called the next David Copperfield, maintains a rigorous tour schedule that keeps him performing magic around the world.

A marketing major at CMU, Radatz was one of three College of Business Administration representatives to receive Central Michigan University alumni awards this spring.

Roger Kesseler, a 1958 graduate and recipient of the Alumni Commitment Award, has lent his expertise to the CMU Board of Trustees for more than a decade.

Kesseler also serves on the CMU Development Board, and he is a member of the CMU ROTC Hall of Fame. Kesseler has been chairman of the Digital TV Conversion Steering Committee for the past three years, dealing with the design, building, and funding of the $10 million project. He also serves as chairman for CMU’s Capital Campaign to raise funds for the various endowment, capital, and other needs of the university.

The Roger L. and Phyllis J. Kesseler Finance and Accounting Resource Center is named in honor of Roger and his wife, and one of the new residence halls at CMU is named in honor of the Kesselers.

Kesseler retired from The Dow Chemical Company in 1997 after working there for 38 years, most recently as the company’s vice president and controller.

Amy Courter received the Honorary Alumna Award.

She is a charter member of the College of Business Administration’s management information systems advisory board.

She graduated from Kalamazoo College and is vice president of information technology at Valassis Inc. She got involved with the MIS advisory board after she came to CMU on recruiting trips.

“This award is a great honor,” Courter said. “I really enjoy working with the people at CMU.”
Five College of Business Administration students received scholarships in the college’s first Outstanding Student Awards program. The students were selected from a field of 40 applicants for their exemplary academic performance, professional involvement, and community service.

Greg Boehmer, a senior management information systems and operations management major, won the top $1,000 award, and senior Angela Woodland, a business administration major with an emphasis in accounting, won the second-place $500 scholarship. Winning $250 scholarships were junior Christina Bouchey, a marketing and logistics management major; senior Elizabeth Oliver, a business administration major with an international business focus and German major; and Tina Peters, a senior accounting major.

Boehmer worked as an enterprise risk services intern for two summers at Deloitte & Touche in Detroit, where he will begin full-time work after graduation. He is a member of Alpha Kappa Psi professional business fraternity, for which he served as executive vice president, rush chair, scholarship chair, faculty relations chair, and risk management chair.

He also has been active in the community, including serving as the philanthropy chairperson for Sigma Phi Epsilon. In that capacity, he coordinated a handicapped research project for Isabella County and organized the fraternity’s participation in the Adopt-a-Highway project.

Woodland, in addition to working three jobs to pay her way through college, is president of Beta Alpha Psi, the national scholastic and professional fraternity for financial information students and professionals. She also was inducted into the business fraternity Beta Gamma Sigma.

Woodland completed a tax internship with Deloitte & Touche and will return for a second internship this summer before returning to CMU to earn her M.B.A.

She has completed community service projects at the Isabella Community Soup Kitchen and the Mount Pleasant Parks and Recreation Haunted Forest.

Bouchey has worked for three years as a flextime customer service representative at Ferrellgas in Clare, where she is in charge of $25,000 worth of daily transactions, performing routing and scheduling for bulk drivers, and implementing new pricing programs to attract new customers.

She serves as film chair for CMU’s Program Board and is involved in several other extracurricular activities. Bouchey also has donated much of her time to community service, including working as a Rocket Cheerleading Coach in Clare and being a companion to a child with cancer.

Oliver is particularly proud of her accomplishment writing a German grammar book for an honors project. Working with professor Janet Lein, Oliver selected and maintained an up-to-date listing of vocabulary words and definitions and also constructed exercises for the end of each chapter. The book is intended for third-year college students studying both German and business.

She spent a semester abroad studying at the University of Bielefeld in Germany, where she lived with a German family and studied under two German professors. Last summer, Oliver completed an internship at the Dresdner Bank in Berlin, where she worked primarily in the international department shipping documents and translating bank communications.

Peters completed an internship at Plante & Moran in East Lansing, where she has been hired for a full-time job after graduation. As an intern, she experienced a busy tax season firsthand, working more than 60 hours per week on several tax returns.

She is a member of Beta Alpha Psi and the Student Accounting Society and is an honorary member of Beta Gamma Sigma and Golden Key National Honor Society. Peters also has been active with community service, including preparing tax forms for low-income families and the elderly and working with inner-city children who came to CMU for the annual Halloween Pumpkin Carve.
Teaching has always been David Guenther’s first love. So when the assistant professor in CBA’s finance and law department looks back on his 25-year career at Central Michigan University, it’s his time in the classroom he cherishes most. Guenther retires in May.

One of his favorite courses to teach has been BLR 222, The Search for Racial Justice through Law, which focuses primarily on African-American justice. “That’s always been an interest of mine,” Guenther said.

Growing up as a minority Caucasian in Hawaii before it became a state, he brought a unique experience to the course. “I have the personal perspective of having been discriminated against because of race,” he said.

Guenther also taught entrepreneurship law and was a member of the committee that created the entrepreneurship minor, which was the first step in the creation of the current entrepreneurship major.

As a credit to his passion for teaching, Guenther has been nominated for several university and CBA teaching awards.

Guenther is a 1971 graduate of Michigan State University with a bachelor’s degree in business administration. He is a 1975 graduate of the University of Michigan School of Law with a law degree. He came to CMU in 1976, but left for about two years in 1980 to practice law. During that time, he worked as an attorney at a law firm in Honolulu and then as assistant house minority attorney for the House of Representatives of the state of Hawaii. He returned to CMU soon after.

“I enjoyed practice but decided I really preferred teaching,” Guenther said.

While at CMU, Guenther has served on search committees for professors, a chair, a dean, and a president, as well as the Department of Management and Law Assessment Committee, Procedures Committee, and Personnel Committee. He also was the keynote speaker at the CMU Pre-Law Fraternity Induction Ceremony in spring 2000 and a panelist at the first 2001-2002 session of the “Speak Up, Speak Out: The Current Events Series” that examined “What Students Say About College Life: Reports from CMU and Across the Nation.”

As a credit to his passion for teaching, Guenther has been nominated for several university and CBA teaching awards.

Guenther also has been a member of the board of directors of Head Injury Therapy Services, Inc., in Midland, Mich., since 1986.

When he is not in the classroom or working on his research, Guenther has plenty of interests to keep him active. He is a licensed residential homebuilder and a certified scuba diver.

He also is an accomplished juggler and has been co-organizer of the Midland Juggling Club’s annual juggling festival since 1995. The club has performed at many events including Midland Rotary events, Midland Mall, Midland Hospital, assisted care facilities, Midland Community Center, Midland Memorial Day Parade, and City of Midland River Days.

An avid sailor, Guenther hopes to spend his retirement writing articles and books while sailing around the world. “I do some of my best thinking on the water,” he said.

He plans to upgrade his 26-foot boat to a Rival 32 or 34, a British boat, before he sets sail for a four- or five-year cruise. “I’m just going to keep going until it’s not fun anymore,” he said.

“I do some of my best thinking on the water.”

- David Guenther
Assessment centers
(Continued from page 11)

As a team, they developed an assessment center system in which a team of trained assessors can evaluate core competencies, such as skills in coordinating services, writing, organization and planning, oral communication, decision making, public speaking, research, building working relationships, and leadership.

To be certified, PEMs must complete many hours of training and professional development courses offered by the Emergency Management Division of the Michigan State Police. Then they must pass the certification process, which involves more than eight hours of completing written exercises that involve mitigation planning, emergency response, working with key players, and group decision making.

The entire assessment center has not been fully implemented at this time due to state budget constraints, but Love said in the interim, the Emergency Management Division has developed written activities for certification candidates to complete. Once funding and staffing levels have been restored, Love is confident that the state police will use the entire assessment center method in the certification process.

This will allow the PEM candidates to work through realistic scenarios in front of trained assessors.

“The idea here is that ultimately, every PEM in every county would be certified,” he said.

Armed with volumes of evidence affirming the value of assessment centers, Love hopes to continue his work by updating the centers for the information age.

He currently is working with the Eaton County Sheriff’s Department, Mount Pleasant Department of Public Safety, and other police agencies to update and redesign an assessment center for promoting police officers to the rank of sergeant. Along with four doctoral students, Love hopes to incorporate more video-based activities in the center to make it more realistic.

“I think the next step would be to move toward ‘virtual’ assessment center exercises,” he said. “What if we could provide a three-dimensional work sample experience that’s portable, is totally realistic, and accurately scored? With that question, Love continues his career-long quest.

Taste of success

Jerry Greenfield - co-founder of Ben and Jerry’s ice cream and co-author of the best-seller, Ben and Jerry’s Double-Dip: Lead with Your Values and Make Money, Too - provided CMU students with a taste of socially responsible business ethics during a visit to campus in November. After speaking in Plachta Auditorium on the “Entrepreneurial Spirit, Social Responsibility and Radical Business Philosophy,” Greenfield’s infectious personality spread smiles across the faces of these Alpha Kappa Psi Professional Business Fraternity students and their friends.
Kesseler (Continued from page 9)

Kesseler makes significant contributions to the community. He is on the board of directors for the Midland Economic Development Council and the board of the Central Michigan University Research Corporation. He serves on the board of Design Craftsman Inc., a museum exhibit designing and building company, and sits on the board of directors and the finance committee of the Midland County Council on Aging. He is a member of the ROTC Alumni Chapter steering committee and the Tri-Cities Alumni Chapter board. He was inducted into CMU’s ROTC Hall of Fame.

Kesseler and Jim Fabiano, another CMU trustee with an extensive record of community and civic service, made a lasting contribution to the state of Michigan when they formed a Midland-Mount Pleasant alliance that led to the widening of 18 miles of M-20.

“Every time I get out on that road and I look at it, I feel like I had an impact,” he said.

Kesseler was honored at a special awards ceremony at CMU this spring.

Innovative (Continued from page 5)

Financial Planner™ designation – attend these case presentations to offer their input and answer students’ questions.

Beginning this spring, Stout increased their involvement by arranging teams of students to visit a financial planning business. “I have set them up with someone who will look at the case they’re going to be presenting and answer their questions and give them advice,” Stout said.

For the first time this year, five students in the personal financial planning major were awarded student memberships to the FPA, and one student was selected to attend the FPA Residency Program – a weeklong “boot camp” introducing new financial planners to the business.

“We’re trying to connect with the business community,” Stout said. “When students graduate from this program, they are going to have 20 or more people in the financial planning community who know them and the program from visiting the classroom.”

Teaching excellence

Mike Garver, a professor in the CMU Marketing and Hospitality Services Administration Department, received one of five 2003 CMU Excellence in Teaching Awards for his animated teaching style, personal impact on students, and use of alternative mediums to boost learning in the classroom.