



2002-03 Annual Report

Developing the competencies of
strategic change leaders.



The Eli Broad College of Business and
The Eli Broad Graduate School of Management
Michigan State University



Eli Broad

Chairman, AIG SunAmerica Inc.
Founder, The Broad Foundation

Venture philanthropist Eli Broad committed to business education at MSU

The son of Lithuanian immigrants who settled in Detroit, Eli Broad now lives in Los Angeles and is a major presence in the global financial market. He is chairman of AIG SunAmerica Inc., a leading financial services company specializing in retirement savings and investment products and services. Broad also serves on the board of SunAmerica's parent company, American International Group, Inc. (AIG), world leaders in insurance and financial services, operating in 130 countries worldwide.

Broad graduated with honors from Michigan State University (MSU) in 1954 with a degree in accounting. He went on to found not one, but two multi-billion dollar S&P 500 companies (SunAmerica, and home building giant, KB Homes, formerly Kaufman and Broad Home Corporation).

In 1968, his achievements brought him recognition as an Outstanding Alumni Award recipient by the MSU College of Business. In 2002, MSU honored Broad with a Distinguished Alumni Award, and an honorary doctor of humanities degree.

Broad School Gifts

On June 25, 1991, Eli Broad made what was at the time the largest gift ever donated to a public business school. His \$20 million gift to endow the Eli Broad College of Business and the Eli Broad Graduate School of Management, both renamed in his honor, was designed to help Michigan State University's MBA program emerge as one of the nation's top graduate management programs. The original endowment funds MBA program operations, four endowed professorships and the Broad Scholars program. An additional contribution of nearly \$2 million in 1998 was used to expand the MBA program's emphasis on information technology, fund an

endowed professorship and remodel two classrooms to serve as dedicated information systems labs.

Broad said the Midwest land grant university was the ideal candidate to help America regain its industrial competitiveness through offering an enlightened curriculum and making quality education accessible to exceptional future business leaders from diverse cultural and economic backgrounds.

"By focusing Michigan State University's MBA program on new management realities, and not simply on theory, by addressing real life problems of industry, and by attracting prestigious faculty and top students throughout the world, we will become more international in our thoughts and insights, and more competitive worldwide," predicted Broad.

During the recent search for a new dean of the business college, Eli Broad himself took an active role in the process. He facilitated the search with a commitment to endow the dean's position in perpetuity with a \$5 million gift. Those resources, available to the dean, can be used to support faculty, facility or academic program initiatives as determined by the dean's office.

Broad also was among the building fund donors for the James B. Henry Center for Executive Development that opened in the Fall of 2001.

Recently Broad made an additional gift commitment of \$3,475,000 to support student scholarships in the MBA program, which brings his giving commitment for The Campaign for MSU to \$16.6 million. The Campaign for MSU was announced last fall, and will continue through 2007, in an effort to raise \$1.2 billion for the university.

Arts, Education and Research

Avid supporters of the arts and tireless advocates for education, Broad and his wife, Edythe, have committed time and resources to a variety of community initiatives, arts organizations and educational institutions. They established The Broad Art Foundation in 1984, with an active "lending library" of its extensive collection to museums and galleries worldwide.

In 1999, the Broads founded The Broad Foundation, whose mission is to dramatically improve K-12 student achievement by investing in new ideas and innovative leadership in governance, management and labor relations in the nation's largest urban school systems. In its first three years, the Foundation made more than 40 major grants; convened two retreats, which were attended by nationally recognized university presidents, school district superintendents, school board members and labor leaders; and launched three flagship initiatives - The Broad Prize for Urban Education, The Broad Center for Superintendents, and The Broad Institute for School Boards. Broad has said, "I can imagine no more important contribution to our country's future than a long term commitment to improving urban K-12 public schools."

Earlier this year, the Broads provided the founding gift for the Eli and Edythe L. Broad Institute, a new type of biomedical research institute aimed at realizing the promise of the human genome to revolutionize clinical medicine and to make knowledge widely available to scientists around the world. The Broad Institute, which will begin operation later this year, represents a unique research collaboration among MIT, Harvard and its affiliated hospitals, and the Whitehead Institute for Biomedical Research.

Developing the competencies of strategic change leaders

The Broad School has long been a community of innovative and ambitious learners, sensing opportunities and converting them into successes. Over the last several years, we have significantly improved the intellectual capital of the school, the quality of admitted students, student exposure to hands-on learning in laboratory environments and, ultimately, the national and international reputation of our graduate and undergraduate programs. This has been possible only because of the extraordinary commitment to excellence displayed by those involved, from students, faculty, and staff to alumni and corporate friends.

As our mission indicates, the Broad School is focused on creating leading-edge, useable knowledge to develop the competencies of the strategic change leader for the global, multicultural marketplace. This leadership development process is lifelong. It begins at the undergraduate level, where we teach students the basics about leadership skills, ethics, and values. These students then go to work for a few years and return for their MBA. Our MBA programs – and our other specialized master’s programs — provide an opportunity to reflect on work experience and develop a better understanding about what is required for leadership in the global economy.

Finally, learning continues during one’s career via executive education. Through all types of customized and open-enrollment programs, Broad School Executive Development Programs provide an opportunity for a leader to continue to learn new capabilities.

At the same time, we continue our commitment to our strong research tradition. Through our doctoral program, we focus on developing new scholars, who will assume a leadership role in the academic community, generating new, leading-edge useable knowledge.

This annual report is our opportunity to share our accomplishments with the larger academic and business community. On these pages you will see that our undergraduate program continues to have highly competitive admissions standards, and excellent services designed to give individual opportunities to a large group of students.

Our full-time MBA program has just revised its curriculum to be more flexible and responsive to market demands for talent, while our Executive MBA program celebrates its 40th anniversary, continuing a remarkable history of producing top business leaders. We are launching a new doctoral program in the coming year in

Information Technology Management, pooling faculty expertise throughout the college to build a program that delivers immediate value.

As we have worked to help our students become strategic change leaders, we have also cultivated significant competencies for developing leaders in the real world. One example of this is our partnership with Kerr-McGee Corporation (see page 10), which allowed us to customize a long-term development program in supply chain management that hundreds of their employees will experience and that is directly impacting their business.

Like most state institutions across the country, Michigan State University is facing serious challenges as state support has been reduced. However, I have been particularly impressed by the collaborative efforts of our students, faculty and staff working together to make the Broad School a better place with fewer resources. I think everyone in the Broad community can be proud of what we have accomplished — some of which is outlined in this annual report — and of what we have the potential to do together.



A handwritten signature in black ink that reads "Robert B. Duncan". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Robert B. Duncan
The Eli and Edythe L. Broad Dean

Contents

Executive MBA Program	2
Full-time MBA Program	6
Master’s and MBA Programs	8
Executive Development Programs	10
Undergraduate Program	12
Doctoral Programs	14
Faculty News and College Highlights	15
Giving	20
Broad School Profile	24

The Broad School Executive MBA Program: Preparing top business leaders for 40 years

Now preparing for its 40th class of mid-career managers, the Executive MBA Program at MSU – the second oldest of its kind in the world – continues to prepare top leaders for whatever is on the business horizon.

Filling a need

In the early '60s, Detroit's auto industry was booming, cranking out classics like the GTO and the Mustang based on buyer preferences for smaller, sportier vehicles. But, there was also an emerging interest in safety and pollution control, and leaders of the Big Three (GM, Ford and Chrysler) felt their top employees needed a new form of continuing education to stay abreast of the changing times.

Headed by Ed Cole, then a vice president at GM who later became the company's president, the group approached MSU Business School Dean Alfred L. Seelye and Associate Dean William Crissy about the possibility of creating an education program for its executives similar to the successful program at the University of Chicago. Desiring to give the Big Three what they wanted, and knowing that it could only boost the intellectual reputation of his business school, Seelye charged Crissy with building a program that would help mid- to high-level managers hone their business skills.

The program filled up quickly thanks to Cole and his friends. The Big Three were asked to recommend and sponsor as many rising executives as possible to fill up the 46 slots in the new program – General Motors sent 11, Ford sent four and

Chrysler sent two. In return, Crissy and the 11 faculty members who traveled to the Detroit area each week promised, “short-term, intermediate and long-term benefits for each individual and his employer.” The rest of the slots were mostly filled with up-and-comers from auto industry suppliers whose managers heard about the program from a Big Three contact.

Making history

Beginning in the fall of 1964, 46 men met in a room at Michigan Bell two nights per week. After working a full day, they were working to earn an MBA degree in the new Advanced Management Program (AMP) which was renamed the Executive MBA Program just in the last few years. Many had families, but all of them were willing to invest 20 to 30 hours each week to class and study time. “This bespeaks a rare combination of grit and intellect; the faculty and administration are proud to be associated with such an elite student group,” said Seelye. The students were encouraged to come before classes for a buffet-style dinner with their classmates, which fostered relationships and learning between people with diverse backgrounds.

The first class, which came to be known as the “Million Dollar Class” because all 46 of them together made \$1 million, was full of people who were willing to see where the program would lead them. Class of '66 graduate David Williams, although younger than many of his peers at 28, remembers an atmosphere of both learning and fun. “The professors were nice, and it was a lot of fun. It was sort of like summer camp,” he said. “But we learned a lot too. We all knew it was an experiment, and everyone wanted it to be successful.”

Williams was an account manager at Kelsey-Hayes Company who discontinued law school classes to join the AMP program after his boss strongly recommended he try it out. “It ended up being a great way to get an MBA,” he said. He spent 15 years with Kelsey-Hayes, five years with ITT in New York and 25 years as president of The Budd Company before retiring with his wife in Grosse Pointe, Mich. “I wouldn't have been able to do what I did without my MBA,” Williams said. He has also nominated many past employees, further emphasizing his faith in the program.



1967: Students attend a three hour class session after dining together.



Building leaders

Williams wasn't the only successful person in his class. Professor of Accounting Harold Sollenberger, who has been teaching accounting courses in the AMP program for 30 years, recalls a man who single-handedly changed automobile industry accounting practices. Archie Long, also a member of the Class of '66, learned about the benefits of discounted cash flow analysis as a student in the AMP program and brought his knowledge back to GM where he was the assistant Cadillac division comptroller. In the '70s, Long convinced GM leaders to change the way they kept the books, and the method is still being used today with much success.

As the program continued and prospered, it moved to Mercy College in Detroit until it found a permanent home at the MSU Management Education Center in Troy, which was built in 1975 specifically to house the AMP. But no matter where classes were held, the program helped leaders prepare for the real world. Over the years, these Executive MBA alumni have achieved success in top leadership roles during their careers: Ford Motor Company Chairman and CEO Alexander Trotman ('72), Lear Corporation Chairman and CEO Kenneth Way ('71), General Motors Chairman and CEO Robert Stempel ('70) and Chrysler CEO James Holden ('90).

Real world curriculum

Program faculty attribute the accomplishments of their students in part to the ever changing, fresh and timely curriculum that is designed to meet the up-to-the-minute needs of business. For instance, Professor of Economics Bruce Allen, who has been teaching in the program since 1967, says that his class has undergone many changes over the years to accommodate the needs of his students. "My class underwent drastic revisions (over the years) and became theoretical in nature rather than empirical, based on what the students wanted to learn." Allen will be teaching his last course in the fall, when he will be retiring after 36 years with the program. "In the end, I've just done my job, and it's one that I've found really rewarding."

continued



A home away from home: Management Education Center

The Michigan State University Management Education Center in Troy, Mich., opened its doors in September 1975, thanks to the dedication of the Greater Detroit Management Education Center Foundation – a group of corporate leaders, university officials and Executive MBA alumni. The group's fundraising committee, chaired by General Motors President Ed Cole, convinced friends of the business school that helping to construct a building in Southeast Michigan would be beneficial for three reasons:

- It would create a permanent home for the Advanced Management Program (now the Executive MBA Program);
- It would provide a facility for Southeast Michigan management training;
- It could house seminars for various other business professions.

Chrysler donated the land on the corner of Crooks Road and Square Lake Road, GM supplied the engineering and design work through its Argonaut Realty Division, Ford Motor Company gave a large cash donation, and many other area companies helped generously. Upon completion, the foundation donated the building to MSU's College of Business.

The building has approximately 21,000 square feet of meeting space, with nine classrooms – including two large amphitheaters and a 400-person capacity auditorium – in addition to a large dining room and ample common-area space.

See www.msucenter.com

The overseas travel requirement was also started in response to student requests for more emphasis on international business. “In addition to having a good general management curriculum, I enrolled in MSU’s Executive MBA program because of its strong international component,” says ’02 graduate Martha Morrissey, network development and training manager, General Motors HUMMER division. She says she’ll always have fond memories of her trip to Spain, Switzerland and Sweden with her classmates.

Twenty-year program veteran Mike Moch, professor of Management, also has many fond memories of the numerous trips he led to international destinations. On one trip in particular, Moch and 55 students traveled to Tokyo and visited Nomura Securities. He recalls, “The speaker at Nomura roundly criticized us and Americans in general for our inability to produce good products and manage our economy in a sound way. He was particularly critical of U.S. business education, putting much of the blame for our inability to compete with Japanese auto manufacturers on our business school faculty. (It) offended many of us, but much of what he said rang true.” The group left the meeting and discussed how they could compete with a very aggressive and capable competitor. “We all pledged to do everything we could to counter what was a serious competitive threat,” Moch says. “I’m pleased to say that many of those (on the trip) since went on to fulfill their pledge.”

Professor Sollenberger has also been on many of these trips and believes it’s an important part of the program. “Our travel requirement creates camaraderie, and that’s so important for our students,” he says.

Learning from each other

In fact, camaraderie is the cornerstone of the Broad Executive MBA Program, according to Executive Director Lucy Maillette. “What distinguishes our Executive MBA Program is its emphasis on teamwork; learning is strengthened through the team experience in addition to the faculty expertise in the classroom.”

This teamwork is accomplished by assigning study groups of four to six students who come from diverse business backgrounds, which facilitates the development of professional relationships, builds esprit de corps, and offers a support structure for participants. Faculty typically assign work for the group instead of the individual. Each person can add his or her expertise to projects, since students hold jobs in various fields – from accounting and finance to communications, sales and government. “They end up learning as much from each other as they do from the professors,” says Associate Dean for MBA Programs John Delaney. “You simply can’t have this experience if you’re taking classes on the Web.”

Unique people for a unique program

Students who enroll in the MSU Executive MBA Program are, according to Delaney, “high flyers; future leaders who are willing to bring their knowledge and experience to the group setting.” Typically, this means

people who have been in business for at least eight years and have a good amount of management experience under their belts. Many have also been sponsored by their companies thanks to the strong commitment of Southeast Michigan’s business community.

Faculty enjoy teaching these executives as a change of pace from teaching traditional students. “They’re a different kind of student – more mature, more interested in learning,” says Allen. “They want more than just bullet points on a PowerPoint slide – they want to relate what they learn to something real.”

“They know as much or more than I do,” says Sollenberger. “I’m able to learn from them and take real-world examples back to my undergraduate students. It keeps my stories from getting too old.”

Preparing leaders for tomorrow

The Class of 2005 will embark on the program’s newest academic venture, with a new curriculum focused on strategic management and new faculty teaching courses that will apply to their every-day work experience. “It’s important for us to focus on issues impacting people who will be running businesses over the next 25 years, which is exactly who our students are,” Delaney says.



2003: Students still dine together before class, but the surroundings at the Troy Center are much more suitable.



“By focusing on how corporations must constantly adjust strategy, not only to consumer needs and technological changes but also to changing societal expectations, we expect our students to be able to manage the interface between business and the broader society,” Moch says. “This vision has led us recently to add a course in strategic management and business ethics.”

Another new course for the upcoming academic year will focus on leadership and is being taught by Eli and Edythe L. Broad Dean Robert Duncan. “Teaching executives is so exciting for me, because I know what I’m teaching them will directly impact a company’s success,” he says.

Although the program’s courses are frequently changing, much of what has made the program successful remains the same. In 2003, students continue to meet twice per week for class, and they still enjoy a buffet-style dinner beforehand with their classmates and the faculty. They’re also just as prepared for leadership as they were 40 years ago.

A Look at the current class

Number of students – 61

Companies represented – 30

Undergraduate colleges represented – 47

Male – 79% Female – 21%

Married – 70% Children – 46%

Average age – 37

Average years of work experience – 13

Average years of management experience – 8.3

BS in engineering – 43%

BA in business – 33%

Other undergraduate degree – 24%

Students with MA/MS – 41%

Students with Ph.D. – 10%

Employed in senior management – 28%

Employed in information systems – 21%

Employed in engineering – 15%

Employed in finance/accounting – 11%

Employed in manufacturing/operations – 7%

Employed in marketing/sales – 5%

Employed in quality management – 5%

Employed in technical/scientific field – 5%

Employed in human resources – 3%



Personal, professional networks develop along with leadership skills

Ask Glenda and Daryl Minor (MBA '95 and '97, respectively) about their experience in the Executive MBA Program and they'll tell you that's where they earned advanced degrees in the 3 R's: Relationships, Respect and Resources.

“The program has returned many times more to both of us — personally and professionally — than our original investment of time and money,” declares Daryl Minor, vice president and CIO for Champion Enterprises, a leading builder of manufactured housing. “The value is in the real life tools we assembled in the classroom for use in the board room,” he says.

Glenda Minor, Visteon Corporation's vice president of Corporate and International Finance, says she came away from the program with tremendous respect for classmates and faculty: “In the study group and in the classroom, you're looking at a business topic...examining problems...and hearing comments from around the room and then ‘Wow!’ somebody says something that just opens up your mind to a whole new way of looking at the problem!”

Executive MBA classes attract students from all professions and all disciplines; from engineer to entrepreneur. The Minors agree, the career experiences of their teammates, the travel experience in Asia, and the collegial relationships they developed with faculty over the 22 months of the program made it a unique, hands-on experience.

The couple still maintains very close relationships with members of their respective study groups, as well as some of the faculty of the program.

See www.bus.msu.edu/emba

New initiatives help students develop key skills, leadership experience

The Broad School's Full-time MBA Program lives and learns by the maxim that practice makes perfect. Based on the structure and success of the unique Team Leadership Lab, students now have the opportunity to develop hedging and trading strategies in the Financial Analysis Lab and solve sourcing, logistics, and production problems in the Supply Chain Lab. These experiences better prepare Broad MBAs for the bumpy ride that most businesses face in today's economy.

Over the past year, the Broad School has refined this framework by introducing a new, more flexible curriculum, creating additional opportunities for students to interact with business and government leaders, encouraging participation in case competitions, and mobilizing the entire Broad community to promote the social and business interests of the program.

New curriculum builds MBA skills

The Broad School's new curriculum, with its emphasis on flexibility, began this fall. It allows students to shape their courses to fit their needs. Some will choose a deeper focus in a particular area, while others will add general skills to their expertise in a particular area. The changes – accomplished by adding electives earlier and increasing the number of elective course slots — will help boost the professional expertise of first-year MBAs, improving that crucial first impression they have on their prospective employers.

By tailoring education to students' needs, the new curriculum promises to enhance the effectiveness of teaching labs by facilitating stronger real-world business skills. This year the Team Leadership Lab, with its unique use of a Department of Defense simulation, added a new location

at the Broad School, providing better access to students. The Financial Analysis Lab, with its real-time financial data feeds, as well as extensive historical databases, now supports a student-managed, \$2 million, real-money portfolio. The newest lab in the Broad School's suite is the Center for On-Demand Supply Chain Research, a leading-edge electronic environment to study, simulate, and demonstrate effective decision making in an end-to-end supply chain. (See page 15, "IBM gives Broad School hardware, software for joint research.")

Broad School faculty strive to give students exciting learning opportunities in classes, case competitions and presentations (see sidebar), and through corporate visits across the country. Students in Associate Professor Glenn Omura's MBA-level Entrepreneurial Marketing class recently culminated their semester-long study of the telematics industry with a half-day presentation to members of the Intelligent Transportation Society of Michigan. ITS-Michigan provided a grant to the Broad School to support the students' research efforts, and DaimlerChrysler hosted the event at its corporate headquarters in Auburn Hills, Mich. Another team of students, supervised by Professor Steve Melnyk, participated in Project Foray, a case

competition sponsored by Dow Chemical Corporation. Broad students developed a general Dow initiative into a specific international strategy that was presented to senior management at Dow Corporate Headquarters in Midland, Mich.

'Unified effort' of Broad community

In recent years, internships have become a more important part of the placement process. Internship programs give both prospective employers and students an opportunity to 'try out' the potential permanent employment relationship.

The remarkably good news is that the summer 2003 internship placement rate of Broad School MBAs was at nearly 100 percent, according to Helen Dashney, director of the Broad School MBA Placement and Career Center, an encouraging sign for next summer's graduates. Dashney credits student treks to visit corporations in Minneapolis/St. Paul, Chicago, Kalamazoo, Mich., and New York City, coupled with extraordinary support from alumni and friends of the college.

"In my seven years at the Broad School," comments Dashney, "I have never experienced such widespread support for our students from so many member groups of



The Financial Analysis Lab, with its real-time financial data feeds, as well as extensive historical databases, now supports a student-managed \$2 million real-money portfolio.



MBA case coach drives high-impact competition

the Broad community.” The Broad School’s future success will depend on the ability to further leverage this unified effort, aligning the efforts of Broad School faculty, students, alumni, and friends.

Success on the national stage

Broad students continue to provide reasons for optimism. They have demonstrated regular success in case competitions. Broad MBA teams won the Big Ten case competition in April 2002, and the National Black MBA case competition in September 2002. MBA teams competed well in other venues too. One team placed second to Harvard in the prestigious invitation-only marketing case competition sponsored by Wake Forest’s Babcock Graduate School of Management, and another placed third at Rice University’s annual MBA case competition. (See sidebar.)

Notably, for the fourth year in a row, Broad MBA students won the MBA Food Fight, a national competition to benefit Second Harvest Food Bank. By raising over 81 tons of food for Lansing area food banks, Broad students practiced another critical skill – giving back. “This is a group of future business leaders,” says MBA Associate Dean John Delaney, “that we can be proud of right now.”

Fall 2003 Entering Class (Data As Of 08/14/03)

Total Enrollment: 97

U.S. Students: 71%

International Students: 29%

Fall 2002	Class Profile	Fall 2003
107	Number of Students	97
639	Average GMAT	646
520-720	GMAT range	500-760
3.2	Average undergraduate GPA	3.26
28	Average Age	28
23-43	Age Range	22-49
5 years	Average Work Experience	4.4 years
77%	Male	72%
23%	Female	28%
16%	Minority Students	20%

A successful entrepreneur in his own right, Wayne Carlson (MBA '03) applied his winning attitude to coaching high-impact MBA case competition teams at Broad last year, while he was still a student. Broad School teams earned first place and top-three awards in some prestigious 2003 competitions, including the invitation-only Babcock Competition at Wake Forest, the Rice University Marketing Case Competition, and National Black MBA Case Competition. As part of the team of students, faculty and staff that made those wins happen, Carlson was committed to making sure that trajectory continued.

“I was on the team that won at the Big Ten in 2002,” Carlson says. “That’s when we realized that the only thing keeping us out of elite competitions was attitude: We had the talent. We belonged there. We just needed more high-impact presentation skills and lots of winning attitude.” Solution? Carlson helped with the Broad School’s Case Presentation Workshop, joining in on Case Analysis Presentation practices on nights and weekends.

Carlson and team members documented the planning, topics and techniques used in the workshops, practice sessions and post-case analysis to hand off to the next generation of competitors. So while he’s on to creating another successful financial software consulting company, his impact will be felt for years to come in case competitions.

See www.mba.msu.edu

Specialized Master of Science Degree Programs

Master of Science in Accounting

www.bus.msu.edu/acc/masters/

- Designed for persons who have completed (or will complete in residence) the accounting courses or their equivalent that are required for the B.A. degree with a major in accounting at MSU.
- Professional experience is not required for admission to the program.
- Four specialization options are: Financial Reporting and Assurance Services; Taxation; Management Accounting; and Information Systems.
- The 30-credit program may be completed in one academic year, unless prerequisite business and accounting courses are required.

Master of Science in Hospitality Business

www.bus.msu.edu/shb/grad/hospitality.html

- An executive-level learning experience for students who want a global hospitality business perspective.
- Unique curriculum uses project-based learning to enhance the classroom and real-world experiences.
- Features Team TriED, a mentoring and networking relationship developed with hospitality business executives, industry leaders, and faculty experts from *The School of Hospitality Business*.
- The 36-credit program may be completed in 18 months on a full-time basis or in two years on a part-time basis.

Master of Science in Logistics

www.bus.msu.edu/msc/logistics

- Designed for individuals who wish to expand their logistics knowledge while maintaining full-time employment.
- The program develops an understanding of the role that logistics provides in enterprise competitiveness and overall strategy. It also exposes students to leading logistics operating practices, analysis methods, technology applications and strategy development.
- The 19-month limited residency program is completed in four 12-day in-residencies (in May and August of each year) and two e-learning modules. Applicants must have an undergraduate degree and three years of related logistics experience.

Master of Science in Manufacturing and Innovation

www.bus.msu.edu/msc/msmi

- Designed for working engineers and manufacturing managers with an undergraduate degree in engineering and/or operations management plus a minimum of two years related work experience.
- Provides an understanding of the new product process, enterprise supply chain and overall business strategy.
- Develops analytical competencies and leadership skills, and provides the tools and knowledge needed to advance to senior management positions in engineering, manufacturing or research and development.
- The 16-month program is completed in four 12-day sessions in-residence, two e-learning modules, and includes a field study/research project.

The Michael L. Minor Master of Science in Foodservice Management

www.bus.msu.edu/shb/grad/foodservice.html

- Designed to give students an executive perspective for decision-making in food service management, while building managerial and leadership skills.
- Provides a contemporary forum for learning how to respond to competition with practical solutions and hands-on management, built on a strong academic foundation.
- Features TeamTriED, a mentoring and networking relationship developed with leading hospitality business executives and faculty experts from *The School of Hospitality Business*.
- Degree can be completed in one year on a full-time basis and in less than two years on a part-time basis.

The William C. Gast Business Library maintains a collection of approximately 118,000 volumes and 600 periodicals, and supports an extensive collection of electronic resources.



Master of Business Administration

Executive MBA

www.bus.msu.edu/emba

- A 21-month evening program (Mondays and Thursdays) with team-based learning that reinforces the classroom experience.
- Prepares managers with significant work experience for executive leadership and career growth.
- Second-oldest executive MBA program in the world.
- Faculty merge current business theory with a “best practices” approach.
- Classes held at MSU’s Management Education Center in Troy, Mich.

Full-Time MBA

www.mba.msu.edu

- Full-time, 21-month MBA offering four primary concentrations.
- Opportunities to work with a world-renowned professor on teamwork and leadership in a unique Team Leadership Lab.
- Hands-on training in financial modeling and valuation in the Financial Analysis Laboratory.
- New IBM On-Demand Supply Chain Technology Center allows MBA students to analyze dynamics of an end-to-end, integrated supply chain.
- New curriculum features first-year electives for early exposure to courses in student’s concentration prior to internship.
- New Professional Development Seminar, a bi-weekly course, features workshops and executive speakers.
- MBA Placement and Career Center (PCC) provides individual attention that extends from the summer before students enter the program until after graduation; the Broad School PCC is ranked among the best at any business school in the world by recruiters and in student satisfaction surveys.

Weekend MBA

www.bus.msu.edu/wmba

- A 17-month weekend program designed for professionals from many fields.
- A comprehensive management education on 36 Friday evenings and Saturdays plus three intensive weeks.
- Interactive team-based learning in technology classrooms with full-time faculty.
- Five-week modules designed for accelerated executive development.
- Innovative curriculum emphasizing workplace application.
- At the new James B. Henry Center for Executive Development on MSU’s campus.



Weekend MBA alumnus extends learning throughout business community

When Kevin Shaw (Weekend MBA '02) suggests, “Let’s do lunch,” you could find yourself sitting down to a discussion about Michigan’s biotech corridor with Michigan Governor Granholm, or financial forecasts with Richard DeKaser, chief economist for National City Corporation. That’s because Granholm and DeKaser are among the nine notable guest speakers on the 2003 schedule for Economic Club of Greater Lansing, which Shaw chairs.

Shaw got involved with the Economic Club while attending Weekend MBA classes at the Broad School, and directing marketing and business development for Wieland-Davco Corporation, a worldwide construction management company. Earning his MBA in 2002, he says, also gave him greater insight about what today’s most compelling business issues are.

“It’s rewarding to lead a team of volunteers from the business community in Mid-Michigan and to partner with the Eli Broad College of Business and the *Lansing State Journal* to make the Economic Club speaker program possible. I enjoy finding the topics that are relevant to business leaders and creating a forum where the world’s experts can dialogue with us,” says Shaw.

Broad School's corporate partnerships create worldwide learning communities

While the Broad School has had nondegree, executive development programs for more than half a century, the construction of the school's new James B. Henry Center for Executive Development has dramatically expanded its ability to offer intensive open-enrollment and flexible, customized programs to the business community. Last year alone, almost 4,000 people participated in seminars conducted by the Broad School.

According to Program Director David Frayer, "executive development programs represent an opportunity for faculty dialogue with corporate leaders. Theory and practice come together in an atmosphere of mutual respect and a genuine desire to learn on both sides of the podium. That knowledge exchange doesn't just change the way people do business, it also is translated back into our undergraduate and MBA classrooms as an important reality check on what is happening in the business world."

Customized program partners

This knowledge exchange plays out most clearly in the Broad School's customized programs, as faculty members and corporate leaders work side-by-side to develop the company-specific curriculum.

"The value of this process," says Nick Little, assistant director, "is to help companies identify those areas of the business that their managers need to know more about in order to be successful, and where our faculty expertise can help build that knowledge."

That was the challenge faced by Kerr-McGee Corporation, an oil and gas exploration and production company and

the world's third-largest producer and marketer of titanium dioxide pigment. The company started in 1929 and now has assets of \$10 billion. About two years ago, they recognized that they needed to make strategic, sustainable change throughout their organization – the kind of change that takes place one brain at a time.

"We knew we had to rethink the way we do business," explained Lonny Towell, vice president of Supply Chain Management. "We had observed other companies' success in improving their supply chain, and we decided that focus on Kerr-McGee's supply chain would enable us to generate competitive advantages within our peer groups."

Towell and his colleagues recognized two things about their new initiative: few of Kerr-McGee's 4,400 employees understood the principles of good supply chain management, and all of them would need to become local experts in supply chain concepts to achieve the kind of meaningful and sustainable results Kerr-McGee was planning on. That meant going to the experts to obtain the customized training that would be necessary.

Choosing an educational partner

Towell and his colleagues visited the Henry Center while it was still under construction in fall 2001.

"We were looking for the best educational resources for the Kerr-McGee supply chain initiative," he said. "We could see the tremendous potential of what the Broad School was planning for the Henry Center. "When we came back, after it was finished, it was even better than we had thought: the

latest classroom technology, a communications interface that allowed us to stay connected with our operations around the world, and a comfortable environment with no outside distractions. All around a good value."

Then the Kerr-McGee evaluation committee met the faculty. Donald J. Bowersox, the John H. McConnell University Professor of Business Administration; David Closs, the John H. McConnell Chair in Business Administration; and Bixby Cooper and Gary L. Ragatz, both associate professors in the Broad School's Marketing and Supply Chain Management Department, and well-known experts on supply chain management.

"What impressed us the most," said Towell, "is that they were prepared to turn theory into practice, they completely understood how to make the content applicable to our business."

A unique piece added to the program during early planning was a section on strategic change and leadership. Broad School Dean Robert B. Duncan commented, "Once we understood the kind of change Kerr-McGee needed to make in their organization, the solution became clear. They needed to build cross-functional managerial knowledge about supply chain management and about how to create a culture that supports strategic change. We wanted to show them how a collaborative environment can enhance a company's competitive advantage beyond a streamlined supply chain."

Kerr-McGee Spartans, in-house real change leaders

To date, more than 250 Kerr-McGee employees have been through the week-long customized supply chain management program. To these participants goes the job of reaching – and teaching – the remainder of the corporation’s employees about new ideas to apply supply chain management to their business.

“We have implemented internal communications programs,” says Towell, “to extend this learning. All who have had the benefit of the Broad School experience become part of the ‘Supply Chain Spartans.’ This peer-to-peer learning group is already having a strong impact. Just in the first few months of our effort, the company can document millions of dollars in savings.”

The Broad School’s Executive Development Programs team continues to support the learning efforts with a continuous flow of information. “We send everyone back to their jobs with the ubiquitous binder from the seminar series,” says Little. “But they also get all of the presentations and breakout group reports duplicated on a CD, so they can easily use them for their own ‘knowledge transfer’ to their work groups and suppliers. That follow-through is key to this learning process.”

Broad Executive Seminar helps business leaders develop new strategies

Once each year, senior executives have the opportunity to participate in the Broad Executive Seminar, a week-long, intensive program designed to help business leaders become “strategic change leaders.” According to Gil Harrell, professor of Marketing and faculty lead for the seminar, “The program brings all of the pieces together: the key knowledge components for enhancing an organization’s competitive advantage and the leadership skills that make these changes happen.”

The program also reflects the changing business environment. This year the group read *Why Smart Executives Fail: And What You Can Learn from Their Mistakes*, by Sidney Finklestein, for their session on strategic change leadership. “Our goal is to expand participants’ cross-functional managerial knowledge,” says Harrell. “We want to be sure we’re challenging these executives as well as stretching ourselves as faculty members.”

See www.bus.msu.edu/execed

Masco Corporation funds doctoral assistantships

Through the generous support of Masco Corporation, two doctoral students in the Marketing and Supply Chain Management Department have received partial funding for their doctoral assistantships. The two students, Laird Burns and John Hanson, will work directly with professors Steven A. Melnyk and Morgan L. Swink on projects related to the Masco Leadership Program in Operations Management, a 12-month customized executive education program currently being conducted by the Broad School for Masco Corporation.

The James B. Henry Center for Executive Development



Competitive admissions drive strong undergraduate work ethic

Ten years ago, students with a 2.5 business pre-core GPA would have been assured admission to the Eli Broad College of Business Undergraduate Program. But no more. In today's more competitive environment, aspiring Broad business majors are keenly aware that no less than a 3.05 average is needed to compete successfully for admission. In fact, approximately one-third of the applicants to the program are not accepted because they have been out-performed by students with significantly higher GPAs: The average is just under 3.5.

“With only about 1,040 admissions available each academic year,” says Michael Mazzeo, associate dean for Undergraduate Programs, “every preliminary course counts, and we have seen the effects in a much stronger work ethic among our freshmen and sophomores,” he says.

What do Broad undergrads think?

In exit surveys completed by graduating seniors and compiled by Education Benchmarking Inc. (EBI), Broad graduates consistently declare a high overall satisfaction rate for the program and give specific high ratings in the areas of academic quality, advising, placement and teamwork.

High-touch services support success

Students are not expected to navigate their way to junior admission without assistance. Continuous access to faculty and academic specialists is integral to the program. Mazzeo notes, “We are delivering services to a lot of high quality students with a level of connectedness that is rare in a program of this size.” Indeed, by the time students reach junior status and officially apply for admission to the college, they will have established a relationship with an advisor that continues throughout their entire Broad academic career.

The services available range from traditional face-to-face sessions to advisor email and other web-based services such as on-line advising appointment sign-up; the on-line Academic Excellence Center, where students find research material and visual resources to inform academic and career decisions; and the Quick Tips drop-in advising program that's available to students 45 hours a week. Students can also get help in arranging study abroad and transfer credits.

Students from many cultures and backgrounds benefit from tutoring programs with individualized academic counseling support, career development, and networking through Broad's Multicultural Business Programs (MBP) Office.

Another unique, dedicated undergraduate service, the Lear Corporation Career Services Center further enriches the student's experience, offering mock interviews, corporate-sponsored events, career-related seminars and placement services.



Project Green is an annual community service event that teams up Broad School students with recruiters who work through the college's Lear Corporation Career Services Center. Here, two Broad School undergraduates put fresh paint on a swing set at a local playground.

According to a recent study conducted by the Lear Center, the types of 'professional development' experiences students participated in influenced whether a student ultimately landed an internship related to his or her major. The study showed that nearly 40 percent of the Broad School students surveyed had internship/co-op experiences, and 31 percent had positions directly related to their majors. The report on the link between professional experience and education was based on a survey of nearly 1,300 juniors and seniors at MSU's Broad School over the last year.



Karrie Szyperki, BA '03,
Human Resource Management

HR match-up gives undergrads real-life experience

Taking a page from the HR texts on mentor programs, Karrie Szyperki, (BA '03, Human Resource Management) turned an idea for a career-specific mentorship program into a real-life experience for 20 members of the student-run Human Resource Association (HRA) in 2002-03.

Szyperki connected with Valerie Kurzynowski, president of the Human Resource Management Association of Mid-Michigan. The two leaders developed guidelines and launched the program by asking students to complete an application; then matched them with HR professionals.

"It's a great way for students to get an insider's view of current events in HR," says Szyperki. "And more corporations now have mentor programs for early career employees, so it's important to introduce students to these programs while they are still in college."

Since joining Philadelphia-based ARAMARK, she has first-hand knowledge of how valuable the Broad mentoring experience has been. In the coming months, Szyperki will be matched with ARAMARK HR managers in her role as HR recruiter and trainer for the global facilities management company.

Undergraduate Profile

2002-03 graduates by concentration*	
Accounting	13.5%
Economics	3.9%
Finance	19.9%
General Business Administration-Prelaw	3.7%
General Management	10.8%
Hospitality Business	6.8%
Human Resource Management	3.4%
Marketing	17.8%
Policy and Applied Economics	0.2%
Supply Chain Management.....	20.0%

Average Cumulative GPA 3.46**

*Based on the 1,205 business degrees conferred
Summer 2002, Fall 2002 and Summer 2003

**Admitted students, spring 2003

Total Undergraduate Students	5,237
Multicultural students	1,109
African American/Non-Hispanic	333
Chicano/Mexican-American	31
Hispanic	73
American Indian/Alaskan Native	15
Asian/Pacific Islander (Asian American)	347
International	310
Women	43.4%
Men	56.6%

See www.bus.msu.edu/undergrad

Students take initiative to develop teamwork skills

Student organizations extend the connection with individual students. For example, the Broad Ambassadors, an organization of about 20 student volunteers, return to campus mid-summer to play a prominent role in the Freshman Academic Orientation Program, and are entirely responsible for the planning and presentation for Junior Academic Orientation in the fall and spring semesters. The orientation programs introduce students to academic and career success strategies and campus resources.

Leadership opportunities abound in any of 23 student organizations and affinity groups available to business students, including Broad Ambassadors, Broad Undergraduate Senate, Women in Business Student Association, Finance Association, Multicultural Business Students Association, and the Human Resources Association, as examples. (See article at right.)

Students also have opportunities outside of the classroom to participate in case competitions, where they learn to succeed as a team and use their analytical and presentation skills to solve real-world business problems. Broad's accounting team turned in top-notch performances to attain finalist honors in this year's xTAX Competition, sponsored by PricewaterhouseCoopers (PwC). A total of six U.S. teams competed in the nation's capital for the PwC Alexander Hamilton Award.

Global opportunities lure Broad students

International experience for these future leaders in the global marketplace comes from the Eli Broad College of Business Study Abroad Programs. Michigan State University leads the nation in study abroad programs, and Broad students participate in study abroad programs in significantly high numbers. The programs are characterized by small groups of not more than 30 students, for stays ranging from two weeks to a full semester. In 2002-03, more than 250 students traveled to destinations in Asia, Australia, Europe and Mexico.

New doctoral degree in Information Technology emphasizes organizational approach

This fall the Broad School will welcome its first four doctoral candidates into a new degree program in Information Technology Management (ITM), led by Vallabh Sambamurthy, Eli Broad Professor of Information Technology Management.

Sambamurthy, who joined the Broad School just last year, has taught at the University of Maryland and Florida State University. He will be coordinating an interdisciplinary team (see sidebar on ITMP faculty) that leverages the expertise of faculty from every area of the college to launch the new major.

According to Sambamurthy, there are three common approaches to teaching information technology: The technical approach, which is centered around the engineering and design of information systems; the analytical approach, which is concerned with modeling and game theory; and the organizational approach, which focuses on organization theory, strategy, economics and sociology. This last approach, which is the most prominent and mainstream within the discipline of information systems, is the one that the Broad School has embraced.

“You know you are working on something important in this field,” explains Sambamurthy, “when consulting firms and think tanks start calling you. Corporations are paying attention to what is happening in this research area because it is so integral to the success of their businesses. There is a lot

of executive interest in research that examines how and why firms leverage value from their IT investments. Our doctoral program will foster cutting-edge research on IT management through collaborative partnerships with senior IT and business executives in firms, high caliber doctoral students, and focused research programs.”

The four new doctoral students have the kind of credentials that will make them successful researchers in this discipline: GMATs in the 760 range, work experience and field studies that demonstrate an understanding of technology and its impacts, and a commitment to the Broad School vision of an organizational approach to information technology.

“Our new students,” explains Sambamurthy, “see the value of studying information technology in modern, global organizations, rather than focusing on analytic modeling or technical research. This focus is critical as the Broad School leverages its world-renowned supply chain management expertise and leadership positions in management research and accounting with a holistic approach to information technology research. The doctoral program in information technology management will particularly foster cross-disciplinary research with the research streams of supply chain management, strategy, organization behavior, organization design and accounting.”

Information Technology Management Faculty

Roger Calantone

Director, Information Technology Program
The Eli Broad University Professor of Business
Marketing and Supply Chain Management

David Closs

John H. McConnell Chair in Business
Administration
Marketing and Supply Chain Management

Severin Grabski

Associate Professor
Accounting and Information Systems

Nancy Gustafson

Assistant Professor
Accounting and Information Systems

Bill McCarthy

Arthur Andersen Alumni Professor
Accounting and Information Systems

D. Harrison McKnight

Assistant Professor
Accounting and Information Systems

Brian T. Pentland

Associate Professor
Accounting and Information Systems

Vallabh Sambamurthy

Eli Broad Professor of Information
Technology
Accounting and Information Systems

Cheri Speier

Associate Professor
Accounting and Information Systems
(Adjunct Associate Professor,
Management)

Broad School Doctoral Graduates, 2002-03

Doctoral Graduate	Emphasis	University/Placement
Lawrence Bajor	Accounting	Bowling Green State University
Orkunt Dalgic	Finance	State University New York, New Paltz
Cynthia Devers	Strategic Management	Texas A&M University
Annie Farrell	Accounting	University of Illinois at Urbana-Champaign
Rosanna Garcia	Marketing	Northeastern University, Massachusetts
Soo Wook Kim	Operations & Sourcing Management	National University, Seoul, Korea
Rebecca Luce	Strategic Management	Texas Christian University
Ola Smith	Accounting	Western Michigan University

For more information on the doctoral program in Information Technology Management, go to www.bus.msu.edu/itmp/phd/

Faculty News and College Highlights

IBM gives Broad School hardware, software for joint research

The Broad School and IBM recently created “The Center for On-Demand Supply Chain Research,” a laboratory that will serve as an environment for the teaching and research of supply chain management using state-of-the-art information technologies. Broad School students and faculty will use the laboratory to study, simulate, and demonstrate effective decision making in an end-to-end supply chain. The lab, made possible through a Shared University Research (SUR) award, provides the information technology hardware and software to help students and faculty to understand the dynamic flow of information, product and resources, and the resulting interdependencies among them. Their work is expected to help IBM and other companies design more effective supply chains that can sense and rapidly respond to changing customer demands and market conditions.



The dedication of the IBM Center for On-Demand Supply Chain Research: (foreground, left to right) Michigan State University Provost Lou Anna K. Simon and David Closs, The John H. McConnell Chair in Business Administration; (back row, left to right) Greg Wright, client representative, Michigan Higher Education, IBM; Stuart Reed, vice president, Systems Group Manufacturing, IBM; and Dean Robert B. Duncan.

IBM will link the lab, via an advanced computing grid, with other leading partner universities specializing in supply chain management. When operational, the interconnected laboratories will allow these universities to collaborate and conduct joint applied research and teaching.

MSU research team receives national 21st Century Achievement Award

For more than 10 years, Associate Professor of Accounting and Information Systems Cheri Speier has been working with a team of cross-disciplinary faculty experts to develop a content management and assessment system that assists instructors in all aspects of teaching courses. The team and the resulting LearningOnline Network with Computer-Assisted Personalized Approach (LON-CAPA) were recently awarded the 2003 21st Century Achievement Award by the Computerworld Honors Program.

Backed by grants from the Sloan Foundation, the Mellon Foundation and the National Science Foundation, the LON-CAPA project has become a distributed Learning Content Management and Assessment System serving a total of 12,000 students per semester at MSU and well over 23,000 students system-wide.

Speier's work has appeared in *Decision Sciences*, *Organizational Behavior and Human Decision Processes*, *Journal of Marketing*, among others. She earned a Ph.D. in Management Information Systems at Indiana University.

Broad School Faculty, 2002-03 (full-time faculty)

Office of the Dean

Robert Duncan
Eli and Edythe L. Broad Dean
Ph.D. Yale University

Alison E. Barber
Senior Associate Dean
Ph.D. University of Wisconsin-Madison

John T. Delaney
Associate Dean for MBA Programs
Ph.D. University of Illinois

Michael Mazzeo
Associate Dean for Undergraduate Programs
Ph.D. State University of New York at Buffalo

Ernest S. Betts
Assistant Dean for Multicultural Business Programs
Ph.D. Michigan State University

Accounting and Information Systems

Tom Linsmeier
Chair and Professor
Russell E. Palmer Endowed Professor of Accounting
Ph.D. University of Wisconsin-Madison

Matt Anderson
Associate Professor
Ph.D. Michigan State University

Joseph Anthony
Associate Professor
Ph.D. The Ohio State University

Alvin Arens
PricewaterhouseCoopers Professor of Accounting
Ph.D. Michigan State University

Bruce Bettinghaus
Assistant Professor
Ph.D. Penn State

Charles Bokemeier
Academic Specialist
D.B.A. University of Kentucky

Steve Dilley
Professor
Ph.D. University of Wisconsin-Madison

David B. Farber
Assistant Professor
Ph.D. Cornell University

Severin Grabski
Associate Professor
Ph.D. Arizona State University

Nancy K. Gustafson
Assistant Professor
Ph.D. Arizona State University

Susan F. Haka
Ernst & Young Professor of Accounting
Ph.D. University of Kansas

Fredric H. Jacobs
Associate Professor
Ph.D. University of Illinois at Urbana-Champaign

Marilyn F. Johnson
Associate Professor
Ph.D. University of Washington

Ranjani Krishnan
Assistant Professor
Ph.D. University of Pittsburgh

Joan Luft
Associate Professor
Ph.D. Cornell University

Ron Marshall
Associate Professor
Ph.D. The Ohio State University

Bill McCarthy
Arthur Andersen Alumni Professor
Ph.D. University of Massachusetts

D. Harrison McKnight
Assistant Professor
Ph.D. University of Minnesota

Ed Outslay
Professor
Ph.D. University of Michigan

Brian T. Pentland
Associate Professor
Ph.D. Massachusetts Institute of Technology

Kathy Petroni
Deloitte & Touche/Michael Licata Professor of Accounting
Ph.D. University of Michigan

Broad School study links undergrads' early professional practice with work opportunities

According to a study just completed by the Broad School's Lear Corporation Career Services Center, 'professional development' experiences such as mock interviews, corporate-sponsored events, and career-related seminars influenced whether a student ultimately lands an internship in his or her major. Past research has demonstrated the important link between internship experience and receiving offers of employment prior to graduation.

The report on the link between professional experience and education was based on a survey of nearly 1300 juniors and seniors at MSU's Broad School over the last year. Tasha McCarter, now Long-Term Forecasting Analyst for General Motors, conducted the survey while she was a Broad School MBA student, under the guidance of Frederick P. Morgeson, assistant professor of Management, who assisted in survey development and data analysis. Nearly 40 percent of the Broad School students surveyed had internship/co-op experiences and 31 percent had positions directly related to their majors.

Anderson recognized for excellence in diversity

According to his peers and his students, Associate Professor of Accounting and Information Systems Matthew J. Anderson has been "exemplary in the recruitment of high-achieving students from diverse backgrounds." Because of his efforts, he recently received an award for Sustained Effort Toward Excellence in Diversity at the All-University Excellence in Diversity 2003 Recognition and Awards Convocation. Under his directorship, the Broad School's doctoral program in accounting has recruited more women and minority candidates than any other program in the college or across the Big Ten.

Cavusgil receives research award from American Marketing Association

S. Tamer Cavusgil, the John William Byington Endowed Chair in Global Marketing and his former Ph.D. student, Shaoming Zou, now an associate professor of International Marketing at the University of Missouri-Columbia, have been given the American Marketing Association's 2003 Excellence in Research Award. The award recognizes the author(s) of an outstanding article published within the last 10 years that significantly influenced the direction of research and practice in international marketing.

Cavusgil and Zou received the award for their 1994 article titled "Marketing Strategy - Performance Relationship: An Investigation of the Empirical Link in Export Market Ventures," published in the *Journal of Marketing*. The article, which appeared in the Volume 58, Number 1 (January 1994) issue of this leading journal, provided insights into successful export marketing by U.S. firms and formulated new research directions.

Cavusgil is director of the Broad School's Ph.D. Program in Marketing and executive director of the Michigan State University Center for International Business Education and Research (MSU-CIBER), one of 30 similar, university-based centers throughout the country funded by the U.S. Department of Education. Zou serves on the editorial review board of the *Journal of the Academy of Marketing Science*, *Journal of International Marketing*, and *Advances in International Marketing*.

Broad School Faculty, 2002-03

Vallabh Sambamurthy
Eli Broad Professor of Information Technology Management
Ph.D. University of Minnesota

Mike Shields
Eli Broad Professor of Accounting
Ph.D. University of Pittsburgh

Harold M. Sollenberger
Professor
Ph.D. Indiana University

Cheri Speier
Associate Professor
Ph.D. Indiana University

D. Dewey Ward
Professor
Ph.D. University of Texas at Austin

Richard Weber
Associate Professor
Ph.D. University of Michigan

Finance

G. Geoffrey Booth
Chair and Professor
Frederick S. Addy Distinguished Chair in Finance
Ph.D. University of Michigan

Richard T. Baillie
Professor of Economics
A.J. Pasant Endowed Chair of Finance and Economics
Ph.D. London School of Economics

Elizabeth Booth
Academic Specialist

Kirt C. Butler
Associate Professor
Ph.D. Michigan State University

Long Chen
Assistant Professor
Ph.D. University of Toronto

Jay Pil Choi
Adjunct Professor
Ph.D. Harvard University

Ted Fee
Assistant Professor
Ph.D. University of Florida

Zsuzsanna Fluck
Associate Professor
Ph.D. Princeton University

Alan Grunewald
Professor
Ph.D. University of Wisconsin-Madison

Charles J. Hadlock
Philip J. May Endowed Professor of Finance
Ph.D. Massachusetts Institute of Technology

James B. Henry
Professor
Dean Emeritus
Ph.D. Syracuse University

Mark Johnson
Visiting Assistant Professor
Ph.D. Washington State University

Jun-Koo Kang
MSU Federal Credit Union Endowed Chair in Financial Institutions and Investments
Ph.D. The Ohio State University

Naveen Khanna
A.J. Pasant Endowed Chair in Finance
Ph.D. Northwestern University

Anne Levy
Associate Professor
J.D. Wayne State University Law School

Wei-Lin Liu
Assistant Professor
Ph.D. University of Florida

Jennifer Marietta-Westberg
Assistant Professor
Ph.D. University of Iowa

James Marshall
Associate Professor
J.D. University of Michigan Law School

Jack Meyer
Adjunct Professor
Ph.D. Stanford University

James Rainey
Professor
J.D. University of Chicago

Closs appointed John H. McConnell Chair in Business Administration

Marketing and Supply Chain Management Professor David Closs was recently appointed to the John H. McConnell Chair in Business Administration. The endowment was given by business school alumnus John McConnell, Worthington Industries, Inc. chairman emeritus and founder.

Closs is a principal researcher in the college's ongoing investigation of world-class supply chain capabilities and has authored over 100 articles and co-authored seven books. Early in his career, he was the manager of system development for Systems Research Inc. and president and CEO of Dialog Systems, Inc. He has also consulted with over 100 of the world's Fortune 500 corporations regarding logistics strategy and systems. He received his B.A., MBA and Ph.D. from Michigan State University.

Cichy receives first Chairman's Award from Michigan hospitality industry

The Michigan Hotel, Motel & Resort Association (MHM&RA) honored Director and Professor of *The School of Hospitality Business (The School)* at Michigan State University, Ron Cichy, Ph.D., CHA, CHE, with its first Chairman's Exemplary Service Award. Cichy was recognized for his commitment to furthering the educational needs of the members of the MHM&RA and the industry in which they serve.

Cichy, who has been the director and professor of *The School* since 1988, earned his undergraduate and MBA degrees from the School of Hotel, Restaurant and Institutional Management at MSU and his Ph.D. from MSU in food science and human nutrition. He is recognized as a pioneer researcher on leadership qualities, keys and secrets of hospitality leaders, both in the United States and Japan.

The MHM&RA played a significant role in the founding of *The School of Hospitality Business*. In 1927, the members of the Michigan Hotel Association and its educational committee proposed establishing the Hotel Training Course, which developed into *The School*. *The School* is now an independent, industry-specific school within the Broad School.

Fluck named Davidson Institute Research Fellow

Associate Professor of Finance Zsuzsanna Fluck was recently invited to be a William Davidson Institute Research Fellow, one of a group of over 150 renowned senior and promising young researchers who are dedicated to developing and disseminating expertise on transition and emerging market economies. Housed at the University of Michigan Business School, the Davidson Institute has invited Fluck to participate for a three-year term that began in June 2003.

Fluck received her M.A. and Ph.D. in Economics from Princeton University and her M.A. in Economics and her Ph.D. in Operations Research from the Budapest School of Economics. Before attending Princeton, she was the chief economist for the National Development Bank in Budapest, Hungary.

Finance (continued)

Mark Schroder

Philip J. May Endowed Professor of Finance
Ph.D. Northwestern University

Richard Simonds

Professor
Ph.D. University of Michigan

Paulette Stenzel

Professor
J.D. Wayne State University Law School

Craig Stilwell

Academic Specialist
J.D. Southwestern University

James Wiggins

Associate Professor
Ph.D. Massachusetts Institute of Technology

The School of Hospitality Business

Ronald F. Cichy

Director and Professor
Ph.D. Michigan State University

Jeff Beck

Assistant Professor
Ph.D. Purdue University

Carl Borchgrevink

Associate Professor
Ph.D. Michigan State University

Jeffery Elsworth

Assistant Professor
Ph.D. Purdue University

Michael L. Kasavana

NAMA Professor in Hospitality Business
Ph.D. University of Massachusetts-Amherst

Bonnie Knutson

Professor
Ph.D. Michigan State University

Chef Robert Nelson

Dr. Lewis J. and Mrs. Ruth E. Minor Chef de Cuisine

Jack Ninemeier

Professor
Ph.D. University of Wisconsin-Madison

Ray Schmidgall

Hilton Hotels Professor of Hospitality Financial Management
Ph.D. Michigan State University

Mike Sciarini

Associate Professor
Ph.D. Michigan State University

AJ Singh

Assistant Professor
Ph.D. Michigan State University

John Tarras

Associate Professor
JD - Detroit College of Law

Management

John A. Wagner III

Chair and Professor
Ph.D. University of Illinois at Urbana-Champaign

Georgia T. Chao

Associate Professor
Ph.D. Pennsylvania State University

Donald Conlon

Professor
Ph.D. University of Illinois

Kimberly M. Ellis

Assistant Professor
Ph.D. Florida State University

Ingrid Fulmer

Assistant Professor
Ph.D. Vanderbilt University

John R. Hollenbeck

Eli Broad Professor of Management
Ph.D. New York University

Daniel R. Ilgen

John A. Hannah Distinguished Professor of Psychology and Management
Ph.D. University of Illinois at Urbana-Champaign

Gerry McNamara

Assistant Professor
Ph.D. University of Minnesota

Hadlock, Schroder named to new endowed Finance professorships

The Broad School appointed Charles J. Hadlock and Mark Schroder to receive new endowed professorships established by the late Philip J. May. Both Hadlock and Schroder are associate professors in the Finance Department and have been with the Broad School since 1998.

Hadlock, who received his Ph.D. from the Massachusetts Institute of Technology, has published in several leading journals in finance and economics, including the *Journal of Finance*, the *Journal of Business*, the *Review of Financial Studies*, the *Rand Journal of Economics*, and the *Journal of Law and Economics*. His research focuses on corporate finance, corporate governance, managerial labor markets, capital structure, and financial intermediation.

Schroder, who received his Ph.D. in Finance from Northwestern University, is associate editor for the *Review of Financial Studies* and has published in leading journals, including the *Review of Financial Studies*, the *Journal of Economic Theory*, the *Journal of Finance*, and the *Annals of Applied Probability*. His research focuses on asset pricing, and optimal portfolio and consumption choice.

Ilgen awarded 2002 Herbert Heneman Jr. Award for career achievement

Daniel R. Ilgen, the John A. Hannah Distinguished Professor of Psychology and Management, was recently awarded the 2002 Herbert Heneman Jr. Award for Career Achievement by the Human Resources Division of the Academy of Management at its annual meeting. The award is given annually to people who have “distinguished themselves throughout their careers in the field of human resource management.” Specifically, Ilgen was recognized for his clear record of research excellence; for research that has impacted the science, teaching and practice of human resource management; and for his stature in the field.

Professor Ilgen received his M.A. and Ph.D. degrees from the University of Illinois, Urbana-Champaign. Prior to joining the faculty in 1983, he taught at Purdue University and was a visiting professor at the University of Washington and the University of Western Australia.

McKnight named Lilly Fellow for 2003-04 academic year

Assistant Professor of Accounting and Information Systems D. Harrison McKnight was recently selected as a Lilly Teaching Fellow for the 2003-04 academic year. With this fellowship, McKnight plans to improve his two primary courses, ITM 311 (System Analysis & Design) and ACC 822 (Analysis & Design of Enterprise Systems) by integrating a team-based problem solving approach to learning.

During the fellowship year, each fellow works with a senior faculty mentor on a project designed to enhance the fellow's teaching skills and explore new teaching methods. McKnight's mentor is PricewaterhouseCoopers Professor of Accounting Alvin Arens.

McKnight obtained his Ph.D. at the University of Minnesota in 1997. From 1982 to 1992, he held financial analysis and management roles at American Airlines' SABRE Computer Services Division. His work has appeared in several top journals including *Information Systems Research*, the *International Journal of Electronic Commerce* and the *Academy of Management Review*.

Vernon D. Miller
Associate Professor
Ph.D. University of Texas at Austin

Michael K. Moch
Professor
Ph.D. Cornell University

Frederick P. Morgeson
Assistant Professor
Ph.D. Purdue University

Pamela L. Pommerenke
Visiting Assistant Professor
Ph.D. Stanford University

William Roering
Academic Specialist
Ph.D. University of Minnesota

Frank T. Rothaermel
Assistant Professor
Ph.D. University of Washington

Paul A. Rubin
Professor
Ph.D. Michigan State University

Neal Schmitt
Professor
Ph.D. Purdue University

Frank Schultz
Visiting Assistant Professor
Ph.D. University of Minnesota

Jamal Shamsie
Assistant Professor
Ph.D. McGill University

Linn Van Dyne
Associate Professor
Ph.D. University of Minnesota

Robert M. Wiseman
Associate Professor
Ph.D. University of Minnesota

Marketing and Supply Chain Management

Robert W. Nason
Chair and Professor
Ph.D. Michigan State University

Bruce Allen
Adjunct Professor

Jonathan Bohlmann
Assistant Professor
Ph.D. Massachusetts Institute of Technology

Joseph Bonner
Assistant Professor
Ph.D. University of Minnesota

Donald J. Bowersox
The John H. McConnell University Professor of Business Administration
Ph.D. Michigan State University

Kenneth K. Boyer
Associate Professor
Ph.D. The Ohio State University

Roger Calantone
Director, Information Technology Management Program
The Eli Broad University Professor of Business
Ph.D. University of Massachusetts

Forrest Carter
Associate Professor
Ph.D. Purdue University

S. Tamer Cavusgil
University Distinguished Faculty
The John William Byington
Endowed Chair in Global Marketing
Director, Ph.D. Programs in Marketing
Ph.D. University of Wisconsin

David Closs
The John H. McConnell Chair in Business Administration
Ph.D. Michigan State University

M. Bixby Cooper
Associate Professor
Ph.D. University of Alabama

Cornelia Droge
Professor
Ph.D. McGill University

Gilbert Harrell
Professor
Ph.D. Pennsylvania State University

Tomas Hult
Director, MSU-CIBER (International Business Center)
Associate Professor
Ph.D. University of Memphis

Faculty Editorial Activity

Editorship:

Advances in International Marketing
S. Tamer Cavusgil (Founding Editor)

ASLB Environment and Business Law Journal
Paulette Stenzel

Decision Sciences Journal
Ram Narasimhan

Journal of Empirical Finance
Richard Baillie

Journal of Hospitality & Leisure Marketing
Bonnie J. Knutson

Journal of Management Accounting Research
Joan Luft

Journal of Strategic Information Systems
V. Sambamurthy

MIS Quarterly
V. Sambamurthy

Personnel Psychology
John Hollenbeck

Other Editorial Roles: (e.g., Associate or Consulting Editor, Editorial Board, etc.)

Academy of Management Journal
Don Conlon and Robert Wiseman

Academy of Management Review
Linn Van Dyne and John Wagner

Accounting and Business Research
Mike Shields

Accounting and Finance
Severin Grabski

Accounting Education: A Journal of Practice & Theory
Joseph Anthony

Accounting Horizons
Joseph Anthony, Susan Haka, Thomas Linsmeier and Kathy Petroni

Accounting, Organizations and Society
Joan Luft and Mike Shields

Administrative Science Quarterly
Don Conlon and John Wagner

Advances in Management Accounting
Fredric Jacobs

Applied Psychology: An International Review
Daniel Ilgen

Behavioral Research in Accounting
Joan Luft and Mike Shields

Contemporary Accounting Research
Mike Shields

Cycle Time Research
Tomas Hult

Decision Sciences Journal
John Hollenbeck, Paul Rubin and Cornelia Droge (ad hoc)

Ekonomia
G. Geoffrey Booth

European Accounting Review
Mike Shields

European Journal of Finance
G. Geoffrey Booth

Finance Letters
G. Geoffrey Booth

FIU (Florida International University) Hospitality Review
Ronald F. Cichy

Foodservice Technology Update
Michael L. Kasavana

Human Resource Management Review
Georgia Chao and Daniel Ilgen

Information and Organization
Brian Pentland

Information Systems Research
V. Sambamurthy

International Finance Journal
G. Geoffrey Booth

International Journal of Accounting Information Systems
Severin Grabski and Bill McCarthy

International Journal of Conflict Management
Don Conlon

International Journal of Forecasting
Richard Baillie

International Journal of Hospitality & Tourism Administration
Carl P. Borchgrevink

International Journal of Physical Distribution and Logistics Management
David Closs

International Journal of Selection and Assessment
Georgia Chao

International Review of Finance
Jun-Koo Kang

Investor Relations Quarterly
Marilyn Johnson

Issues in Accounting Education
Joseph Anthony and Joan Luft

Journal of Applied Psychology
Alison Barber, Georgia Chao, John Hollenbeck, and Daniel Ilgen

Journal of Business Logistics
Donald J. Bowersox and David Closs

Journal of Corporate Finance
Charles Hadlock

Journal of Emerging Technologies in Accounting
Severin Grabski

Journal of Entrepreneurial Finance and Business Ventures
G. Geoffrey Booth

Journal of Financial Markets, Institutions and Money
Richard Baillie

Journal of Financial Research
Michael A. Mazzeo

Journal of Hospitality & Leisure Marketing to the Elderly
Bonnie J. Knutson

Journal of Hospitality & Tourism Education
Carl P. Borchgrevink,

Michael L. Kasavana,

Jack D. Ninemeier, and

Michael P. Sciarini

Journal of Hospitality & Tourism Research
Carl P. Borchgrevink and

Michael L. Kasavana

Journal of Information Systems
Severin Grabski, Joan Luft and

Bill McCarthy

Journal of Interactive Marketing
V. Sambamurthy

Journal of International Business Studies
S. Tamer Cavusgil

(Assoc. Editor-in-Chief) and

Tomas Hult (Associate Editor)

Journal of Management
Don Conlon

Journal of Management Accounting Research
Ranjani Krishnan, Joan Luft and

Mike Shields

Journal of Managerial Issues
Susan Haka

Journal of Marketing Theory & Practice
Bonnie J. Knutson

Journal of Multinational Financial Management
G. Geoffrey Booth

Journal of Occupational Health Psychology
Daniel Ilgen

Journal of Operations Management
Kenneth Boyer, Tomas Hult,

Ram Narasimhan and

Douglas Stewart (co-editor of special issue)

Journal of Organizational Behavior
Linn Van Dyne, Georgia Chao and

Don Conlon

Logistics Quarterly
David Closs

Management Accounting Research
Susan Haka and Mike Shields

Management Science
V. Sambamurthy

Motivation and Emotion
Daniel Ilgen

MIS Quarterly Executive
V. Sambamurthy

Multinational Finance Journal
G. Geoffrey Booth

Office, Technology and People
Brian Pentland

Organization Science
Brian Pentland and V. Sambamurthy

Organizational Behavior and Human Decision Processes
John Hollenbeck and Daniel Ilgen

Pacific-Basin Finance Journal
Jun-Koo Kang

Personnel Psychology
Frederick Morgeson

Praxis – The Journal of Applied Hospitality Education
Carl P. Borchgrevink

Production and Operations Management Journal
Kenneth Boyer (Department Editor)

and Ram Narasimhan (Area Editor)

Quality Management Journal
Ram Narasimhan

Review of Financial Studies
Mark Schroder

Review of International Economics
Richard Baillie

Review of Quantitative Finance and Accounting
Richard Baillie

Scandinavian Journal of Hospitality and Tourism
Carl P. Borchgrevink

Supply Chain Management Review
Donald J. Bowersox

The Accounting Review
Susan Haka, Joan Luft, and

Kathy Petroni

The Educator (CHRIE)
Bonnie J. Knutson

The International Journal of Accounting
Susan Haka

The Journal of Accounting Education
Joseph Anthony

The Journal of High Technology Management Research
Robert Wiseman

Amy Kallianpur

Assistant Professor
Ph.D. The Wharton School

Scott Keller

Assistant Professor
Ph.D. University of Arkansas

Genk Kocas

Assistant Professor
Ph.D. Purdue University

Daniel F. Lynch

Assistant Professor
Ph.D. University of Arkansas

Humaira Mahi

Assistant Professor
Ph.D. University of Minnesota

Regina McNally

Assistant Professor
Ph.D. University of Illinois at Urbana-Champaign

Steven Melnyk

Professor
Ph.D. University of Western Ontario

Diane A. Mollenkopf

Assistant Professor
Ph.D. Drexel University

Edward Morash

Associate Professor
Ph.D. University of Maryland

Ram Narasimhan

University Distinguished Professor
Ph.D. University of Minnesota

Glenn Omura

Associate Professor
Ph.D. The Ohio State University

Thomas Page

Associate Professor
Ph.D. The Ohio State University

Gary L. Ragatz

Associate Professor
Ph.D. Indiana University

Anthony Ross

Associate Professor
Ph.D. Indiana University

Richard Spreng

Associate Professor
Ph.D. Indiana University

Theodore Stank

Associate Professor
Ph.D. University of Georgia

Douglas Stewart

Assistant Professor
Ph.D. University of Southern California

Morgan L. Swink

Associate Professor
Ph.D. Indiana University

Srinivas (Sri) Talluri

Associate Professor
Ph.D. University of Texas

Shawnee Vickery

Professor
Ph.D. University of South Carolina

R. Dale Wilson

Professor
Ph.D. University of Iowa

Fang Wu

Assistant Professor
Ph.D. University of Texas at Austin

George A. Zsidisin

Assistant Professor
Ph.D. Arizona State University

Michigan State's Capital Campaign continues success despite challenging economy

Last fall, Michigan State University formally announced the university's largest fundraising campaign ever, with an envisioned goal of \$1.2 billion. As a part of this effort, the Broad School is endeavoring to raise \$125 million to support its own academic programs.

At the end of the 2002-03 academic year, the Broad School gathered \$62,754,731 in campaign gifts and commitments, an increase from the \$50,638,474 at the end of the previous fiscal year. This represents 51 percent of the goal, with 50 percent of the campaign timeline elapsed.

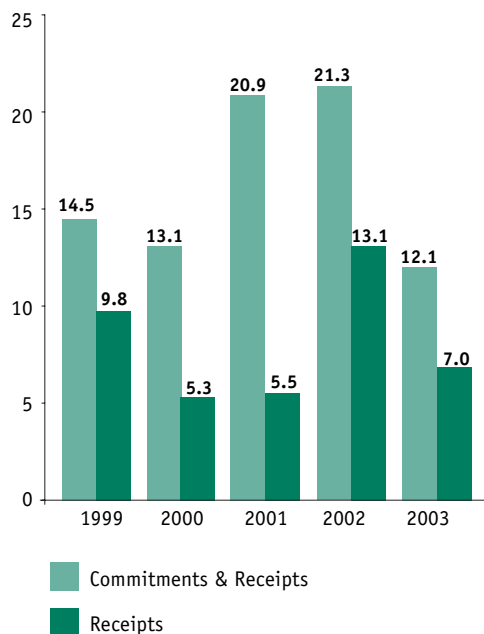
The primary focus of the campaign within the Broad School continues to be the intellectual capital of the college – to ensure that the Broad faculty and students continue advancing knowledge and transforming lives.

Annual results

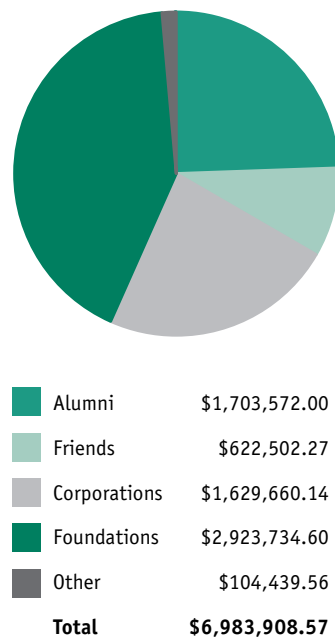
For the 2002-2003 academic year, \$6,983,909 has been totaled in receipts, down 46 percent from the previous year's \$13,008,676.

Last year's total included \$6,582,476 in episodic gifts-in-kind. Subtracting these large gifts-in-kind from last year's totals, this year's total of \$6,983,909 compares very favorably, representing an increase of 6 percent. The Broad School is grateful for the support it has received, especially in what many would recognize as the most challenging fundraising environment in years.

Broad Fundraising, 1999-2003 (millions)



Receipts, Fiscal Year 2002-03



Recent gifts

Beginning in 2004, one student in the full-time MBA program will receive the prestigious new **James M. Cornelius Guidant Foundation MBA Fellowship**. The gift is intended to support a student seeking a career in the life sciences industry. The Guidant Foundation gave the gift on the corporation's 10th anniversary in honor of its founding chairman, James M. Cornelius, who received both his undergraduate ('65) and master's degree in accounting ('67) from the Broad School.

Two Michigan State alumni, Ed James (Business '56) and his wife, Jeannine Warrington James (Human Ecology '57) have created a lectureship to bring high-profile leaders to the Broad School to speak on ethics. The **Sylvan T. Warrington Visiting Lectureship in Ethics and Leadership**, named for Mrs. James' father, was designed to "inspire students to hold these values high for themselves and pass them on to future generations," according to the donors.

Broad School accounting students will benefit from the **Arthur H. Carter Scholarship Fund** as a result of a gift from the Marjorie Sells Carter estate. Under the provisions of the will of Mrs. Carter, a trust fund was established in 1973 to provide scholarships for accounting students who completed two years of study at an accredited college or university and had an interest in the accounting profession. Until 1998, the scholarships were awarded on a national basis through a committee administered by the American Accounting Association. The trust fund was recently distributed to endow scholarships directly through the Broad School and three other universities.

Broad School Advisory Boards

The Broad School's success would not have been possible without the support and leadership of its nearly 70,000 alumni and friends. The people listed on the following pages are just a few of the many members of the Broad School community who have given generously of their time and talents over the past year. Their leadership and commitment are gratefully acknowledged by students, faculty and staff.

Capital Campaign Advisory Board

Darryl F. Allen
Allen Ventures, LLC

Carol J. Ashley
(retired)

Kathleen S. Barclay
VP, Global Human Resources
General Motors Corporation

Gregory E. Bradbury
President
The Bradbury Group, Inc.

Eli Broad
Trustee
The Broad Foundation

Craig D. Brown
President and CEO
Keelers Ridge Associates, LLC

Robert K. Burgess
Glengarry Partners

Ralph W. Carmichael
Carmichael & Co., LLC

James M. Cornelius
Chairman of the Board
Guidant Corporation

David P. Cosper
Executive VP and CFO
Ford Motor Credit Company

Frederick L. Hubacker
Principal
Apollo Management

Mark E. Hubbard
President
MH Properties, Inc.

Edward R. James
Chairman
James Building Corporation

Lynn C. Myers
General Manager
General Motors Corporation
Pontiac-GMC Division

Randall L. Pittman
Chairman
Forest Health Services Corp.

John A. Roszak
Partner
PricewaterhouseCoopers, LLP

Glenn S. Schafer
President
Pacifi Mutual Life Insurance Co.

Peter F. Secchia
SIBSCO, LLC

Toichi Takenaka
President
Takenaka Corporation

Susan J. Unger
Sr. Vice President and CIO
DaimlerChrysler Corporation

Gary C. Valade
Executive Vice President
Global Procurement & Supply
DaimlerChrysler Corporation

Kenneth L. Way
Retired Chairman
Lear Corporation

William A. Zehnder
President
Frankenmuth Bavarian Inn

The Eli Broad College Of Business 2003 Alumni Board of Directors

President
Robert K. Burgess
Glengarry Partners

Vice President
Andrew B. Hopping
Executive Vice President and CFO
Jackson National Life Insurance Co.

Treasurer
David P. Cosper
Executive Vice President and CFO
Ford Motor Credit Company

Secretary
Connie Lawson
Alumni Relations
The Eli Broad College of Business

Directors

Kathleen S. Barclay
V.P., Global Human Resources
General Motors Corporation

John H. Costello
Executive Vice President
The Home Depot

William J. Crowley, Jr.
Retired
Arthur Anderson & Co.

Dave P. Dutch
President
Networkcar

Richard J. Fineberg
National Managing Partner,
Marketplace Services
Deloitte & Touche LLP

James H. Harris
Managing Director
Maxwell Advisors LLC

Stuart Jeffares
Senior Manager-Strategic Planning
Minivan Platform
DaimlerChrysler Corporation

Akira Kitajima
Executive Vice President & CEO
Unifed Products, Inc.

James R. Ledinsky
President
Corporate Securities Advisors, Inc.

Dan H. Mathews
Sr. Vice President and COO
The National Automatic
Merchandising Association

Directors (continued)

Mark F. Matthews
Partner, Business Assurance
PricewaterhouseCoopers LLP

Thomas P. Notarainni
Retired Controller
Exxon Corp.

John R. Nyland
Vice President
Public Sector, Americas IBM

Stephen P. Pougnet
Two Palms, Inc.

Lester W. Robinson
Chief Executive Officer
Wayne County Airport Authority

Hiroo Saionji
President
The Goi Peace Foundation

Fred Schwab
Past President and CEO
Porsche Cars North America, Inc.

Mary M. Vallender
Executive Vice President
Research International

Randy M. Whaley
Sr. Vice President,
Customer Development
PepsiCo

William R. White
Chairman and President
Dearborn Federal Savings Bank

Karen R. Zehnder
General Manager
Frankenmuth Bavarian Inn

Department of Accounting and Information Systems External Advisory Board

Randall Altman
Manager, Transaction Services
PricewaterhouseCoopers, LLP

Kay Benesh
Partner
Deloitte & Touche, LLP

James Bradow
Partner
Ernst & Young, LLP

Frank Brod
Vice President and Controller
The Dow Chemical Company

Donna Coallier
Partner
PricewaterhouseCoopers LLP

Ron Eckstein
Partner
Plante & Moran

Scott Eston
Chief Operating Officer
Grantham, Mayo, Van Otterloo & Co. LLC

Vincent Foster
Managing Director
Main Street Mezzanine Fund, LP

Kelly Francis
General Director of Accounting
General Motors Corporation

Michael Herrinton
Technology and Security Risk Services
Ernst & Young, LLP

Mark Hooper
Principal
Andrews Hooper & Pavlik P.L.C.

Mike Kennedy
Ernst & Young, LLP

Bill Kinney
Chair, Department of Accounting
University of Texas at Austin

Elizabeth Meter
Partner
KPMG, LLP

Eddie Munson
Partner
KPMG, LLP

Lawrence Oberst
Partner
BDO Seidman, LLP

Marjorie Powers
North American Cost Accounting Manager
Ford Motor Company

Marjorie Simmons
President and CEO
Duce Simmons Associates

Nancy Vella
Partner
Deloitte & Touche LLP

Roger Wilkinson
(Retired)
Michigan State University

James Wirth
Co-Founder, President
BASE Consulting Group, Inc.

Joel Wittenberg
Vice President and Treasurer
Kellogg Company

2003 Broad Executive Forum Executive Board Members

Chairperson

Thomas Thivierge
Director, Talent Acquisition
General Motors North America

Vice Chairperson

Paul T. Cook
Director of Technology Investing
Munder Capital Management

Treasurer

Jim Bappert
Client Delivery Manager
EDS

Members

Robert G. David
President
The David Group

Steven P. Davis
First Vice President and Group Manager
Middle Market Banking
Comerica Bank

Scott File
Johnson Controls, Inc.

Eric A. Fornasiero
President
EAFocus, Inc.

Stuart P. Jeffares
Senior Manager
Strategic Planning, Minivan Platform
DaimlerChrysler Corporation

Jeanne Morgan
Value Chain Planning and Design
Optimization Manager
Ford Motor Company

Jeff Osborne
Business Development Manager
Jefferson Wells International

Janet S. Pasco
Managing Director and Vice President
Medical Professional Practice Group
Fifth Third Bank

John Polakowski
President
Wireless Resources, Inc.

Mike Ringler
Ringler and Co., PC

David A. Sebastian
Attorney
Sebastian & Associates P.C.

David M. Trebing
Senior Manager – Regional
Government Affairs
DaimlerChrysler Corporation

Finance Advisory Board

William C. Alsover
Chairman
Centennial Securities Co., Inc.

George Benson
Executive Director
MSU Foundation

Ralph Carmichael
Carmichael & Co., LLC

Mustafa Chowdhury
Vice President
Asset and Liability Management
Freddie Mac

Paul Cook
Director of Technology Investing
Munder Capital Management

David Cospir
Executive Vice President and CFO
Ford Motor Credit Company

Michael Curmi
Financial Analyst
Midwest Business Center
DaimlerChrysler AG

Timothy P. Dykstra
Vice President and Treasurer
DaimlerChrysler Corporation, North America

Kurt Hallead
Managing Director
RBC Capital Markets

Mark Houldsworth
Senior Vice President
DH Development, LLC

Jay W. Keranen
Senior Vice President – Investments,
Morgan Stanley Dean Witter

Peter Kurrie
Managing Director
Banc One Investment Advisors Corporation

Alec McAree
Highbridge Capital Management

Ted Neely
Vice President
Goldman Sachs & Co.

Paula Rodgers
Senior Vice President
Institutional Capital

Fernando Ruiz
Vice President and Treasurer
The Dow Chemical Company

Thomas G. Smith
Assistant Administrator
Stock Analysis Division
State of Michigan Department of the Treasury

Dale W. Tremblay
President/Chief Executive Officer
C. H. Guenther & Son, Inc.

Lear Corporation Career Services Advisory Council

Mark J. Albrecht
Senior Vice President Human Resources
and Organizational Development
Handleman Company

Dave Armbruster
Vice President
Cintas Corporation

Mark Barton
Unit Manager
Philip Morris U.S.A.

Laurie M. Brady
Area Director, Campus Recruiting
Ernst & Young

Liz Cartwright
Administration, Planning, and Communications
Manager, Vehicle
General Motors Corporation

Marianne P. Churchwell
Director of Human Resources
Lear Corporation

Tony Dolejs
Area Human Resource Manager
Midwestern Division – East Area
Sherwin Williams

Josh Dunn
Area Recruitment Specialist
Sherwin Williams

Kevin Gorham
Director, Human Resources Central Region
AVNET

Sam Hall
Human Resources Director
Cintas Corporation

Karin Hanson
Recruiting Manager
Enterprise Rent-A-Car

Tom Holmes
Director, e-Supply Chain
Union Pacific Railroad

Cheri Klaameyer
College Recruitment Coordinator
Handleman Company

Kira Meinzer
Corporate Trainer
C.H. Robinson Company

Tracy Murray
Retail Management Development
Bank One

Pete Pendergast
North American Market Manager
IPCE Adhesives and Distribution
Dow Plastics

Dave Strong
Director, Materials Performance and Practices
RR Donnelley & Sons Company

Edwin A. Willis
Assistant Vice President, Compensation
Union Pacific Railroad

Supply Chain Management Council Member Organizations

Altacor, Incorporated
Applied Materials
BASF Corporation
Boeing Company
Cardinal Health Care
DaimlerChrysler Corporation
Deere & Company
Dow Chemical Company
Ford Motor Company
General Mills Incorporated
General Motors Corporation
Hershey Foods, Incorporated
IBM Corp.
Jabil Circuit
Johnson Controls, Incorporated
Kellogg Company
Kimberly-Clark Corporation
Limited Logistics Services
Meijer, Incorporated
Nabisco Foods Group
National Nail, Incorporated
Owens Corning
Penske Logistics
Pilkington/Libby-Owens-Ford
PPG Industries, Incorporated
Steelcase, Incorporated
Stryker Instruments
Toyota Motors Sales USA Incorporated
Whirlpool Corporation
Volkswagen of America, Inc.
Union Pacific Railroad

MSU CIBER Advisory Board (Center for International Business Education and Research)

Business and Government Representatives

Nat Adamson
(Retired) Ford Motor Company

Toshikata Amino
(Retired) Honda of America

Sandy Beall
Senior Marketing Representative
IBM Corporation

Elizabeth Briody
Senior Research Scientist
General Motors Corporation

Janet Clark
Director, Trade Development
International and National Business Development

Shahriar Ghoddousi
Vice Chairman and CEO
The John Henry Company

Norman Gilbert
(Retired) International Licensing and Sales
The Budd Company

Victoria E. Jones
Dean, College of Leadership, GM University

Ed Greene
Director of Staffing & Development
Dow Chemical Company

David Mengebier
Senior Vice President of CMS Energy, and
President of Consumers Energy Foundation

Lynn Myers
Director, GM/Pontiac Division
General Motors Corporation

Tim O'Donovan
Chairman and CEO
Wolverine World Wide, Inc.

Senator Don Riegler
Chairman, Government Relations
APCO Worldwide

John Riesenberger
President
Consilium Partners, Inc.

Marc Santucci
President, ELM International

Amin Tejani
Director, Lansing Regional Chamber of Commerce

Trygve Vigmostad
Chief Executive Officer, Polydisplay, Inc.

James C. Wetherbe
Chair in Information Technology
Texas Tech University
Board of Directors, Best Buy Co. Inc.

Peter Walters
Group Vice President
Guardian Industries Corporation



The North Business Complex, built just over a decade ago, is connected to the Eppley Center and the Lear Corporation Career Services Center, forming a technologically advanced, centrally located hub for the college's nearly 6,000 business students.

The School of Hospitality Business Executive and Appointed Board of Directors

Chairman

Paul A. Smith
Owner, Hitching Post Inn Resort And
Conference Center

President

Susan K. Smith
President
Food Concepts, Inc.

Vice President

Richard D. Farrar
Vice President - Owner and Franchise Services
Marriott International, Inc.

Secretary/Treasurer

Ronald F. Cichy
Director and Professor
The School of Hospitality Business
Michigan State University

Executive Directors

Neil F. Barnhart
Retired Corporate Vice President
Harrah's Entertainment

Kevin J. Brown
President and Chief Executive Officer
Lettuce Entertain You Enterprises, Inc.

Richard C. Conti
President and Chief Executive Officer
Boykin Lodging Company

Hans Desai
Chief Operating Officer
HVS Hotel Management

Gary J. Frost
Executive Vice President
Canyon Ranch

Marc J. Gordon
President and Chief Executive Officer
Illinois Hotel & Lodging Association

Philip J. Hickey, Jr.
Chairman and Chief Executive Officer
RARE Hospitality International, Inc.

Allegra Johnson
Club Manager
Dunwoody Country Club

Michael W. Murray
Senior Vice President of Operations
Sage Hospitality Resources

Timothy J. Pugh
Chief Operating Officer
Big Buck Brewery and Steakhouse

Mary Ann Ramsey
Owner and President
Betty Maclean Travel, Inc.

James P. Veil
Regional Vice President
The Ritz-Carlton Hotel Company

Lou Weckstein
President, John Q. Hammons Hotels, Inc.

Robert A. Wills
Executive Vice President
HDS Services

Ex-Officio Members

Jeffrey D. Anderson
General Manager
Traverse City Golf & Country Club

Jay Dee Cutting
Senior Director of Franchise Development
GuestHouse International

Kevin S. Kennebeck
General Manager
BlytheField Country Club

David W. Rossman
Distinguished Alumnus

Student Members

Adam Kohlruss
Auction CEO

Peirui Tan
Hospitality Association President

Honorary Lifetime Members

Raymond A. Dault
Distinguished Alumnus

Ernie Renaud
President, Ernie Renaud Associates

Robert C. Underwood
(Retired)
Housing & Food Services - MSU

Angelos J. Vlahakis
Student and Industry Resource Center
Director Emeritus - MSU

Chairmen Emeriti

Dan W. Darrow
President
Palm Hospitality Company,
A Subsidiary of the Walt Disney Co.

Michael H. Getto
Director of Franchise Development
GuestHouse International

John P. Hawes
Distinguished Alumnus

Dan H. Mathews, Jr.
Senior Vice President & COO
National Automatic Merchandising Association

Jerry A. McVety
President, McVety & Associates,
A Division of HDS Services

John R. Weeman, Jr.
President
Weeman Partners in Development

William A. Zehnder
President
Frankenmuth Bavarian Inn Restaurant

Appointed Directors

James F. Anhut
Senior Vice President
Six Continents Hotels

Mark C. Auerbach
President, Auerbach Hotel Associates

Frank Arthur Banks
Managing Director
MJ Bruderman & Company

Peggy Berg
President, The Highland Group,
Hotel Investment Advisors, Inc.

Bruce C. Bommarito
Executive Director
Nevada Commission on Tourism

Dawn Brogan
HR/OI Specialist
Walt Disney World Company

John C. Brogan
Retired President
Sheraton Hotels, Hawaii

Richard A. Bruner
General Manager, University Club of MSU

James E. Burba
Vice President and Worldwide Director of
Advising Services
Wimberly Allison Tong & Goo

Dan E. Burdakin
Author
"Suite Talk: A Guide to Business Excellence"

Bradley Cance
Hotel Manager
The Ritz-Carlton Golf Resort

Adam Covington
Club Manager, Levy Restaurants

Michael S. Crookes
Operating Partner
Lighthouse Grille

Stephen J. Davidson
Director of Hospitality
Olympia Entertainment, Inc.

Chuck Day
Front Office Manager
Detroit Marriott Renaissance Center

Brian DeMeester
Director of Housekeeping and Engineering
Omni Detroit Hotel at River Place

Appointed Directors (continued)

David A. DeWalt
President
Franklin Consultants, Inc.

Ashish Dighe
Distinguished Alumnus

David A. DuBois
Executive Vice President
Meeting Professionals Int'l

Chris Durso
Director of Revenue Management
Intrawest Destination Resorts

Christopher Elias
President
Elias Assoc. Strategic Business Solutions, LLC

Defne Ertan
Owner
The North Shield Pub

Daniel A. Gennari
Conference Center Sales Manager
Hilton Atlanta

Jeffrey R. Gillett
Senior Management Recruiter
Houston's Restaurants, Inc.

Charles Goffnett
Manager in Training
Houston's Restaurants, Inc.

Salman A. Haider
President and CEO
Haider Development Corporation

Kevin Hamilton
President and Chief Executive Officer
Spartan Travel, Inc.

Richard Hammond
Owner, Mary Kelley's

James J. Harvey
General Manager
Radisson Cambridge Hotel

Craig A. Heath
President and Owner
Heathcorp Ventures, Inc.

Joel K. Heberlein
General Manager
Kellogg Hotel & Conference Center

Gary Hernbroth
President, Training for Winners

Kenneth D. Hill
Retired President, Applebee's Int'l

Joel W. Hiser
President and CEO
Horwath Hospitality Investment Advisors

Aaron Ide
Front Office Manager
The Waldorf-Astoria Hotel

Steven M. Johnson
Vice President, Development
Interstate Hotels Corporation

Mike Kelly
Vice President of Operations
Reynolds Plantation

Jon D. Kennedy
Senior Vice President
AmericInn International

David B. Kenney
Chairman, Kenney Hotel Group

Karl D. Kruger
General Manager
Sheraton Suites Country Club Plaza

Jonathan H. Kubo
Distinguished Alumnus

Paul M. LaBell
Regional Sales Manager
Mitsui Foods, Inc.

Steve LaHaie
Vice President, Shaw's Division
Lettuce Entertain You Enterprises, Inc

Allison Leech
Assistant Banquet Manager
Marriott International

Laura S. MacPhail
Principal, The Hale Group, Ltd.

James McCrindle
General Manager
Shades of Green on Walt Disney World Resort

Appointed Directors (continued)

James L. McKillips
Vending Coordinator
Food Stores, MSU

William H. Morgan
Retired Senior Executive Vice President
Elias Brothers Big Boy International

John M. O'Donnell
General Manager
Maple Bluff Country Club

Kit Pappas
General Manager
Hard Rock Hotel - Chicago

Alain Piallat
Senior Vice President
Marriott International

Daniel A. Pirrallo
General Manager
Millennium Hotel - Boulder

Mary E. Power
President and CEO
Convention Industry Council

Michael Rice
General Manager, Lansing Quality Suites Hotel

Brian J. Risch
Director of Human Resources
Brokers' Risk Placement Service

James E. Roos
President and CEO
Candlewood Hotel Company, Inc.

Ben Schwartz
President
Harper Associates

Jeffrey P. Sinelli
Founder and CEO, Genghis Grill

Zoe Slagle
Owner, Zoe P. Slagle Consulting

Jeffrey J. Smith
Vice President, Rooms and Food/Beverage
Operations, Omni Hotels

Joshua Smith
Distinguished Alumnus

Tom Solomon
Vice President of Human Resources
TGI Friday's

Matthew A. Sparks
Vice President, Acquisitions and Development
Wyndham International, Inc.

Paul N. Steinfeld
Managing Director
Steinfeld Consultancy

Natalie M. Sterlin
Senior Meetings and Convention Manager
The Palmer House Hilton

W. Scott Supernaw
Managing Director, International
Tauck World Discovery

Bill Taylor
Hotel Manager
Four Seasons Chicago

Lawrence D. Taylor
Vice President, Supply Chain Management
Carlson Restaurants Worldwide

Gerry VanAcker
Director of Catering
Detroit Marriott Renaissance Center

John Wagner
General Manager
Warwick Hotel - Denver

Jeffrey F. White
Executive Director
The Ohio State University Faculty Club

John C. Wild
General Manager
Auburn University Hotel & Conf. Center

John R. Zangas
Director of Hotel Sales
Detroit Marriott - Troy

Suzanne M. Zevalkink
General Manager Premium
Levy Restaurants at Ford Field

Broad School Profile

The Eli Broad College of Business/Eli Broad Graduate School of Management at Michigan State University is home to nearly 5,000 undergraduate students and more than 700 graduate students. It is consistently ranked nationally among the top business schools by recruiters and alumni. With five departments of study, eight undergraduate concentrations, eight masters-level programs, four Ph.D. programs and a dynamic executive development program, its mission is to create leading-edge, useable knowledge to develop the competencies of the strategic change leader for the global, multicultural marketplace.

History

Founded in 1855 as the nation's first land-grant university, Michigan State University served as the prototype for 69 land-grant institutions later established under the Morrill Act of 1862 and was the first institution of higher learning in the United States to teach scientific agriculture. The Eli Broad College of Business traces its history to 1874, when double-entry bookkeeping concepts were first taught. In 1927, The School of Hotel, Restaurant and Institutional Management was established; now it is *The School of Hospitality Business*, an independent, industry-specific school within the Broad School. In 1991, Eli Broad endowed the college with a \$20 million gift, which resulted in the naming of the school in his honor.

Total enrollment, as of Spring 2003

Undergraduate	5,237
MBA	
Full-Time	211
Weekend	189
Executive	131
Master's	141
Doctoral	62
Executive Development Programs, participants	4,000
James B. Henry Center for Executive Development, Lansing, Mich., attendees	26,000
Management Education Center, Troy, Mich., attendees	74,000

Degrees conferred, Summer 2002-Spring 2003

Undergraduate	1,205
MBA	
Full-Time	109
Weekend	93
Executive	68
Master's	89
Doctoral	8

Faculty, as of July 1, 2003

Full-time (tenured, tenure track and full-time lecturers)	120
---	-----

Rankings, as of Spring 2003

Undergraduate <i>U.S. News & World Report</i>	25
MBA	
<i>Business Week</i>	23
<i>U.S. News & World Report</i>	37
<i>Wall Street Journal</i>	13
Executive MBA <i>Business Week</i>	27
Executive Development Programs <i>iSource</i> (supply chain enablers)	top 100

Broad School Facilities (opening date)

Kellogg Hotel & Conf. Center	(1951, renovated 1988)
(classrooms, food service laboratory and learning environments for <i>The School of Hospitality Business</i>)	
Eppley Center	(1961; renovated 2001)
Management Education Center, Troy, Mich.	(1975; renovated 2001)
North Business Complex	(1992)
James B. Henry Center for Executive Development	(2001)

The Eli Broad College of Business and The Eli Broad Graduate School of Management

www.bus.msu.edu

The Eli Broad College of Business and The Eli Broad Graduate School of Management

Office of the Dean
520 North Business Complex
Michigan State University
East Lansing, MI 48824
Phone: (517) 355-8377
Fax: (517) 353-6395
deansoffice@bus.msu.edu

Accounting and Information Systems

270 North Business Complex
Michigan State University
East Lansing, MI 48824
Phone: (517) 355-7486
Fax: (517) 432-1101
acct@bus.msu.edu

Alumni

501 North Business Complex
Michigan State University
East Lansing, MI 48824
Phone: (517) 432-7442
Fax: (517) 353-6395
alumni@bus.msu.edu

Center for International Business Education and Research (CIBER)

7 Eppley Center
Michigan State University
East Lansing, MI 48824
Phone: (517) 353-4336
Fax: (517) 432-1009
ciber@msu.edu

Development

505 North Business Complex
Michigan State University
East Lansing, MI 48824
Phone: (517) 353-4340
Fax: (517) 353-0828
rishell@bus.msu.edu

Executive Development Programs

The James B. Henry Center for Executive
Development
3535 Forest Road
Lansing, MI 48910
Phone: (517) 353-8711
Fax: (517) 353-0796
EDP@bus.msu.edu

Executive MBA

Management Education Center
811 West Square Lake Road
Troy, MI 48098
Phone: (248) 879-2725
Fax: (248) 879-6125
emba@bus.msu.edu

Finance

315 Eppley Center
Michigan State University
East Lansing, MI 48824
Phone: (517) 353-4350
Fax: (517) 432-1080
fin@bus.msu.edu

The James B. Henry Center for Executive Development

3535 Forest Road
Lansing, MI 48910
Phone: (517) 353-4350
Fax: (517) 353-0796

Lear Corporation Career Services Center

21 Eppley Center
Michigan State University
East Lansing, MI 48824
Phone: (517) 432-0830
Fax: (517) 432-0950
lear@bus.msu.edu

Management

475 North Business Complex
Michigan State University
East Lansing, MI 48824
Phone: (517) 353-5415
Fax: (517) 432-1111
mgt@msu.edu

Management Education Center

811 Square Lake Road
Troy, MI 48098
Phone: (248) 879-2456
Fax: (248) 879-6125
mec@msu.edu

Marketing & Supply Chain Management

370 North Business Complex
Michigan State University
East Lansing, MI 48824
Phone: (517) 353-6381
Fax: (517) 432-1112
msc@msu.edu

Full-Time MBA

215 Eppley Center
Michigan State University
East Lansing, MI 48824
Phone: (517) 355-7604
Fax: (517) 353-1649
mba@msu.edu

MBA Placement and Career Center

211 Eppley Center
Michigan State University
East Lansing, MI 48824
Phone: (517) 432-3626
Fax: (517) 353-1649
mbapcc@msu.edu

Multicultural Business Programs

415 Eppley Center
Michigan State University
East Lansing, MI 48824
Phone: (517) 353-3524
Fax: (517) 355-0970
msumbp@msu.edu

The School of Hospitality Business

232 Eppley Center
Michigan State University
East Lansing, MI 48824
Phone: (517) 353-9211
Fax: (517) 432-1170
hbusiness@bus.msu.edu

Weekend MBA

The James B. Henry Center for Executive
Development
3535 Forest Road
Lansing, MI 48910
Phone: (517) 355-7603
Fax: (517) 432-0466 or
Fax: (517) 432-1722
wmba@bus.msu.edu



The Broad School has been accredited with the Association to Advance Collegiate Schools of Business (AACSB) since 1953. AACSB International accreditation represents the highest standard of achievement for business schools worldwide. Institutions that earn accreditation confirm their commitment to quality and continuous improvement through a rigorous and comprehensive peer review.

Advancing Knowledge.

Transforming Lives.

The Broad School Mission

To create leading-edge, useable knowledge to develop the competencies of the strategic change leader for the global, multicultural marketplace.

**The Eli Broad College of Business and
The Eli Broad Graduate School of Management**

Office of the Dean
520 North Business Complex
Michigan State University
East Lansing, MI 48824

(517) 355-8377
Fax: (517) 353-6395
deansoffice@bus.msu.edu
www.bus.msu.edu