One of many reasons why our Master of Business Administration students thrive – before and after graduation
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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Before this issue of Exchange went to press, John Schleede resigned his position as dean and will return to the classroom as a tenured professor in the Department of Marketing and Hospitality Services. Below, Schleede recaps CBA initiatives and features found in this edition of Exchange.

In the last edition of Exchange, we explored the global marketplace and the CBA’s role in it. In this edition, we delve more deeply into how CBA is responding to key concerns such as outsourcing, diversity in the workforce, international education, and providing an M.B.A. program that meets the changing needs in each of these areas.

Our cover story looks at the history and future of CMU’s largest on-campus graduate program – the M.B.A. In another feature, a team of five CBA faculty members conducts an engaging round table discussion on the outgrowth of globalization. Another article provides you with a status report on diversity in the college.

An M.B.A. program that promotes diversity

In large part because of its strong M.B.A. program, the CBA ranks second among the six CMU colleges in attracting international students. As the cover of this Exchange demonstrates, we draw students from around the world. Of the approximately 200 students in the program, we have 40 international students representing 11 countries – despite the growing difficulties many students have obtaining U.S. visas.

Encouraging international study

CBA faculty and staff work diligently to encourage students to study abroad. Director of Student Services Linda Wicander focuses directly on study abroad during a reorientation session offered for all CBA sophomores. While numbers remain small, they are growing, with 44 students completing study abroad this year compared to only 24 in 2000-2001. Two management faculty members, Mike Pisani and Dawn Sheffler, are preparing faculty-led programs, one to Latin America and one to Europe.

Backing a diverse workforce

To many of the employers of CBA graduates, it is important that our graduates support a diverse workforce, one that represents the faces of the customers they serve and the communities in which they operate. This is a priority for the CBA. In fall semester 1999, 5.1 percent of CBA undergraduates were underrepresented students. In fall 2002, the percentage had increased to 8.3 percent.

Interest in business continues to grow among underrepresented students. Self-declared CBA majors – those who are studying business but have not yet been admitted to professional business programs – now include 12.2 percent underrepresented students. We continue to enjoy the support of the business community in our effort to diversify the student population.

- John Schleede

Interim Dean Daniel Vetter sets goals for upcoming year

Daniel Vetter, former associate dean, is serving as interim dean while a national search is conducted for a new CBA dean. Vetter will continue in this capacity until fall semester, 2005, when university officials expect a new dean will take over.

JoAnn Linrud, former chairwoman of the Department of Marketing and Hospitality Services Administration, is serving as interim associate dean, and M.B.A. director Richard Divine is assuming Linrud’s post as department chair.

Vetter has a long history at CMU and plans to continue work on implementing a new curriculum, preparing for a reaccreditation visit from the AACSB International in January, 2005, and directing the college’s New Vision of Excellence Campaign for Central Michigan University.

“I look forward to serving the college as interim dean for the next year,” Vetter said. “Our immediate goal as a college is to get a revised business curriculum through the curricular review process during the next academic year. We have been working on this for three or four years, and we plan to get it completed next year.”

Vetter, CMU New Vision of Excellence chair W. Sidney Smith, and Development Director Amy Silk also will focus attention during the upcoming year on achieving the New Vision of Excellence campaign goals. The college is raising funds to build scholarship support for outstanding students, to support faculty development and research endowments, and to develop facilities and technology that enhance learning and business partnerships.

CBA’s New Vision of Excellence goal of $6.8 million is targeting four areas:

- Student scholarships $2.8 million
- Faculty development $1.5 million
- Programming endowment $1 million
- Ongoing and special programs $1.5 million

- John Schleede
**Academic specialization a priority**

Central Michigan University’s master of business administration program has evolved to meet the needs of a changing global work environment and to provide students with a flexible curriculum and real-world business connections. The program has been in place nearly four decades.

“This is not the same College of Business Administration or M.B.A. program that was launched 40 years ago,” said John Schleede, former dean.

“The M.B.A. program has progressively developed to meet the needs of students who are entering a global marketplace. We have listened to many executives describe the need to prepare students with real-world experiences – the kind of experiences that can only be provided by faculty members who are actively engaged in business, entrepreneurship, and relevant research and consulting.”

Because many of today’s M.B.A. students enroll to sustain and advance their careers, they also need the kind of convenience and academic specialization offered by CMU’s program, said CBA Interim Dean Dan Vetter.

Vetter said the program’s key draws are the required experiential learning component, the choice of concentrations, and CBA’s exceptional faculty.

“Generally our faculty are more business-connected than faculty at other universities,” Vetter said. “They bring a tremendous amount of business experience and knowledge to the classroom.”

Twelve faculty members are fully committed to the program. Many have earned Ph.D. degrees, are practicing and consulting members of the business community, and conduct significant research.

**Graduate enjoys the M.B.A. edge**

A master in business administration helped Bruce Marble, ’76, become more adept at problem solving, networking, and written communications – skills he said are absolutely critical in the business world.

Marble earned his bachelor’s and M.B.A. degrees at CMU. Today he serves as global director of life sciences for the Dow Corning Corporation.

“I liked the environment and the curriculum at CMU,” Marble said. “The class sizes were not too large, and I had a positive relationship with the dean and the instructors.”

In 27 years at Dow, Marble has worked in sales, marketing, and new business development.

“Dow Corning gave me the opportunity to move across different types of jobs and functions,” Marble said. “Dow Corning is a company that respects individuals. It’s a company with lots of opportunities for leadership in the industry.”

Marble serves on the College of Business Administration’s M.B.A. Advisory Board, which he said works hard to ensure that CBA courses meet the needs of business. He has taught CMU undergraduate marketing classes in both Mount Pleasant and Midland.

Marble and his wife, Diane, live in Midland with their three daughters.
Master of science in information systems

The College of Business Administration's master of science in information systems equips students with the tools necessary to succeed in a global marketplace.

The 30-credit-hour M.S.I.S. program is targeted toward students who want an advanced degree but may not have a bachelor's degree in information systems, said Monica C. Holmes, department chair. Many international students as well as working adults enroll in the program. Engineers enroll in the program to combine a technical degree with business.

"It might be a high school teacher trying to get an advanced degree or maybe an instructor at a community college," said Holmes. M.S.I.S. students choose from one of three concentrations:

- Business process engineering
- Systems applications
- General business

Holmes said a fourth concentration in teaching and training will be added. The business process engineering concentration includes three SAP enterprise software management classes. Holmes said CMU was one of the first five universities in the nation to join a SAP University Alliance Program.

Ten management information systems faculty members teach the M.S.I.S. classes, and the program graduates about 50 students each year. Graduates are employed in e-commerce, business, consulting, government, nonprofit organizations, or as teachers of computer applications and information systems. Some enter doctoral programs in information systems areas.

M.B.A. program

(continued from page 3)

Relevant real-world programs

A new M.B.A. management consulting concentration is one innovation among several recently implemented by the College of Business Administration. The program provides interrelated team-taught courses. This brings a multidisciplinary approach to the classroom and provides good background for a required consulting project. Each student is assigned to a consulting team that works closely with a Michigan-based company.

“There’s definitely no other program like it in the region,” Vetter said. “The consulting project is a pretty strong component, with 12 of the 30 hours focused specifically on this hands-on activity.”

Other programs include the master of science in information systems (see related sidebar), master of arts in economics, and M.B.A. concentrations in areas such as accounting, business information systems, economics, finance, management, and marketing.

CMU alums in high places

Since the first graduating class of 1965, hundreds of CMU students have earned M.B.A. degrees. Working adults and full-time traditional students have sought out the advantage and competitive edge the M.B.A. degree provides.

Joseph Rogers, M.B.A. ’65, was one of the first eight students to complete CMU’s program. He had planned on enrolling in a University of Michigan program but decided it was too far to drive from his home in Midland. He remembers taking classes in a Mount Pleasant elementary school and later at Midland High School.

“There were no M.B.A. courses being held in the area at the time,” said Rogers, a retired business counselor from Dow Chemical. “Of the eight of us in the first graduating class, I believe four were working for Dow.”

At that time, like today, most of the M.B.A. students already were working. Rogers said this brought many lively perspectives to classroom discussions.

Rogers credits Dr. Lyle Willhite (now deceased), the first dean of the M.B.A. program, for his efforts in getting the program started. He said Willhite was a jovial sort who helped recruit faculty and even taught some of the classes himself.

See “M.B.A. program” on page 24
College of Business Administration M.B.A. students get some extra attention as they progress through the program.

"M.B.A. Mom" Pam Stambersky is described by those who work with her as everything that a good mother should be: nurturing, warm, caring, efficient, strict when necessary, and empathetic. The M.B.A. advisor has worked in the College of Business Administration for 17 years, and her "kids" include hundreds of past and present M.B.A. students.

Stambersky sees herself as an active advocate for the 200 students enrolled at any given time in the M.B.A. program.

"I try to put myself in their individual situations," Stambersky said. "I'm devoted to making each one of them feel special. I love working with students. They are the lifeblood of the university. I walk them through the program from Day 1 until they graduate."

Stambersky said students often are amazed that she remembers their names even after meeting them for just one time. Nontraditional students who commute to CMU or CMU's Midland facility may not even meet her in person, but she usually recognizes their voices on the telephone.

Stambersky holds a particularly special place in the hearts of current and past students from India, France, Taiwan, Thailand, China, and other foreign countries. International students often arrive on campus with little knowledge of the culture and no experience living in a colder climate. Stambersky said many international students hear about CMU by word-of-mouth and come here to gain the prestige associated with an American university degree.

"I am often one of their first contacts," she said. "International students are so grateful for everything you do for them."

Stambersky's contact with prospective and current M.B.A. students occurs in person, online, after hours, whenever it's convenient for students, both at CMU and in Midland. In the process, she evaluates and processes their applications and admission recommendations, advises and assists them with course scheduling and registration, and learns about their individual goals and struggles. She also works hard at recruiting new students into the program.

Stambersky's effort has not gone unnoticed. She was honored with CMU's Staff Excellence Award in 1995 and the International Outstanding Staff Award in 1998-1999.

Stambersky resides in Ithaca, Michigan. When she's not communicating with M.B.A. students, she likes to spend time with her young nieces and nephews.
It was a mission ripped from a page in a crime novel.

A wayward accountant filed 300 phony tax returns for more than $2 million and was having refunds sent to her post office box. Special federal agents, sniffing her trail of scandal and W-2s, worked surveillance until they had enough evidence to put her behind bars.

Sound interesting? That’s what 40 CMU accounting students thought when they reenacted the scenario and others like it alongside 15 Internal Revenue Service agents from Michigan’s criminal investigation division this spring.

Accounting professor Thomas Weirich’s students learned the ins and outs of surveillance and fraud during a full day’s activities.

“These scenarios are based on actual investigations,” said Stephen Moore, a Grand Rapids IRS public information officer who coordinated the event. “Student response has been very enthusiastic about the hands-on interaction and life-like simulations. They feel a sense of accomplishment when they crack the case.”

The students, trailing the “accountant” in the first activity, planned out their strategy beforehand. When they mobilized, lurking as she made her way across campus, they found clues by looking on the dashboard of her car, rifling through the garbage, and observing her talking to a cohort in crime at a local coffee shop, all the while communicating with each other via two-way radios.

In another scenario, two students-turned-undercover agents were wired with a hidden microphone and headed in to discuss the sale of a bar with the owner, who revealed to them that he was not disclosing all of his profits on his tax returns.
“I’m going to show you my tax return, but this isn’t the real amount that we’re taking in. When you skim off the top, it leads to it not being suspicious,” the bar owner told the undercover agents, swearing them to secrecy.

**Real-life lessons learned**

The event gave the students a real-life flavor for some of the more exciting aspects of the accounting industry.

“It was fun doing surveillance. You’re basically following the money trail. There’s a lot more planning ahead of time than I realized.”

— Senior Leslie Carter

The project was implemented in conjunction with the Michigan Association of Certified Public Accountants. CMU was the largest university to invite the IRS agents so far. The agents hailed the event a success.

“It was fun to see how it came together for them. They didn’t slip up once,” said agent Anthony Ramos about the students’ performance. He said he hoped the experience would open up the students’ minds to job opportunities in forensic accounting.

“It’s a different job every day,” said Ramos, who has worked on some of the cases the students reenacted. “For 16 years I’ve done so many different things.”
‘What’s next for Michigan?’

Five College of Business Administration faculty members and John Schleede, former dean, gathered this spring for a roundtable discussion on the steady decline of Michigan’s manufacturing base and the state’s overall loss of more than 300,000 jobs during the last four years.

“The overriding issue is simply the labor costs and the loss of jobs not just in Michigan but in America in general,” Hill said, noting that union workers likely will continue making more money than nonunion workers. Hutchison said he believes labor unions may need to become more flexible.

“Instead of spending 25 years becoming an expert in a position that’s effectively going to disappear, why not build skills?” he asked. “Unions, I think, could be a great source of skill building.”

The changing role of government

Schleede asked the panel what role government should play in saving and creating jobs to prevent plants like Electrolux in Greenville, Michigan, from moving out of the country.

“The economy of the world and especially the United States is always churning, always reassigning, and that’s a healthy thing. But it hurts if you’re the person who has lost a job. I’m not minimizing that.”

– Robert Bromley, professor of accounting

Panels members discuss Michigan’s future. From left they are: David Hutchison, John Schleede, J. Richard Hill, Robert Bromley, Tanya Marcum, and David Sprague.

“It’s important for us as a university to gather and discuss the issues regarding what is happening in Michigan,” Schleede explained. “I organized this roundtable to gain perspectives on the issues and to pose key questions such as, ‘Are we worried about the situation we’re in?’ and, ‘What’s next for Michigan?’”

The hemorrhaging of manufacturing jobs was foremost on the minds of CBA panel experts. This nationwide problem, they generally agreed, has been caused by new trade agreements, the high cost of American labor, robotics and other new assembly line technologies, and continually improving U.S. productivity. The professors offered a variety of opinions and comments on the associated role of unions, government, free trade, outsourcing, and more.

A new role for unions

Schleede asked panelists if unions have inflated wages or created other problems that have played a role in job migration.

Marcum and Hutchison noted that township, city, and state officials need to make sure the infrastructure is in place to attract and retain manufacturers.

“It’s a bad strategy to have to go backwards and try to negotiate from a position of weakness, which is where we found ourselves in respect to Electrolux,” Hutchison said.

Sprague suggested institutionalizing an extension service for manufacturing similar to the land-grant university extension services for
agriculture. He noted that the auto industry alone has 200 tier-one suppliers and 20,000 smaller manufacturers at the base of the pyramid that could benefit from this type of service.

“The first thing you do is keep the jobs you have right now,” he said.

Sometimes the cost of attracting or keeping manufacturers may outweigh the benefit to taxpayers, said Hill, recalling a bidding war in Mississippi for a Boeing plant. The airplane manufacturer was offered an airstrip and a hangar as enticement to locate in an area that was suffering from high unemployment.

How free should trade be?
Panelists agreed that free trade is a long-term reality and generally good for the economy. Protectionist policies simply aren’t effective, they said.

“Generally speaking, if you are protected, you’re not particularly aggressive or competitive, and I would see that as adding to the problem,” Sprague said.

Hill addressed the problem with a question of his own.

“The basic problem is that if you deny free trade, some people win and some people lose. I wouldn’t be able to live as well if we had protectionism … My coat’s made in Romania, I’ve got shoes made in China, and an L.L. Bean down jacket that was made in Bangladesh. How much more am I going to have to pay for my outfit if we put on trade barriers and have to pay higher wages to U.S. workers to do the job?”

“We’ve been losing union jobs since the 1980s, and we always get really worried about it,” Sprague noted. “But we’ve been able to replace those jobs. I’m almost more concerned about some of these service jobs that are now leaving in information technology and even in engineering. There’s a fundamental, structural kind of change going on.”

Sprague questioned if it matters that Levis or televisions no longer are made in this country. He noted that outsourcing has actually pushed up the demand for people with specialized skills such as logistics. But whether it is enough to fill the void left by the loss of higher paying manufacturing jobs is hotly debated among experts.

Hutchison said he’s confident the United States can mobilize in an emergency to manufacture a product like steel that today is produced mainly overseas.

“If the United States doesn’t lead, what will the rest of the world do?” Hutchison asked. “We have a great deal of experience with the contradictory effects of restricted trade on the global economy. Economics works, comparative advantage works, and I don’t think there’s any way to deny that. If the United States doesn’t take the lead in opening markets, who will? Perhaps no one.”

Staying the economic course
Economic change is inevitable, panel members concluded. Although the U.S. economy currently is undergoing painful change, it is likely to survive and thrive.

See “U.S. economy” on page 10

Experts at the table

Robert Bromley
Professor of Accounting
Rob Bromley is an accounting department faculty member who has a strong interest in the role of capitalism in society and the importance of a free market economy.

J. Richard Hill
Associate Professor of Economics
Richard Hill is a labor economist who has conducted extensive research on sports economics, particularly equating salaries with productivity in the NBA.

David Hutchison
Assistant Professor of Finance
Prior to returning to academia at CMU, Hutchison served in an investment capacity at Old Kent Bank, where he managed a multibillion-dollar portfolio.

Tanya Marcum
Assistant Professor of Law
Prior to joining CMU as a faculty member, Marcum spent 10 years as a tax attorney working for the Internal Revenue Service.

David Sprague
Professor of Management
David Sprague is an engineer who began his business career in the automobile industry running a business incubator in central Illinois. While at CMU he has worked with the automotive industry to develop CMU’s Vehicle Design program.
U.S. economy

(continued from page 9)

“The economy of the world and especially the United States is always churning, always reassigning, and that’s a healthy thing,” Bromley said. “But it hurts if you’re the person who has lost a job. I’m not minimizing that.”

Bromley referred to the book, Downsizing America, Reality, Causes, and Consequences, which reports that U.S. productivity and economic growth is impressive and bodes well for the future. He noted that during the 1980s through 2002, the population grew 24 percent and employment grew 37 percent. At the time of the last election, unemployment was 4.2 percent, below the normal average of 5 percent. Bromley added that two-thirds of job losses have been the result of an unsustainable employment bubble in the area of technology.

“I don’t know if things are really as bad as they seem,” Bromley said.

Michigan’s future

Schleede concluded by asking panelists about the prognosis for Michigan in the next three to five years.

“Michigan has led well in the last few years in terms of high-tech industry. Because of this track record, Michigan will continue to do well,” Hill said. “There’s no doubt we’re going to continue to bleed some manufacturing jobs like the situation with Electrolux and outsourcing some service sector jobs; I don’t see any reversal of that trend.”

“I think probably tourism is a growth industry - Michigan is a beautiful state,” Sprague added. Although he doesn’t anticipate an increase in manufacturing jobs, Sprague added that Michigan has a large pool of fundamental knowledge, which can’t be easily replaced.

“We’re going to have status quo with manufacturing, and I agree that tourism and the service industry will see some growth,” Marcum said.

“The growth in western Michigan and the lakeshore has been enormous. At best, we’ll hold even in manufacturing, and we’ll continue the same population growth,” Hutchison said.

Federal grant boosts export business, international education

A federal grant, to be administered by the College of Business Administration, will support CMU’s international business education initiatives and help export-related businesses in the mid-Michigan region.

The $76,000 U.S. Department of Education grant, which is expected to be renewed for a second year, includes matching funds from CMU. The grant will support a program that will:

• Expand international business education at CMU
• Provide export training for participating mid-Michigan businesses to support global competitiveness
• Boost the region’s economic outlook for the future

Michael Vuillemot, associate director of the LaBelle Entrepreneurial Center, and Dan Vetter, interim dean of the College of Business Administration, will provide assistance.

New support for a global economy

The grant addresses outsourcing and other hot-button international trade issues, said U.S. Congressman Dave Camp.

“With 95 percent of potential consumers living outside of the United States, Michigan businesses cannot afford to stay out of the global market,” Camp said.

“Building walls around our country and ignoring the reality of a global economy will only worsen Michigan’s economic outlook.”

- U.S. Congressman Dave Camp

CBA faculty member Michael Pisani is project director.

Experts administer grant oversight board

Representatives from the Middle Michigan Development Corporation, the Midland Economic Development Council, and Greater Gratiot Development Inc. will serve on an oversight board along with Guilan Wang, director of CMU’s Office of International Education, and John Schleede, former dean.
Executives provide lessons in recognizing personal and professional strengths

Speakers at CMU’s Management Aspirations conference urged women to look for comfort, fit, and style with their careers the same way they would in their fashion choices.

“Did you ever find an outfit or a pair of shoes you had to have, even if they didn’t fit right?” asked Stephanie A. Burns, president and chief executive officer of Dow Corning Corporation.

“If you’ve ever felt like that in school or in work, you need to analyze it. As you leave college and go searching for employment, look for a fit between your values and the values of the organization you’re hoping to join.”

Dow CEO offers keynote perspectives

Burns was the keynote speaker for the second annual conference “Exploring Possibilities for Women in Business in 2004.” A dozen speakers – including several CMU alumni – helped attendees learn how to find their strengths and play them up as they seek employment. Breakout sessions included topics on self-assessment, gaining promotions, taking risks, and honing communication skills.

Burns said that companies have a long way to go before there will be parity for women in the workplace. She said people need to seek out corporations that value diversity and draw strength from a code of conduct.

At Dow Corning, Burns said women are making strides and gaining positions at the top of the company. She attributes her success to taking risks in her career and believing in the company and its core values.

Broadening horizons leads to success

As in any wardrobe choice, Burns said women can build on their “basics” by stretching themselves and trying different things.

“Women have a tough time accepting a position where they’re not sure if they’re going to be the best in the class. There’s a lot of pressure for women to be the best,” she said. “I did this a lot in my career.”

Burns joined Dow Corning as a researcher in 1983, and after a series of different assignments, became the director of women’s health shortly after the company was slammed with silicone breast implant lawsuits.

“In 1992, my first day in that position, I flew on the corporate jet with the CEO to interview with a Wall Street Journal editor,” she said. “If you don’t think that’s a stretch, it doesn’t get any worse than that.”

Burns eventually testified in front of Congress and the Food and Drug Administration, and she also was interviewed by Oprah Winfrey.

“I don’t think in any of those areas I was the best in class. I always thought I could do better. That’s how we learn,” she said.

Burns first advanced to president and chief operating officer, and in 2004 was named chief executive officer.

Speakers

**Joyce Knudsen, M.S.A., ’93**
Owner of The ImageMaker Inc.

“If I had listened to the people in my life who told me what I couldn’t do, I would not be standing here today.”

**Lynne Henderson Marks**
President of London Image Institute

“Your confidence comes from your ability to keep your word – to yourself, not just to others.”

**Steve Constantin**
Director of Human Resources Development and workforce planning, The Dow Chemical Company

**Tim Coscarelly, ’82**
CEO and Property Manager for LaBelle Management

**Ebony Alexander, ’95**
Senior Recruiter of Corporate Human Resources at Comerica Inc.

**Lindsay Groth, ’03**
Media Targeting Analyst, Valassis

**Jamie Kinney, ’98**
Great Lakes Area Human Resources Manager, Pulte Homes

**Abbe M. Mulders, ’96**
Executive Director and Chief Information Officer, Dow Corning Corporation

**Marie Eckstein**
Global Executive Director of Process Industries, Dow Corning Corporation

**Sherry S. Knight, ’86**
Founder of Knight Writers

**Nathalie Giske, ’98**
Seat Buyer for Family Vehicles, DaimlerChrysler

**Businessmen’s panel**

**Workshop leaders**
Executive in residence backs interdisciplinary partnerships
A campus-wide competition for a great business plan would be an ideal way to encourage interdisciplinary partnerships, move ideas to the marketplace, and appeal to investors, said CMU's Dow Corning Executive in Residence.

"CMU's College of Business Administration is way ahead of other universities in its entrepreneurship activities," Andre Blay said during two days spent this spring interacting with students, faculty, and staff. Blay is the widely acclaimed father of the home video industry.

"This spring, the CMU Entrepreneurial Advisory Board will be looking at student business plans to see if one is well-executed enough to fund," Blay said. "Why shouldn't students in other disciplines partner with someone in the business school to write a plan? I love the idea of partnering between disciplines."

Blay, who serves on the board, said entrepreneurs transform ideas into profitable entities. While business students have the expertise and solid business background to draft business plans, he said the ideas also could come from other disciplines. Financing for the plans often comes from private investors, not banks, Blay added, though he noted that he used internal cash and conventional bank loans to start his home video industry.

"Most of the time banks won't look at new projects without guarantees," Blay said. "If you have a million dollars, they'll lend you a million. If business entrepreneurs could finance a student business plan with say, $10,000, and if that plan was accessible to investors with millions in capital to really make it viable and productive, what do you think this would do for CMU?"

Ascending to the video sales pinnacle
Blay kicked off his CMU academic activities by recounting his rise to entrepreneurial leadership in the home video industry.

"You can't do it alone," Blay said. "I've always been entrepreneurial, but my biggest joy was finding the right people to work with and sharing the achievements with a team. I like to think that I hired the right people who made it all possible."

CMU health fitness major Stephanie Buck of Mount Pleasant said Blay's opening talk was uplifting, even to someone who's not studying business.

"What I learned is that if you have a dream, you can make it come true," Buck said.

CMU senior Holly Werkema, a personal financial planning major, said Blay presented new ideas.

"He was very helpful and interesting," Werkema said. "I knew nothing about the video business. His talks were something extra that really mixed it up for students wanting to learn more."

A collaborative reception
In addition to meeting with faculty and staff and visiting classrooms, Blay attended a reception in collaboration with CMU's College of Communication and Fine Arts.

He also talked about the creative aspects of the film industry and kicked off CMU's International Film Festival, which showcased more than 30 films from March 25 through April 4.

"Education is the primary ingredient," Blay said. "You can have great ideas, but to package and manage them properly, you need education."
The movie industry, currently a $65 billion dollar industry, will continue growing.

High definition television (HDTV) will transform the industry and marketplace.

Piracy is a major concern, but the industry will control it.

Network television will survive because it serves a variety of tastes.

Reruns will die out and be moved to a Video on Demand server.

Cable will take profits from the movie industry until HDTV is accessible for all.

Video on Demand is the future – every single movie, television program, and visually recorded activity will be available on a server.

The server will be a searchable database.

Video on Demand profits will go directly from the consumer to the movie producer.

Industry giants will buy protection for the future through mergers, i.e. Comcast and Disney, GE, and Vivendi.

As technology advances, the opportunities to serve consumers will be limitless.

A successful American entrepreneur
Blay attended CMU in 1956 and 1957 and completed undergraduate and master of business administration degrees at Michigan State University.

In 1979, 20th Century Fox bought Magnetic Video, and Blay became president and chief executive officer of 20th Century’s Home Video department. He managed the acquisition of more than 3,000 films and opened facilities in seven foreign countries. He later joined Norman Lear and Jerry Perenchio, founders of Embassy Communications, and became chairman and chief executive officer of Embassy Home Entertainment. That business was sold to Columbia Pictures in 1987, and Blay went on to buy Action Pay-Per-View Inc., a cable programming company.

In 2000, Blay was inducted into the Consumer Electronics Association Hall of Fame. He is a member of the Video Hall of Fame and was named the ITA/Time Magazine Man of the Year in 1986. Entertainment Weekly called the start of the home video market in 1977 by Magnetic Video the 22nd most important event in the history of the motion picture industry.

Blay cofounded Stereodyne Inc., the nation’s first eight-track and cassette duplication company, when he was 28. He founded Magnetic Video Corporation in 1969. In addition to acquiring the rights to more than 50 Hollywood movies, he learned to sell, market, and distribute a product no one had ever heard about before - home videos. Blay acquired the first video rights to movies like Hello Dolly, Patton, Crocodile Dundee, African Queen, and The Sound of Music, and he initiated a revolution in the movie industry with home video sales.

Who will survive?
Andre Blay’s predictions for the future:

- The movie industry, currently a $65 billion dollar industry, will continue growing.
- High definition television (HDTV) will transform the industry and marketplace.
- Piracy is a major concern, but the industry will control it.
- Network television will survive because it serves a variety of tastes.
- Reruns will die out and be moved to a Video on Demand server.
- Cable will take profits from the movie industry until HDTV is accessible for all.
- Video on Demand is the future – every single movie, television program, and visually recorded activity will be available on a server.
- The server will be a searchable database.
- Video on Demand profits will go directly from the consumer to the movie producer.
- Industry giants will buy protection for the future through mergers, i.e. Comcast and Disney, GE, and Vivendi.
- As technology advances, the opportunities to serve consumers will be limitless.
Once each year during Dialogue Days, College of Business Administration graduates give back to the college while reminiscing and relishing camaraderie with old and new friends. The early February event presents students with a valued opportunity to make important networking contacts and to learn first-hand about the business world from industry notables.

Students learn about topics such as business protocol and time management and also learn about the career histories of some distinguished members of the business community. More than 50 speakers take the place of professors during the two-day event.

“It gives business students a chance to discover what’s important today,” said John Schleede, former dean of the College of Business Administration. “We turn over our business school to the community. It’s part of our business of being business connected.”

Speakers cover broad spectrum of business topics

During this year’s Dialogue Days, representatives from companies such as Eli Lilly, Gordon Food Service, The Dow Chemical Company, EDS, Republic Bancorp, and Johnson Carbide Products spoke to students on an array of topics including supply chain management, leadership, finance, legal aspects of business, entrepreneurship, and information technology. CMU business students escorted the speakers from class to class, practicing their business networking skills in the process.

Mike Murray: Prepare for career changes

In one session, Mike Murray, ’75, a compensation manager with Herman Miller, advised students on how important it is to develop a network of friends and business associates while still in college. And, he told students to be prepared to view change as an opportunity.

“When you do make career changes, you have to mentally make quite a few adjustments and look at the brighter side of things,” Murray said in response to a student’s question about radical career changes.

Murray also told students to prepare for making all types of formal business presentations, and he stressed the importance of honing writing skills.

Murray spent 15 years at Manufacturers Bank in the Detroit area as manager of employee relations and human resources before his job was eliminated. He then moved to First of America in Kalamazoo, where he worked for five years before that position was eliminated. He’s been working in the office furniture industry for four years.

Dave Marvin: CMU grads in demand

Dave Marvin, ’80, senior vice president at Comerica Bank and a member of the Dean’s Business Advisory Council, told students that the College of Business Administration played a pivotal role in his life. Today, he said that Comerica hires many CMU graduates.

“We love the College of Business Administration. It does a good job preparing students for a variety of jobs,” Marvin said.

Marvin started 23 years ago in the credit department of Manufacturers Bank, which merged with Comerica in 1992. He said the merger was one of the toughest years of his business career. He has seen Comerica grow from 4,000 to 11,500 employees.

“You will be part of mergers and acquisitions,” he told students in a management class. “Although there are inevitable job losses with mergers, with job losses come opportunities.”

Marvin said his company uses a talent-management program to identify employees with leadership potential. They search for people who are outgoing, energetic, willing to take a stand, and who can get along well with other people.
Melanie Bergeron said she knew she had learned valuable time management and business skills while pursuing a business administration and marketing degree at Central Michigan University. But she wouldn't have been able to predict when she graduated in 1984 that her preparation for a business career would pay off with her own flourishing multimillion-dollar company.

Bergeron said her CMU degree helped propel her into a career, first in pharmaceutical sales, and now as COO of Two Men and a Truck, a highly successful company founded by her mother, Mary Ellen Sheets.

"Being prepared gives you an edge," said Bergeron. "Coming to CMU also taught me about diversity. I met people from different walks of life. I loved that."

Addressing students during Dialogue Days, Bergeron and Sheets discussed the rise of their company from its humble beginnings with a single $350 truck to a company that today has 129 franchises in 25 states and annual sales of more than $120 million.

From a family operation to 850 trucks
The company literally started with two men and a truck – Melanie’s brothers, two high school students who made a summer job of moving people. After her sons left for college, Sheets said the calls kept coming, so she bought a truck, hired two men, and started a moving business.

Sheets made $1,000 during her first year in business and promptly wrote 10 checks for $100 to charity, beginning the company tradition of community involvement.

Melanie was working in pharmaceutical sales in 1987 when she decided to open the first Two Men and a Truck franchise in Atlanta. By 1991, the company was growing rapidly and selling its now famous moving boxes depicting a cartoon logo with stick men drawn by Sheets.

Bergeron moved back to Michigan and eventually joined the company full time as chief operating officer in 1994.

Two Men and a Truck now operates from a 23,000-square-foot office building that soon will feature a full-size home for training purposes. The company has 850 trucks. Fifty-two of its franchises have grossed more than $1 million. Sheets and Bergeron said they now also are eyeing foreign markets such as Asia and New Zealand.

The company’s 45 employees incorporate the grandma rule in everything they do - treat others the way you would like your grandma to be treated. Bergeron said their “big hairy audacious goal” is to serve two million people by 2020.
In today’s global society, experiencing and supporting diversity among people has become an important prerequisite to success – both in the classroom and the workplace.

“Diversity is important not just in the College of Business Administration, but in our society,” said Marcia Hyde, ’81, vice president of human resources at Valassis Communications Inc. in Livonia. “When diversity in people and ideas is embraced, it has a liberating effect on our culture.”

Hyde currently serves on the CMU Development Board, CMU Alumni Association Board, and the CBA Dean’s Advisory Board. She and others like her are working to ensure that CBA students are prepared for an increasingly diverse world.

Underrepresented groups growing in CBA

CBA’s concerted effort to increase the number of minority students in business has seen healthy results in recent years, jumping from 5.1 percent in 1999 to 8.3 percent this year. The number of African Americans enrolled in CBA programs has grown from 3.3 percent to 5.2 percent.

“A number of things are key to this growth,” said John Schleede, former dean. “One key factor is that we have gained scholarships and other forms of support from companies interested in diversity. We also are teaming up with Minority Student Services to recruit underrepresented students to campus, and we are targeting key high schools and community colleges such as Mott Community College in Flint with significant underrepresented populations.”

DaimlerChrysler funds two logistics scholarships for underrepresented students. Other companies provide a variety of scholarships and jobs for students. Students and alumni have noticed. Diversity is a growing priority.

“I think CMU has always been incredibly committed to diversity and definitely is headed in the right direction,” said Tramayne Whitney, ’98, an organizational effectiveness consultant for Kellogg Corporation. He said CBA business students and graduates are very progressive around the issue of diversity.

As an African American at CMU, Whitney said his college experience helped him in the business world.

“Most organizations reflect the demographic mix of CMU,” he said.

Businesses creating a culture of inclusion

Hyde said her company works at creating a culture of inclusion that respects and values differing cultural beliefs and values. Incorporating differing perspectives contributes to the overall success of a business, project, or college.

“We strive to create a work environment that is broader, richer, and more fertile for creative thinking and innovation,” Hyde said. “It is all about creating a company more reflective of today’s world.”

Ebony Alexander, ’85, now a college recruiter for Comerica Bank in Detroit, graduated from a Detroit high school that was 98 percent African American. While at CMU she was part of the four percent underrepresented students at the time.

“There were learning lessons on both parts,” Alexander said. “Coming from the Detroit area, I learned the world does not look like Detroit, and I had to be able to associate, work, and communicate with all types of people.”

Alexander said Comerica uses the words “diverse workforce” rather than “affirmative action” and that her company makes an effort to reach out to all types of individuals.

“The corporation needs to mirror its environment. You need to be able to communicate with the people you serve,” Alexander said.
Her advice to students, particularly white majority students, is to associate with minority business, student, and professional groups.

Students need diverse on-campus experiences

Steve Constantin, who is The Dow Chemical Company’s global director of human resource development and workforce planning, also serves on the CBA Dean’s Advisory Council. He suggests that white majority students should enter mentoring relationships in their junior or senior year.

“Just don’t think only in terms of race differences,” he said. “Gender and cultural differences also are very important.”

One way to do this is to join any of the 23 on-campus business organizations. Hyde’s advice to students is to surround themselves with diverse people, whether they are nontraditional students, students of a different race, ethnicity, financial background, or with disabilities.

“Inclusiveness pays great dividends,” she said. “As we become more diverse and inclusive, people feel more freedom to express themselves and try new ideas, and that will make school experiences more interesting and more inviting.”

- Marcia Hyde, ’81, Vice President of Human Resources, Valassis Communications Inc.

Cultural experience can be key to business success

Robert James, ’85, earned a bachelor’s degree in business administration and is now the General Manager of Customized Products in Chicago. As an African American who attended a private, mostly white high school in the Flint area, he was accustomed to being in the minority. James believes learning about different cultures and working with a variety of people is crucial to business success.

“The more you’re exposed to, the more you learn,” James said. He suggests that successful underrepresented graduates reconnect with CMU and help with recruiting. He said maintaining a network of classmates and co-workers is important for success, whether you’re looking to buy a company or seeking a new job.

Diversity also is crucial for Michigan, according to Constantin.

“We need a diverse workforce and one that’s highly talented,” Constantin said. “So many of the companies are dealing on a global basis. We’ve got to reflect the global nature of our customers.”

Corporate initiatives support diversity

Constantin said The Dow Chemical Company employs a director of diversity who works across all divisions of the company to encourage diversity and to ensure the company is equitable in paying people. Hyde said Valassis began a major diversity initiative in spring 1998 when the first of three diversity councils was formed at its Michigan facilities. Whitney said Kellogg Corporation’s Diversity Council is centered on recruiting and retention.
Each April, Central Michigan University hosts an annual scholarship luncheon recognizing our generous donors, who, through their gifts to CMU, have made a significant difference in the lives of our students.

As you can imagine, it is a poignant and inspirational afternoon. This year’s event was a particularly proud moment for the College of Business Administration as Christina Bouchey, our CBA Outstanding Student of the Year, was a featured student speaker.

Christina eloquently shared her remarkable story with honored donors, alumni, family, and friends. With genuine sincerity, Christina thanked the donors who had gathered to celebrate the university’s accomplished student scholarship recipients. The gift of scholarship clearly had made Christina’s vision for a college education a reality (see story on page 23).

As I listened to Christina’s touching reflections and read through her many accomplishments, I could not help but personally reflect on what a wonderful investment our donors had made by providing philanthropic support to such an outstanding young woman.

This year the CBA has had its most successful fund-raising year to date. More than $3 million has been contributed or pledged in this fiscal year alone. Central to our New Vision of Excellence Campaign goal is raising much-needed funds from alumni and friends in support of CBA student scholarships. We are well on our way, but the need for scholarship dollars never has been greater.

The New Vision of Excellence Campaign for CMU has renewed energy as we move forward into the second phase of our fund-raising efforts. The College of Business Administration has recruited a truly motivated and dedicated group of volunteers, led by CBA graduate and former CMU Trustee W. Sidney Smith. These volunteers are confident and committed to far surpassing our CBA goal of $6.8 million, which will support student scholarships, faculty research, facility improvements, and innovative programs.

The students, faculty, and staff of the College of Business Administration hope that as you read through this issue of Exchange, you will be inspired by the many ways our talented CBA faculty, students, and alumni are meeting new challenges and helping shape our world.

Christina Bouchey is one of many outstanding and deserving CBA students who benefit from scholarship support. CBA offers a variety of scholarship donor opportunities that result in tangible results in the lives of exceptional CBA students like Christina. We hope you will consider making such a wonderful investment in the future.

For information on how you can invest in a gift of a scholarship for a CBA student, or to be a part of the CBA New Vision of Excellence Campaign committee, contact me at (989) 774-1732 or silk1am@cmich.edu.

Amy Silk
CBA Director of Development

CBA New Vision of Excellence Campaign Committee

Sid Smith, ’65
CBA Campaign Chair
President and CEO, Smith Equities Corporation

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Jack Poindexter, ’85
CFO and Treasurer, East Jordan Ironworks Inc.

Paul Smuts, ’62
Former Executive Director of Human Resources, DaimlerChrysler Corp., retired

Michelle Szymczak, ’91, ’97
Consultant, IBM Corporation

Michael Tierney, ’77
Senior VP Personal Financial Services, Comerica, Inc.

Gifts can be made in a variety of ways

Bequests, charitable gift annuities, remainder trusts, cash, life insurance, securities, real estate, and retirement plans are a few of the ways to support the College of Business Administration.

To learn more about how you can give a gift, contact:

Amy M. Silk
Director of Development
(989) 774-1732 or silk1am@cmich.edu.
Combining a love of teaching, expertise in sports law, and unique sports experiences, Adam Epstein brings a dynamic new dimension to College of Business Administration business law students.

The new CBA Department of Finance and Law assistant professor became interested in sports law while studying in law school and serving as a sports agent. He first started teaching business law at a local community college and eventually added a sports law class through the sports management department at the University of Tennessee.

“I started falling in love with teaching,” said Epstein, a native of Buffalo, New York.

Students in Epstein’s legal environment of business class benefit from his passion for sports law and his ability to introduce them to real-world sports issues and experiences.

“Sports law is about business – athletes as opposed to corporations,” Epstein said.

Real-world sports issues enthuse students

Epstein’s students are able to relate to many hot topics in sports law. For example, understanding the legal issues and the role of the World Anti-Doping Agency, the agency in charge of drug testing, is a big issue in an Olympic year. Students also learn about ambush marketing and trademark issues as people attempt to capitalize on the Olympic games with products that can involve illegal use of the Olympic logo.

Epstein learned about sports issues first-hand in his career as a sports agent. At one time he represented 25 athletes. Not being able to compete with big name sports agencies, Epstein said he got a break as a sports agent representing Tripp Schwenk, a swimmer who made the 1996 U.S. Olympic team.

“I negotiated a sponsorship with Speedo and it really paid off well. I was in the right place at the right time,” Epstein said.

Having found his niche representing swimmers and triathletes, Epstein traveled to summer Olympic games in Atlanta and Sydney, Australia. He currently represents Joanna Zeiger, a top triathlete who has Olympic experience and is training for a chance to compete in the 2004 Olympic games in Athens, Greece. Epstein has negotiated sponsorships for everything from sunglasses to running shoes.

Epstein’s textbook supports his teaching

Epstein has been able to transfer his sports and teaching experiences into the publishing arena. Sports Law was released in December 2002 by Delmar/West Legal Studies.

Along with his law degree, Epstein earned a bachelor’s degree in classics and an M.B.A. in management. During his undergraduate college career, Epstein also was a walk-on placekicker for the University of Tennessee football team coached by Johnny Majors. He didn’t see any playing time initially but persevered and eventually played in a game against the University of Alabama in his junior year. After that, he saw action in six games during his senior year and lettered in the sport.

Dream to play accomplished as walk-on placekicker

Epstein started a family tradition. After Epstein graduated and entered law school at the University of Tennessee, his brother also became a walk-on placekicker for Tennessee.
Double the degree, double the accomplishments

CBA’s identical twin alumni all about business

**Chris Uhl, ’00, Matt Uhl, BS ’00**

Since graduating from Central Michigan University in 2000 with bachelor of science degrees in management, identical twins Matt and Chris Uhl have worked together as financial consultants and launched independent financial services careers.

The twins recently reminiscenced about their experiences taking College of Business Administration classes together, living near each other, and earning business degrees that set them on paths to successful careers.

“We ended up in apartments next-door to each other, but at least there was a wall between us,” Chris said, recalling their college years with a laugh. “It was nice having him there – sometimes.”

Matt said he selected CMU based on the quality of the business program and because most classes had 30 or fewer students. He liked the one-on-one attention from professors and the program’s interactive hands-on group projects.

Chris noted that CMU classes helped hone his presentation skills and prepare him to market himself in the business world. He credits CMU for transforming him into a more confident individual.

“I thought CMU had the right kind of people for me,” he said. “Everybody was friendly. It was a large school but it didn’t feel overwhelming.”

Chris first thought he would be a teacher but switched to business after his first year.

“I enjoyed my marketing classes greatly, and I also liked my finance classes,” Chris said. “I always knew I’d be out there selling in one way, shape, or form.”

For a time, Chris and Matt worked together as financial planners at Waddell & Reed Financial Services Inc. in Grand Rapids, providing comprehensive financial planning for an array of clients. Matt has since become a loan officer for Waterfield Financial Corporation in Grand Rapids. Chris has become a credit analyst for Standard Federal Bank in Troy. He currently is enrolled in a two-year training program to become a commercial lender.

Chris and Matt are 1995 graduates of Grandville High School. Chris and his wife, Tricia, also a CMU graduate, live in the Detroit area. Matt lives in the Grand Rapids area.

**Bob Kench, ’91, Bill Kench, BS ’91**

When it was time to decide where to go to college, Bob and Bill Kench had more in common than being identical twins. The Midland natives shared a common aspiration to attend a quality business school. And Bob wanted to play football.

Central Michigan University made perfect sense. It offered a reputable College of Business Administration and a solid football program.

A wide receiver, Bob was awarded a football scholarship and played for a Chippewas team that earned a trip to the California Raisin Bowl – CMU’s first-ever Division I football bowl game.

Academically, the twins were all about business, sharing a dorm room for a couple of years and earning management degrees in 1991. Their hard work paid off well. Today, both are in the midst of successful sales careers for the Dows – Bill for The Dow Chemical Company and Bob for Dow Corning Corporation.

Bill is a senior account manager for Dow Chemical and lives in Atlanta, Georgia. Bob is a construction application specialist for Dow Corning and lives in San Diego, California.

“We recognized Central Michigan University as a well-respected educational institution,” Bob said, crediting his CMU instructors for making their business classes interesting and relevant. Bob and Bill both appreciated Kathy Utecht, professor of management, and Basil Zimmer, professor of economics. Utecht served as their advisor.

“She had a positive impact on both of us,” Bill said. “The management classes, and particularly the business case studies, were very interesting.”

Bob started at Dow Corning in 1992, left in 1997 to work for a construction contractor, and returned to Dow in 2001. His current sales territory covers Southern California, Arizona, and Nevada. He oversees 22 distributor sales representatives who supply silicone sealants and coatings for the commercial construction market.

Bill has worked in sales, first in Houston and now in Atlanta. He currently is senior account manager in Dow’s Engineering Polymers Business.

Bob and his wife, Melissa, have a daughter and another child on the way. Bill and his wife, Shelley, have two daughters and a son.
Stephen Wade, BS ’80, MBA ’83

Steve Wade always knew he wanted a career on Wall Street and realized at an early age that to get there he would have to attend a first-class business program like the one offered at Central Michigan University. Wade earned an undergraduate business degree in marketing and economics in 1980 and completed the university’s M.B.A. degree program in 1983.

Twenty years later, Wade has achieved his dream. Wade serves as managing director and head of credit risk management at Deutsche Bank’s North American operation. Deutsche Bank is the second largest bank in Europe with assets in excess of $900 billion.

Wade credits CMU for much of his success. “There is no question in my mind that the education I received at CMU is one of the primary reasons I’ve been so successful,” Wade said. “The business and economic theories I learned have translated quite well on Wall Street.”

Wade oversees a staff of 70 credit professionals and also has global responsibilities for automotive manufacturers and suppliers, and for technology, media, and utility companies. Wade spends roughly one week a month in London, where Deutsche Bank’s global credit risk management function is located. Prior to joining Deutsche Bank, he spent 20 years in the financial services industry, including 14 years at the Union Bank of Switzerland.

The financial services industry remains extremely competitive, and many firms are merging operations to become large-scale global players, according to Wade.

“The traditional difference between investment banks and commercial banks is getting more and more blurred, particularly with the advent of consolidation. In the next 10 years there will only be a handful of truly global financial institutions,” Wade said.

Wade, his wife, Bernadette, and two teenage daughters live in Harrison, New York.

David Dow, B.S. ’71

Before David Dow entered college, he visited CMU and immediately felt comfortable with the campus; he liked its size and felt he would get a good education. He started out planning to major in accounting but that didn’t last long.

“Marketing was what I enjoyed and that’s where I gravitated,” Dow said.

Even though he attended CMU during the tumultuous late 60s and early 70s, he calls those college days the best of his life.

A couple years out of college, Dow took a job in Saginaw at Gordon Food Service - a small company doing about $40 million in sales. Today, the company has $4 billion in sales and operates in 22 states and all the Canadian provinces. Dow serves as general manager of nearly 2,000 employees in the Great Lakes Division.

“I worked very hard to be the best I could be,” Dow said. “The corporation was growing, and I was in the right place at the right time.”

Dow worked as a sales representative, director of corporate sales, and director of sales, marketing, and procurement before assuming his current position. He spent 14 years in South Bend, Ind. before moving to the Grand Rapids, Mich., area in 1988.

“The company’s strength is that they’re still family owned and operated,” Dow said. “They focus on people - employees and customers.”

Dow feels a desire to give back to CMU. He recently joined the CBA Business Advisory Council. In a talk to a CMU marketing class this spring, he advised students that they must prepare to be agile in coping with the speed of change and securing a return on technology investment.

“Managing technology is certainly the driver behind so much change,” he said. “In my 30 years I’ve never seen such a compression of change.”

Dow is a native of Saginaw and a graduate of Arthur Hill High School. He currently lives in Ada, Mich., with his wife, Carole, whom he met at CMU. They have a grown son and daughter. Both are CMU graduates.
Two earn CMU teaching excellence awards

CMU awarded two of the university’s five 2004 Excellence in Teaching Awards to CBA instructors. A committee of faculty and students selected the recipients based on student ratings, the numbers of students they have taught at CMU, and recommendations from colleagues and alumni.

Nancy Csapo, associate professor of business information systems, was distinguished for her intelligence, compassion, and sense of humor.

“I was thrilled to find out that I won the award,” Csapo said. “It’s a real honor to be recognized for what you really have a passion for in life.”

Csapo, who has taught at CMU since 1998, advises the business teacher education program. Her ongoing close contact with students has resulted in many friendships that have lasted well beyond graduation.

One of Csapo’s nominators said she shows “intelligence, compassion, sense of humor, and willingness to help, no matter the issue and no matter the student. Everyone benefits from her sensitivity, enthusiasm, and fairness.”

Another nominator said: “She treats each student individually and shows a true interest in that person’s career, life, and goals.”

Gary Gagnon, assistant professor of marketing and hospitality services administration, was recognized for his dynamic teaching style and for supporting and encouraging students.

“His creative methods employ sound principles of teaching and learning that make the learning environment exciting and rewarding for all involved,” one nominator wrote.

Another wrote: “Students seek this candidate out for advice because they have learned that he is accessible, kind, friendly, and gives honest and helpful guidance. At the same time, this candidate maintains high standards and expectations for students, to which they respond, because of their mutual respect.”

Cook receives CBA award

Robert Cook, director of the Department of Marketing and Hospitality Services Administration logistics management program, received the 2004 CBA Dean’s Teaching Award.

Students and colleagues nominate faculty members based on their knowledge of their academic discipline, respect for students, enthusiasm, classroom preparation and organization, accessibility to students, being positive role models for students, and skills in assisting student learning. Recipients receive a plaque.

SBC recognizes CBA faculty members

James Damitio, director of CMU’s entrepreneurship program and a faculty member in the School of Accounting, and Tanya Marcum, a faculty member in the Department of Finance and Law, received SBC Teaching Awards.

Recipients must demonstrate teaching excellence by developing and utilizing innovative teaching techniques, attending teaching improvement seminars, supervising independent studies, managing student seminars outside the classroom, and being involved in student organizations.

CBA faculty member wins national award

The Association of Information Technology Professionals (AITP) honored James Cappel, associate professor of business information systems, as its National Faculty Advisor of the Year.

Cappel was recognized at the professional organization’s annual national conference in Omaha, Neb., this spring for many years of dedication to the growth of the regional and national AITP.

“Each year, only one faculty advisor from more than 80 colleges and universities is recognized as the advisor of the year,” said Monica Holmes, chairwoman of the business information systems department. “Dr. Cappel has done an outstanding job helping to expand the students’ opportunities.”

Other AITP awards included:

• CBA’s AITP chapter won the regional outstanding student chapter award, third prize for an AITP banner, and the Student Chapter Outstanding Performance Award for the fifth year in a row.

• Hemanshu Gupta of India, a CBA graduate student who is pursuing a master of science in information systems degree, won a $500 first place award for a paper entitled “Measuring the Importance and Efficiency of E-Government at County Level: A Content Analysis.”

• CMU students Dan Hellerstedt of Curtis and Craig Cunningham of Ortonville received honorable mention for a programming contest in which 35 teams participated.

• CMU student Eric Pynnonen of Midland had the highest score in a certificate examination.
Christina Bouchey earns top award

Senior Christina Bouchey knew she had the potential to finish at the top of her class long before she was named the top 2004 College of Business Administration graduate.

She knew it the day she enrolled at CMU, and she got her first confirmation that she was succeeding a year ago when she was named one of five exceptional CBA students in the college’s first Outstanding Student Awards program. This year she won the top $1,000 award.

“After learning that I was to have the opportunity to go to a prestigious four-year college, I became determined to make the most of these years,” Bouchey said in her application for the award. “As soon as I stepped foot on this campus, I became involved.”

Four years later, she has graduated with dual logistics management and marketing majors, and she already has secured her choice of several Third Party Logistics Provider job offers.

Bouchey’s college experiences have prepared her for the career she is about to begin. Her many activities have included:

- Involvement on Logistics Management Council, Supply Chain Management Association, and Leadership Advancement Marketing Committee
- An internship with Distribution Solutions International
- Three Alternative Spring Breaks, including one to El Salvador
- A key role in establishing the Business Residential College freshman mentoring program
- Chairing CMU Program Board
- Various community service outreaches including befriending cancer-stricken children at Camp Quality

Four more among the best

The second place award of $500 went to Jennifer Eager, an accounting information systems major, and three $250 awards went to Cassidy Hardy, an accounting major; and Katie Bien, a management information systems major.

Eager, a senior, leaves CMU fully prepared for a variety of careers; she has earned four majors: accounting information systems major, operations management, logistics, and purchase and supply management. In addition, she has received SAP R/3 4.6 Business Integration Certification. While at CMU, she has been involved in seven organizations including Beta Alpha Psi Honors Accounting Fraternity, Student Accounting Society, Supply Chain Management Association, and SAP University Alliance Student Users Group. She has served this year as chapter president of the International Society for Quality and Production Management. She has volunteered extensively for Isabella Community Soup Kitchen, Salvation Army, American Red Cross Blood Drive, and more

Smith, a sophomore Centralis Scholar, has been involved extensively while also earning a 4.0 grade point average at CMU. She has been a member of the American Marketing Association, Supply Chain Management Association, Council of Logistics Management, and American Marketing Association. Her community service activities have included helping with the Chippewa River Honors Program Cleanup Day and volunteering with Habitat for Humanity during spring break. Smith will be interning with John Deere in Des Moines, Iowa, this summer.

Hardy, a senior Honors student, has excelled academically, joined many organizations, served two internships, and found time for extensive community service. She has held leadership positions in Phi Chi Theta Professional Co-Ed Business Fraternity and the Student Accounting Society, and she has volunteered for various community projects including Festival of Trees and Habitat for Humanity. Hardy’s internships have included one with Legion Brothers Manufacturing Company and one working in the Special Olympics internal audit and payable departments.

Bien, a junior Centralis student with a 4.0 grade point average, has been active in many on-campus groups and service projects. She received CMU’s Outstanding Minority Student award in both her freshman and sophomore years, spent a summer abroad studying computer programming at Middlesex University in London, England, and this summer plans to intern at Eli Lilly and Company in Indianapolis. Her involvement has included membership in the Association of Information Technology Professionals. She has volunteered for CROP Walk for Hunger, Make a Difference Day, and the Chippewa River Honors Program Cleanup Day.
M.B.A. program
(continued from page 4)

Other M.B.A. graduates praise the exceptional quality of the professors in the M.B.A. program and credit the program for adding to their skills and providing new perspectives.

“Most of our professors were full-time practitioners of their subject matter, and all had extensive real-world experience,” said Robert Krasa, ’80, now president and chief executive officer of Haworth Inc.

Advisory board keeps program relevant

Rogers and a number of other notable alumni serve the college in an advisory capacity. Rogers appreciates CBA’s progressive initiatives to develop an M.B.A. program with a clearly relevant, career-focused curriculum.

Steven Discher, a 1984 graduate who earned a bachelor’s degree in business administration, serves on the Management Consulting Advisory Board – one of seven active CBA advisory boards. He said he wanted to reconnect with CMU after serving two decades overseas as a management consultant for large multinational corporations.

“I think CMU’s M.B.A. program picked its places very well,” Discher said. “Its unique set of programs in management consulting, finance, accounting, and other areas is good for the market and good for the students.”

Alumni support of the M.B.A. program is invaluable.

In addition to advising college administrators, CBA alumni have generously supported the college’s M.B.A. program through personal involvement in classrooms, by providing exceptional internship opportunities, by donating resources, and by partnering with CBA in development of consulting and research initiatives.
Kulhavi: Perseverance determines level of success

John Kulhavi, ’65, senior vice president for Merrill Lynch in Farmington Hills, told students that working for Merrill Lynch is the closest thing to owning your own company without putting in capital. He said success is determined by perseverance, dealing with adversity, and having original ideas.

“There’s no limit to what your earnings can be,” Kulhavi said, telling a story about a bus driver client who made $4 million in the stock market. “The best way to make money in the stock market is to just use common sense.”

Early in his career, instead of concentrating his services in the well-known affluent suburbs of Detroit, Kulhavi said he sought opportunities in outlying Michigan communities like Hamtramck, Mount Pleasant, Saranac, and Port Huron.

“I tried to go where the competition was the least, and that’s how I built my business,” Kulhavi said.

Kulhavi, who joined the CMU Board of Trustees in 2002, is a major supporter of the university. Since his graduation from CMU in 1965, he has remained involved with the university, serving as a member of the CBA Development Board and the Business Advisory Committee. A brigadier general in the U.S. Army Reserves, Kulhavi also remains involved with the university’s Army ROTC program and has received numerous decorations and service medals in the service of his country.

John G. Kulhavi Residence Hall, which opened last fall in the Towers residence hall complex, was named in recognition of his generosity and ongoing support of CMU. Kulhavi also has provided scholarships each year to ROTC cadets, and he has been a regular guest speaker for events with cadets.

New offerings and streamlined curriculum

CMU’s M.B.A. program was streamlined in 1996, and a new Midland center began offering classes in 1999. Instead of 36 hours of traditional three-credit courses, the M.B.A. now includes:

• Nine two-credit courses taught in four-hour sessions over eight weeks
• Eight credits taken from a choice of nine specialized concentrations
• A four credit-hour M.B.A. capstone consulting project

“Working students can make a two-month commitment,” Vetter said. “Before there were 12 courses and one research-oriented course. Now there are fewer lectures and there is more active learning. Students have more responsibility in the learning process, and faculty members don’t need to lecture for four hours.”

More than 200 students currently are enrolled in the program. More than 60 graduate each year. When they first enroll in the program, most of CMU’s M.B.A. students already have been in careers for an average of six or seven years and bring a level of work experience to the program that benefits all students. Many part-time students take an average of three to four years to complete the program, but the program’s flexible format also allows full-time students to complete M.B.A. degrees in 12 months. Vetter said this is particularly beneficial to international students.