

Annual Report
2001-2002

Preparing leaders for
the global economy...



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

The Broad School mission

Advancing Knowledge.
Transforming Lives.

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

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Eli Broad

Venture Philanthropist Eli Broad

Committed to Business Education at MSU

Chairman, AIG SunAmerica Inc.

Founder, The Broad Foundation

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.

On June 25, 1991, Eli Broad made 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 new 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, funding an endowed professorship and remodeling 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.

In 2002, Broad once again demonstrated his ongoing support for the college that bears his name with a new commitment of \$475,000 to fund MBA student scholarships.

Avid supporters of the arts and tireless advocates for education, Mr. 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, Mr. and Mrs. Broad 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. Mr. 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."



Fast facts about the Broad School

Enrollment as of August 2002

Undergraduate	5,100
MBA	Full-Time	209
	Weekend	186
	Executive	132
Master's	122
Doctoral	65

Faculty

Full-time	109
Visiting	19

Rankings

Undergraduate	<i>U.S. News & World Report</i>	25
MBA	<i>BusinessWeek</i>	23
	<i>U.S. News & World Report</i>	24
	<i>Wall Street Journal</i>	13
Executive MBA	<i>BusinessWeek</i>	27

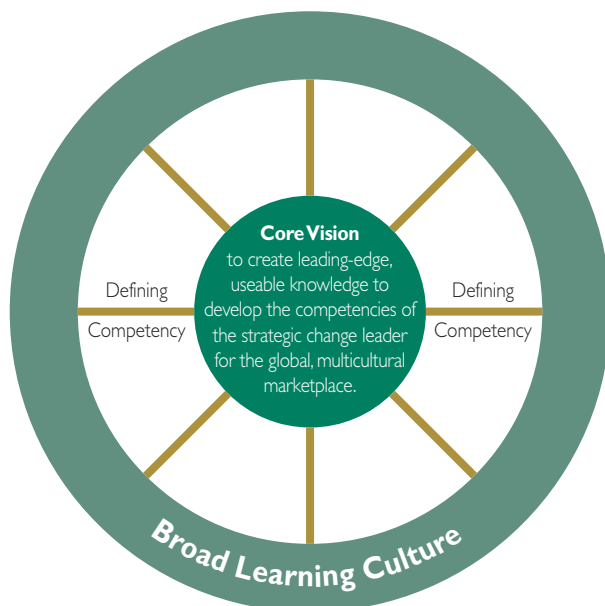
Broad School Facilities (opening date)

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)

Development and Alumni, as of August 2002

Endowment	\$46,000,000
Alumni (total)	70,000

Core Vision of the Broad School



Highlights of History

Michigan State University

Founded in 1855 as the nation's first land-grant university, MSU 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.

Eli Broad College of Business

- 1874 Double-entry bookkeeping concepts first taught at the Michigan Agricultural College
- 1927 The School of Hotel, Restaurant and Institutional Management is established
- 1953 The business administration program is accepted for accreditation at the undergraduate level by the American Association of Collegiate Schools of Business (AACSB)
- 1991 Eli Broad endows the College of Business and the Graduate School of Management with a \$20 million gift
- 1999 Lear Corporation Career Services Center opens, providing an undergraduate career planning and placement facility
- 2001 The James B. Henry Center for Executive Development opens, an \$18.5 million project that draws business executives from across the nation for degree and certificate programs



Developing leaders for the global, multicultural marketplace

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

My tenure here as dean began half-way through the 2001-02 academic year on January 1, 2002, so it is with a mixture of pride and gratitude that I present some of the highlights of the last year in this annual report. Certainly our accomplishments have been the result of many people's work — students, faculty and staff — and the foundation for these successes was built over many years.

As you will see over the following pages, the Eli Broad College of Business/Eli Broad Graduate School of Management has made remarkable progress in several areas. We opened a new executive education facility, we took a significant leap forward in technology and our faculty continue to develop leading-edge, useable knowledge. At all levels, the quality of our incoming students has improved, and their promise has been fulfilled in some wonderful achievements - even before they receive their degrees.

While rankings of our programs are just one measure of our recent successes, it is good to know that the marketplace has noticed: our standings have improved against our competitors in many categories. But that is not the whole story for the Broad School, especially as we move forward under a new strategic plan, just now in the development stages throughout the college.

Preparing leaders for the global economy

Our vision for the Broad School is that we are here to create 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. The MBA program provides 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 the career via executive education. Through all types of customized and open-enrollment programs, Broad Executive Development Programs provide an opportunity for a leader to remain on the leading edge of knowledge.

In each of these areas, as well as with our specialized master's degrees and doctoral programs, the emphasis is on creating useable knowledge through the scholarship of our faculty. This scholarship drives our ability to transform the lives of our students by developing their leadership capabilities. I hope you enjoy this overview of where we have been in the last few years and what our plans are for the future.

Research program turns students into leaders

Team Lab impacts research and education mission of school

According to Eli Broad Professor of Management John Hollenbeck, every leadership lesson imaginable can be learned in the MSU Team Effectiveness Research Laboratory. His prolific research output and the outstanding impression that his students make on recruiters in the area of teamwork and leadership seem to prove that point over and over again.

Leadership wasn't always something Broad students were known for. Several years ago, Broad MBA teams often performed poorly on group projects and, in national benchmarking surveys, Broad MBAs reported dissatisfaction with their colleagues' skills.

Coincidentally, as these issues were being raised among students, Broad School faculty members were conducting ground-breaking research on leadership and teamwork right on MSU's campus, in a computer-based facility funded by the U.S. Department of Defense. About four years ago, Management Department Chair John Wagner was inspired to use this "Team Lab" as a vehicle for solving some of the school's MBA team problems. He encouraged Hollenbeck to take a chance: develop leadership and teamwork classes based on his research outcomes.

The chance paid off. While Broad students were once ranked in the sixth percentile nationally compared

to other MBA students, they are now highly regarded by recruiters as tops in leadership and communication. In fact, in the recent national *Wall Street Journal* ranking, Broad School MBAs were ranked 10th in leadership and fourth in communication and interpersonal skills among all students worldwide, showing that MSU's Team Effectiveness Lab has truly been effective.

Critical research on team performance

The lab, co-directed by Hollenbeck and Hannah Professor of Psychology and Management Daniel R. Ilgen, opened its doors in 1990 thanks to a grant from the U.S. Department of Defense. It was established to examine basic psychological issues related to how people perform in



teams structured in alternative ways using a military-based computer program called the Dynamic Distributed Decision making simulation (DDD). Information that is obtained from these basic studies then fuels additional research conducted by officers at the Naval Postgraduate School and the Naval War College with high fidelity

simulations. The results from these studies are used to advise the Navy about how teams and leaders work best in real-life, command-and-control situations.

Over the last 10 years, the Team Lab staff has run more than 1,000 teams and published 30 research papers. Their most recent paper, published

in the *Journal of Applied Psychology*, is titled "Structural Contingency Theory and Individual Differences: Examination of External and Internal Person-Team Fit."

In this study, Hollenbeck, Ilgen and their colleagues examined two different types of structures – **divisional** (each of the four team members has a broad set of skills and personal responsibility for one-fourth of the area) and **functional** (each member has a narrow specialty and works interdependently with others to cover the whole area). The research also sought to determine which structure worked best for different types of tasks (external fit) and for different types of people (internal fit).

In terms of external fit, the study showed that:

- when the tasks were predictable, functional structures worked best because they were more efficient;
- when the task was unpredictable, divisional structures worked better because they were more flexible.

With respect to internal fit, the study showed that:

- divisional structures were more effective when team members were high in cognitive ability, while
- functional structures worked best when team members were low in this characteristic.



Research program turns students into leaders

Creating useable knowledge

“From a broader organizational view, there may be some benefits from this finding,” Hollenbeck says. “In particular, structure does provide a means of reducing the negative impact of individual differences for employers that may not be able to select the top people on characteristics like cognitive ability.”

Hollenbeck, Ilgen and their research assistants, Stephen Humphrey, Michael Johnson, Christopher Meyer and Dustin Jundt, continue to use the lab as a research tool to uncover new knowledge about teams and leadership effectiveness.

In contrast to these purely objective research projects, where the researchers remain detached and merely observant, when MBA classes are held in the lab, the professors’ role is to be much more involved in the action. The MBA students’ Team Lab exercises are designed to expose them to situations where most people make mistakes, which leads to “teachable moments” – those light-bulb-over-the-head moments when people are suddenly more open to learning about alternative ways of handling team-related problems.

“Although it is more fun to win and work error-free,” Hollenbeck says, “we often learn more from losing and reflecting on our mistakes.”

Based on this reality, two MBA classes were created that have been truly effective. **Leadership and Teamwork** (MBA 808) is a one-

credit course that is required for all first-year MBA students in their first five weeks of the program. The students work in the same teams for the entire first year of the program and undergo several lab sessions that focus on building specific skills that are useful in the MBA program and beyond.

During the course of the class, students learn how to effectively decompose large tasks into smaller individual components that match members’ skills, develop trusting working relationships that stand up under stress and motivate team members in difficult situations. They also learn to make decisions when each member has a different area of expertise, manage conflict that results from differences in culture and values, and adapt to unforeseen changes in the competitive landscape. In addition, students receive anonymous survey feedback from their peers regarding their strengths and weaknesses when working within a team and their future leadership potential.

Leadership (Management 840) is a more in-depth, three-credit elective course for second-year students that lasts 15 weeks. In this class, MBA students work with undergraduate students and serve as the “hierarchical leader” of these teams. The MBA team leaders need to perform all the tasks that would normally go into a team building project, including selecting and recruiting the four undergraduate students who they think would make the best “employees” and then training them to play the DDD simulation game.

The MBA Team Leaders also have to make decisions about whether to set up their organization with pure specialists (functional structure) or with four generalists (divisional structure), and they must decide whether common team goals or individual reward incentives are more appropriate for their specific team. The teams compete against one another, and this competition brings out lessons for both winners and losers in terms of what worked well and what they might like to do differently the next time they are responsible for building and leading a team.

With the formation of these classes, the Broad School is currently the only non-military institution conducting both research and teaching using the DDD simulation.

Teachable moments from research-based outcomes

“There are many teachable moments that arise when the game is being played,” Hollenbeck says. “Some are by design, and some just emerge naturally.” Hollenbeck’s team research has helped him anticipate – and leverage – these moments, to help his students gain the most knowledge and self-knowledge from the experience.

Fundamental attribution error.

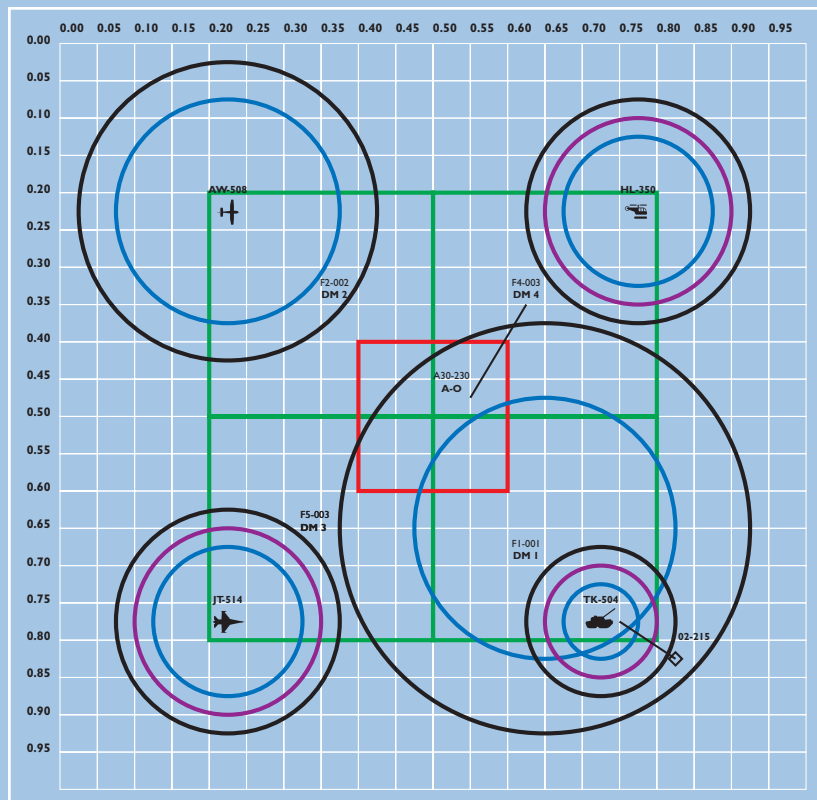
Take for instance the concept of the fundamental attribution error. In any group situation where something goes wrong, the first knee-jerk reaction on the part of the group is to look for one person to blame for the problem. In many cases, however, the true reason why the group

failed might be due to the difficulty of the task or simply to bad luck.

To teach students this lesson, an exercise is set up where one of the team member's tasks is harder than the others, but this cannot be readily perceived. As time passes, the team can see that the score of this one person is lower than that of the other team members. At the halfway point of the game, the students are given a chance to discuss what they can do to enhance performance, and this discussion inevitably turns into a gripe session about how the low performing member is not working hard enough or smart enough.

When the second half of the simulation begins, the tougher set of tasks is then sent to one of the other team members, whose performance then starts to fall behind that of the rest of the team. This person quickly discerns this and invariably says, "It's not my fault. The game is a lot harder this time."

At this point, the simulation is turned off, and the teacher asks why this attribution was never raised during halftime. This leads to a discussion of the fundamental attribution error and how failing to make the right attribution can lead to missed opportunities and conflict in the team. Hopefully, this experience can change the way these students approach this kind of problem in the future and promote more thoughtful and reflective analysis of why any one person may be struggling with their role.



How the game is played

In the Team Lab, students participate in a simplified military command-and-control simulation known as the **Dynamic Distributed Decision-making (DDD) Task**, developed by Aptima Corporation for the Department of Defense. Four- or five-member student teams, as a part of their management class, play this game loaded with unclassified military scenarios involving AWACS planes, tanks, helicopters and jets.

The computer screen is divided into four quadrants, and the center of the screen is a "highly restricted" area that needs to be protected by the team. Each team member is responsible for a subset of the responsibilities, but assigning the responsibilities is completely up to them, which makes for a variety of timely lessons in teamwork and leadership.

Research program turns students into leaders

Past success and future risk-taking.

Another exercise is designed to teach the students the relationship between past success and future risk-taking. A great deal of research suggests that teams that have been successful in the past become highly risk averse, often to a point where it leads to their eventual downfall.

To create this situation in the lab, Hollenbeck waits until the last week of the class when winning or losing depends upon performance in this final session. However, this final session has a new high-risk feature in the form of Unknown Tracks (UTs). The nature of these UTs can only be learned via trial-and-error experience, so there is an element of risk that is not the same as with the more traditional tracks encountered in the past.

Inevitably, teams that are in first place avoid the UTs and focus their attention narrowly on the familiar tracks with which they have had so much success in the past. Meanwhile, teams that are behind coming into the final session show a greater willingness to take risks and eventually learn how to deal with the UTs. Because the UTs become an ever-increasing percentage of the incoming tasks, eventually the first place teams lose out to the teams that started out behind them.

This serves as an opportunity to talk about how past success can lead to future failure with regard to risk aversion and complacency. As one

student noted at the end of this session, "I know that in this situation you have to play to win, you can't play 'not to lose.' Despite this knowledge, I did it anyway. This showed me how strong this tendency really is."

Communication and isolation.

While fundamental attribution error lessons and the effects of success on risk aversion are designed up front, other lessons emerge naturally and unscripted during the course of play. For example, in planning their strategy for how to defend against an incoming wave of tracks, a sports-oriented American male student noted that the team should "play a man-to-man defense with our air assets, and a zone defense with ground assets."

Hollenbeck quickly turned off the game and turned to one of the other team members, a female student from Japan, and asked, "Do you have any idea what he's talking about?" Of course, she didn't, and although this particular session was not designed to examine problems in cross-cultural communication, a discussion ensued about the cultural specificity of many metaphors and analogies. The team learned that while analogies can be powerful communication devices when the team shares a common background, in mixed gender, cross-cultural teams, they create a barrier to understanding and may even wind up isolating certain team members.

Building on the Team Lab's success

The effect of the Team Lab on Broad students is obvious to anyone who's been around the school during the last few years. "The Team Lab is a wonderful place for our students to learn leadership and teamwork skills," says Dean Robert Duncan. "I've been teaching leadership for 25 years, and I've never seen a more effective way for students to learn hands-on what it's like to lead and work with a team."

Based on the Team Lab's success, efforts are being made to expand the school's use of hands-on learning opportunities to build skills and experiences for real-world applications, including the new Financial Analysis Laboratory where students can implement financial strategies in real time or the OneWorld® software program that simulates a full range of business tracking and planning systems. These efforts are intended to support the mission of the Eli Broad College of Business – to best help students develop the competencies of the strategic change leader for the global, multicultural marketplace.

See www.bus.msu.edu/mgt/lab for more about the Broad School's Team Effectiveness Research Laboratory.



Broad School forum explores corporate governance issues

In response to the various financial reporting scandals surfacing in major corporations across the country, the Broad School hosted a panel of experts to discuss the current state of business ethics and corporate governance. The event, titled the “Broad Leadership Forum: Ethics and Corporate Governance,” featured Robert B. Duncan, the Eli and Edythe L. Broad Dean of the Eli Broad College of Business, and Michigan State University President Peter McPherson as moderators.

The panelists included Kenneth L. Way, then Lear Corporation Chairman and CEO, who gave the standing-room-only crowd of 300 students and business leaders an engaging perspective of the day-to-day realities of decision making in a fast-paced corporate environment. The faculty members each added a unique point of view to the topic, based both on their extensive research and consulting activities. Faculty included (left to right) Professor of Management Michael K. Moch, Associate

Professor of Management Robert Wiseman, Associate Professor of Finance/Business Law Anne Levy, Accounting and Information Systems Chair and Russell E. Palmer Endowed Professor of Accounting Thomas J. Linsmeier, and Associate Professor of Finance Zsuzsanna Fluck.

Ethics in the classroom

Leveraging the knowledge gained from faculty research and outreach activities, the Broad School has been proactive in exploring ethics issues in classroom discussions and within curricular frameworks. In fact, the Broad School has had a required ethics course in the full-time MBA curriculum for several years. Now various faculty members are in the process of integrating more material into existing courses, so that, by next year, accounting, finance and management courses will be offered that approach ethical decision making from each subject’s perspective.

Undergraduate Program

The advantages of a very large program, with the selectivity and services of a small one

At any one time, 5,000 or so undergraduates count themselves as business majors in Michigan State University's Eli Broad College of Business, making it the largest college at MSU and among the largest business colleges in the world. Yet a wide variety of services and programs available within the Broad School ensure that students' experiences are as individualized as possible.

Academic services reach everyone

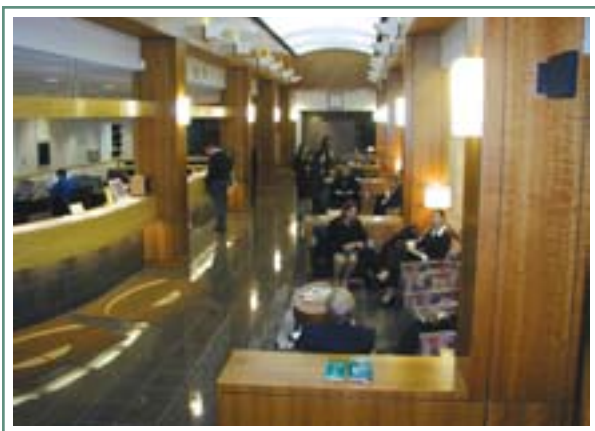
By the time students reach junior status and officially apply for admission to the college, they have had the opportunity to work with the Broad School's Undergraduate Student Academic Services team since the summer before their freshman year. Continuous access to academic specialists is integral for students' success, especially considering the Broad School's competitive selection process.

Specialized programs appeal to students' needs

The opportunities to connect with advisors and outstanding student mentors begin with an orientation program for more than 1,400 new students each year, and continue throughout a student's academic experience. Last year:

- Academic Services offered 8,000 individual student appointments, as well as 45 hours of **Quick Tips** sessions each week.
- Twenty-four high ability students received a **Broad Scholar-Mentor** position that gave them an opportunity to work with a faculty member on research or other scholarly activities.

- Twenty **Broad Ambassadors** worked in the Summer Academic Orientation Programs and many of those students volunteered their time throughout the year to help in college-wide public events.
- Nearly 300 undergraduate business students participated in the Broad School's **Study Abroad** programs; in semester-long programs in Thailand, Mexico, Finland, Ecuador, Hungary, England, China, Italy, France, Norway, Turkey, Australia, Germany and Austria. During the summer, students took the opportunity to study in programs offered in Norway, Europe, India, United Kingdom and Mexico. MSU has more students studying abroad than any other university in the country, and the Broad School has more students studying abroad than any other college in the university.
- Nearly 700 students participated in the Broad School's **Multicultural Business Program**, which provides individualized academic counseling support, career development, and placement help to multicultural students enrolled in business or pre-business majors.
- The **Multicultural Business Program** also sponsored campus-wide academic events such as the Multicultural Heroes Hall of Fame Case Competition, in which teams of students argued on behalf of 'candidates' they felt should be recognized as multicultural heroes. The heroes included such icons as Mother Teresa, Eleanor Roosevelt and Mahatma Gandhi.



Lear Corporation Career Services Center

Lear Corporation Career Services Center gives undergrads competitive edge

Just three years ago, thanks to support from the Lear Corporation, the Broad School was able to bring undergraduate career services to a new level of excellence – and made those services available to any student on campus interested in pursuing a career in business, regardless of his or her major. The center includes 22 interview rooms, multi-media and video conferencing capabilities, a comprehensive career resource center, and an employers' lounge to make the interviewing experience comfortable and productive.

The Center's staff provides high-quality services that include assisting employers, students and alumni in scheduling interviews, compiling pertinent organizational and job-related data, and securing successful employment affiliations.

- More than 200 companies conducted more than 7,000 interviews in the Lear Center during the 2001-02 academic year, and more than 30 percent of the Fortune 100 companies interviewed and hired Broad undergraduates for internships and permanent employment.
- Annually, the Lear Center coordinates the largest career fair at MSU at the Breslin Student Events Center. The 2001 Career Gallery brought together nearly 200 employers and 3,000 students.
- Dozens of employers volunteer their time each semester to participate in mock interviews to assist students in developing their interviewing skills.
- The Lear Center's Advisory Council, which includes representatives of top corporations that recruit Broad School students, is a source of invaluable feedback on what the market is demanding in its future employees.
- The activities of the Broad School's "Council of Presidents" are coordinated through the Lear Center, too. These presidents represent Broad School student associations and other business-related student organizations (some 22 different student groups representing different majors or other affiliations).



The Multicultural Business Program offers a one-week summer camp to prepare young students for college and an early-entry program for freshmen.

Undergraduate Profile

(2001-02 graduates, by concentration)

Accounting.....	13%
Finance.....	21%
General Business Administration-Prelaw.....	4%
General Management.....	10%
Hospitality Business.....	6%
Human Resource Management.....	4%
Marketing.....	19%
Supply Chain Management.....	22%

Average GPA: 3.41

Total undergraduate students.....	5,100
Multicultural students.....	870 15%

African American.....	55%
Asian American.....	32%
Latino.....	12%
Native American.....	2%

Women.....	54%
Men.....	46%

Master's and MBA Programs

Specialized Master of Science Degree Programs

<p>Master of Science in Logistics www.bus.msu.edu/msc/logistics</p>	<p>The Michael L. Minor Master of Science in Foodservice Management www.bus.msu.edu/shb/ms/prog.html</p>	<p>Master of Science in Accounting Degree www.bus.msu.edu/acc/masters/</p>	<p>Master of Science in Manufacturing and Innovation www.bus.msu.edu/msc/msmi</p>
<ul style="list-style-type: none"> • 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. • 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 	<ul style="list-style-type: none"> • Degree can be completed in one year on a full-time basis and in less than two years on a part-time basis. • Designed to give students an executive perspective for decision-making in hospitality business, while building skills with high market value immediately upon graduation. • 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 <i>The School of Hospitality Business</i>. 	<ul style="list-style-type: none"> • The 30-credit program may be completed in one academic year, unless prerequisite business and accounting courses are required. • 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. 	<ul style="list-style-type: none"> • The 16-month program is completed in four 12-day sessions in-residence, two e-learning modules, and includes a field study/research project. • 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.



Two specialized master's programs designed for working professionals

The college now offers a Master of Science in **Logistics** and a Master of Science in **Manufacturing and Innovation** — limited residency programs designed for individuals who will maintain full-time employment during the program. Through a combination of e-learning modules and intensive on-campus classroom experiences, the two degrees can offer the potential of an advanced, specialized degree to professionals who might not otherwise be able to pursue focused, graduate education.

David J. Closs, John. H. McConnell University Professor of Business Administration and Broad Professor of Logistics, is the program director for the logistics program; **Shawnee K. Vickery**, professor of Operations Management, is the program director for the manufacturing and innovation program. Vickery also coordinates a joint degree program with the College of Engineering: the Master's of Science in Manufacturing Engineering/Manufacturing Management Dual Degree Program.

Master of Business Administration

Full-Time MBA

<http://mba1.bus.msu.edu>

Weekend MBA

www.bus.msu.edu/wmba

Executive MBA

www.bus.msu.edu/emba

- Full-time, 21-month MBA offering four primary concentrations.
- Ranked #13 by *The Wall Street Journal*, #23 by *Business Week*, and #24 by *U.S. News & World Report*.
- Opportunities to work with a world-renowned professor on teamwork and leadership in a unique Team Effectiveness Research Lab.
- Hands-on training in financial modeling and valuation in the new Financial Analysis Laboratory, a state-of-the-art computer lab equipped with large plasma displays, stock tickers and customizable "free-seating" workstations — much like a trading room in an investment bank or a financial institution.

- 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 next to MSU's East Lansing campus.

- A 21-month evening program with team-based learning that reinforces the classroom experience.
- Prepares managers with significant work experience for executive leadership.
- Second-oldest executive MBA program in the world.
- Emphasis on the development of leadership competencies for career growth.
- Faculty merge current business theory with a "best practices" approach.
- Classes held at MSU's Management Education Center in Troy, Mich., on Monday and Thursday evenings.



MBA Program

Full-time MBA program builds on success, takes students to next level

Over the last several years, the rankings for the full-time MBA program have steadily risen, along with independently monitored student satisfaction rates, giving the Broad School solid status as a top-tier business school. While these results are important, rankings tell only part of the story. The Broad School has done several key things in recent years to improve the MBA program, including curricular adjustments, infrastructure improvements, and the enhancement of support services. These changes ensure that Broad MBA students have the skills and experiences employers desire, and the support necessary to enable their success. Some examples of these enhancements include:

- Initiated curriculum revisions to build on faculty members' expertise and address marketplace relevance;
- Improved team skills bolstered by the unique, virtual-reality environment of the Team Lab, an approach highly valued by employers. (See "Research program turns students into leaders," page 4);
- Strongly supported student participation in national case competitions; in 2002, Broad MBA teams won the Big 10 Case Competition and the National Black MBA Association Case Competition. (See "Standing and delivering the case makes Broad School MBAs strong on strategy," page 15);
- Fostered a culture that values "new" traditions that stimulate students' abilities and support a commitment to charity.
- Enriched the quality of life for many full-time students by offering a "bridge" program for international students to ease the transition to life in East Lansing, and supporting an MBA spouse and partner group, S³ (Spartan Spouses and Significant Others), for the families of MBA students;
- Attracted new funding for scholarships that will allow the Broad School to compete for the best qualified incoming students.



MBA students in Monterrey, Mexico.

- Introduced new approaches to global awareness beyond frequent and timely curricular enhancements, including a dual-degree program with the Thunderbird School of International Management, study abroad trips, formal exchange programs and international assignments.

MSU's Broad School MBA career services rated highly by students, recruiters

#1 in *Financial Times* (January 2002)

#2 in *Wall Street Journal* (September 2002)

In a year when the job market is tight and the economy continues to decline, MSU's Broad School once again received high marks from both students and recruiters for its career placement programs. Helen Dashney, director of the Broad School's Placement and Career Center, credits three things for the operation's success:

- Quality of students, both in their preparation for leadership and teamwork and in their "can-do" attitude;
- Dedication of MSU alumni who have an enduring commitment to see each new class thrive in the world of business; and
- Relationships with corporate employers, which the career center fosters through ongoing communications programs, company site visits, and other activities that keep the affiliations strong.

Salary Statistics for 2001-2002 Graduates

The average starting salary for the Broad MBA Class of 2002 was \$74,133. Salaries ranged from \$47,000 to \$90,000 per year. More than 75% of the class received a signing bonus that averaged \$11,474.

Functional Area	Avg. Annual Salary	Avg. Signing Bonus	% of Class
Operations/ Production (Supply Chain Management)	\$73,238	\$8,764	31.7%
Finance/ Accounting	\$77,011	\$13,071	27.3%
Human Resources	\$67,945	\$8,333	6.1%
Marketing	\$76,161	\$14,250	15.2%
Consulting/General Management	\$71,496	\$10,000	13.6%
Management Information Systems	\$72,890	\$11,667	6.1%

Rankings History for Full-Time MBA Program

MBA RANKINGS (Full-Time Program)*

	2000	2001	2002
<i>US News & World Report</i>			
Overall rank	30	30	24
Public school rank	11	10	8
<i>Business Week</i>	29	29	23
<i>Wall Street Journal</i>	NA	12	13

* Rankings correspond to the publication year.

Fall 2002 Entering Class Statistics

Average GMAT	639
Average years professional work experience	5.0
Average undergraduate GPA	3.2
Total students in cohort	107
Male	77%
Female	23%
U.S. Citizen/U.S. Permanent Resident	70%
International (20 countries represented)	30%
Minority	16%

Standing and delivering the case makes Broad School MBAs strong on strategy

Broad School Full-Time MBA Teams

- 2002 Big Ten MBA Case Competition Winners
- 2002 National Black MBA Case Competition Winners

Case competitions are an ideal way for business students to develop their strategic thinking and problem-solving skills, as well as their presentation skills, in a pressure-cooker situation that simulates real decision-making situations. In recent years, Broad School MBA students have had remarkable case competition success on the national level.



2002 Big Ten MBA Case Competition Winners: (left to right) David DerKevorkian, Zachary Dalton, Donald Bryant and Wayne Carlson rally around the Spartan flag.



2002 National Black MBA Case Competition Winners: (left to right, seated) Arica Drummond and Tasha McCarter; (left to right, standing) faculty advisor Robert Wiseman, associate professor of the Management Department, Rose Nyatanga and Donald Bryant.

MBA Program



Financial Analysis Lab brings financial markets to the classroom

In the last year, the Broad School opened the Financial Analysis Laboratory, a state-of-the-art computer lab designed for hands-on training in financial modeling and valuation. Equipped with large plasma displays, stock tickers and customizable “free-seating” workstations, the laboratory features both the technology and immersive feel of a trading room in an investment bank or a financial institution.

Each dual-monitor workstation has access to real-time financial data and news as well as extensive historical databases, enabling students to explore both traditional, “long-term” financial analysis and the modern, dynamic valuation models critical in today’s rapidly moving financial world.

Geoffrey Booth, the Frederick S. Addy Distinguished Chair in Finance, says, “Financial technology skills such as the ones being developed in the Financial Analysis Laboratory are now not only demanded by employers in the investments and financial institutions industries, but are also highly sought after by finance and accounting departments in mainstream non-financial corporations as well.”

The Financial Analysis Lab was developed under the experienced eyes of **Long Chen**, an assistant professor of Finance who was formerly a professional trader for the commodity futures market, and **C. Edward Fee**, also assistant professor of Finance, who was formerly an options trader and a financial analyst in New York.

\$4 million software gift creates real-world enterprise system

J.D. Edwards & Company, one of the world’s leading providers of e-commerce software, has donated its flagship business software product to MSU’s Eli Broad College of Business for use in technology-based curriculum. The OneWorld® software program combines a full range of business tracking and planning systems, allowing businesses to monitor and synchronize office functions. Accounting, manufacturing, distribution and human resources can work simultaneously with functions such as marketing, sales and promotion in one comprehensive system.

Severin V. Grabski, associate professor in Accounting and Information Systems, who was instrumental in arranging for the gift, notes, “Enterprise software gives students firsthand experience about system integration, e-commerce, business process re-engineering, global business and change management. This gives students a terrific advantage in today’s fast-forward business environment.”

The total market value of the gift is \$4 million. Michigan State is one of 20 universities in the United States partnering with the J.D. Edwards University Relations Initiative Program.



Doctoral Programs

Broad School PhD influence has global reach

The Broad School offers the Doctor of Philosophy degree in business administration in accounting, business information systems, finance, logistics, marketing, organizational behavior-human resource management, operations and sourcing management, and strategic management. The degree primarily prepares research personnel and prospective college or university teachers. As a result, the Broad School measures its success by the extent to which graduates are contributing to the cumulative body of business research, and by the influence they have in educating the next generation of business leaders and scholars. Here are just two of this year's doctoral graduates.

Frank Montabon

Montabon, now an assistant professor in the Department of Logistics, Operations and Management Information Systems at Iowa State University, thrives on the demanding schedule of teaching and research in his new academic responsibilities. "Certainly, one of the things I learned at Michigan State was maintaining a good pace of work. As an academic, you can't allow yourself to get stuck in a rut. You must keep moving forward to ensure that your research will break some new ground," he says.



Already recognized for his research in environmental resource management, Montabon co-authored three published articles and presented five refereed conference papers in 2001 alone. He has been named to the Decision Sciences Institute (DSI) "Hall of Fame" and received the DSI award as co-author of the Best Environmental Paper in 2001 and 2002.

Christopher O.L.H. Porter

Christopher Porter planned to go from a master's degree in Criminal Justice in MSU's College of Social Sciences to a Ph.D. in the same discipline. Instead he found a passion for business management and industrial and organizational psychology.



"After completing most of the courses for my cognates, I knew that the switch to business was right for me," says Porter. The young doctoral candidate got involved right away in research settings like the **Team Effectiveness Research Lab**. (See related story on page 4-8.) "There are few places in the country where a research opportunity like that is available," he explains. Porter also points to student faculty ratios and a uniquely collegial environment as other defining elements of the Broad School.

Broad School PhDs, 2001-02

Doctoral graduate	Emphasis	University/placement
Thomas S. Atkin	Operations and Sourcing Mgmt.	Sonoma State University
Edward I. Fubara	Org. Behavior-Human Resource Mgmt.	Union Missionary Baptist Church
Henry K. Moon	Org. Behavior-Human Resource Mgmt.	University of Maryland
Frank L. Montabon	Operations and Sourcing Mgmt.	Iowa State University
Kok Yee Ng	Org. Behavior-Human Resource Mgmt.	Nanyang Business School National Technological University, Singapore
Christopher O.L.H. Porter	Org. Behavior-Human Resource Mgmt.	Texas A&M University
Stefanie L. Tate	Accounting	University of New Hampshire
Xinyan Wang	Operations and Sourcing Mgmt.	Wells Fargo
Yushan Zhao	Marketing	University of Wisconsin - Whitewater

Executive Development Programs

Broad School offers companies new mix of open-enrollment and customized programs

In 2002, the Broad School's Executive Development Programs group successfully launched two new public, open-enrollment programs and developed three others for future introduction:

- Broad Executive Seminar (September 8–14, 2002)
- Human Resource Certificate Series (Fall 2002)
- The Leader as an Adaptive Agent (Spring 2003)
- Marketing: Connecting with Customers (Spring 2003)
- Operations and Supply Chain Mgmt. Executive Seminar (Spring/Fall 2003)

Each program has been developed to highlight the unique capabilities of Broad School faculty. While new open-enrollment programs are important in expanding the Broad School's presence in the executive education marketplace, real success has been demonstrated in the development of company-specific, customized programs. This has proven to be very important in a marketplace characterized by shrinking corporate training budgets.



"What we have been finding," explains the Broad School's Director of Executive Development Programs, David J. Frayer, "is that there remains a strong need within companies for continued development of capabilities. Our customized programs build on that need by developing both individual *and* organizational capabilities."

The Broad School's approach to customized program development partners faculty experts and program specialists with representatives of corporate clients to create the educational package required. "We have worked with companies on everything from supply chain management to employment law to finance for non-financial managers," says Frayer. "We have gotten great feedback from these customized program clients and our repeat business rate has been outstanding."

Key Customized Program Clients

- Alticor, Inc.
- Bed, Bath & Beyond
- Boeing Corporation
- Collins & Aikman Corporation
- General Motors Corporation
- Kellogg Company
- Kerr-McGee Corporation
- Masco Corporation
- National Automatic Merchandising Association (NAMA)
- Siemens Corporation
- SiemensDematic Rapistan
- Steelcase, Inc.
- United Parcel Service
- United States Air Force Club Managers





James B. Henry Center for Executive Development, Lansing, Mich.

World-class facilities enhance Broad School's Exec Ed experience

The Broad School is fortunate to own and operate two world-class executive education and corporate learning centers – the **James B. Henry Center for Executive Development** (Lansing, Mich.) and the **Management Education Center** (Troy, Mich.).

The James B. Henry Center for Executive Development is a 96,000 square-foot executive education and corporate learning center opened in October 2001. The facility has been specifically designed to meet the needs of executive education program clients and corporate executives.

Among the key features of the facility are two 100-person tiered amphitheaters, two tiered classrooms, two flexible format classrooms, 21 breakout rooms and an executive-style boardroom as well as a large dining atrium and refreshment commons.

During the past year, several organizations have held meetings and educational sessions in the facility including DaimlerChrysler, Volkswagen of America, Consumers Energy and Accident Fund Insurance. The facility is also home to the Broad School's Executive Development Programs and the Weekend MBA Program. In 2002, the Henry Center won two design awards from the Association for University Interior Designers.

The Management Education Center is a 25,000 square-foot professional conference and training center opened in September 1975. Originally built to house the Broad School's Executive MBA Program, the facility has an extensive client list including EDS, Michigan Association of Certified Public Accountants and the Institute for Continuing Legal Education. The facility has an auditorium, two tiered classrooms and many small meeting rooms, as well as a dining room (redesigned and expanded in 2002) and common break area.

Masco Leadership Program in Operations Management wins The Arbor Award for Excellence

Last year, representatives of Masco Corporation and Michigan State University graciously accepted The Arbor Award for Excellence, Michigan's most prestigious award in human resource management. Selected from more than 40 nominees, the award recognized the Masco Leadership Program in Operations Management as an outstanding example of best practices in human resources. The 16-month program, taught by a dynamic combination of Broad School faculty and Masco senior executives, is offered to manufacturing/operations professionals within the Masco Corporation family of companies. "The Broad School can now boast of award-winning facilities and award-winning programs," says Director of Executive Development Programs David J. Frayer.



Henry Center



Management Education Center, Troy, Mich.

Faculty News and College Highlights

Supply Chain Management and Logistics give significant edge to MSU students, alums

Ranked #1 in U.S. News & World Report

The Broad School's internationally recognized excellence in supply chain management and logistics extends past undergraduate and graduate programs into executive development programs. For more than 50 years, the Broad School's faculty, students and alums have led the way in creating enterprise value by linking meaningful market needs to competitively superior fulfillment of these needs, by integrating processes within firms and between firms throughout the supply chain.

Logistics 'Collaboratory' finishes two-year simulation

The Logistics and Operations faculty of the Department of Marketing and Supply Chain Management have recently completed a two-year collaboration to investigate supply chain dynamics for A.T. Kearney, Hershey Foods, IBM, Limited Logistics and Whirlpool. The collaboration included the development of a supply simulation using a PC-based software tool and the application of the tool to address supply chain issues faced by the firms.

In addition to the simulation, the "collaboratory" developed a Cost Calculator spreadsheet that calculates the return on asset (ROA) implications of supply chain alternatives at the manufacturing, wholesale and retail stages of the supply chain. The investigations focused on determining the interactive impact of forecast error, production capacity, production cycle time, product proliferation and replenishment cycle time. The results provided the firms with insight on how management decisions involving these factors impact supply chain performance and cost.

The collaboration illustrates how joint industry-academic effort can create a virtual laboratory to test supply chain strategies and operations. The resulting tool is also being used to support teaching and research, because it allows faculty to demonstrate and test supply chain principles in a low-cost environment. The results of the generic simulations are often topics of class discussion, while students are being exposed to the simulation tool to enhance their capabilities.

Business leadership + IT know-how

The Broad School is putting the final touches on a new interdisciplinary Information Technology Management Program (ITMP). When ITMP is fully implemented, the Broad School will offer instruction in this critical area at the undergraduate, master's and doctoral levels. The program is designed to provide a framework for understanding technology infrastructure and architecture, systems development methodologies, and strategic information systems planning from the perspective of corporations, business units or individual enterprises.

According to program director Roger Calantone, the Eli Broad University Professor of Business, the program leverages both the business and technology strengths of the faculty and helps students become more marketable to prospective employers. "Our students are recruited for straight information systems jobs," says Calantone, "as well as supply chain management, finance and marketing technology."

Cisco's Chambers, other top industry execs speak at MSU business forum

The Broad School held its 37th annual Broad Executive Forum at its Troy, Mich., Management Education Center in fall 2002, featuring John Chambers, president and CEO of Cisco Systems. The afternoon-through-dinner program focused on "Driving Strategic Change: Road Map Included."

Robert B. Duncan, the Eli and Edythe L. Broad Dean of the Broad School and a researcher on the subject of leadership and organizational change, presented the "Leading Strategic Change in Organizations" workshop which was followed by a panel discussion.

CIBER grant renewed by the U.S. Department of Education through 2006

The Broad School's Center for International Business Education and Research (MSU-CIBER), one of 28 similar, university-based centers throughout the country, had its grant from the U.S. Department of Education renewed for \$1.42 million. The grant will be used over the next four years (2002-06) to continue MSU's program, which focuses on "internationalizing" faculty, curriculum and student programs, as well as facilitating Michigan companies' international market development efforts.

globalEDGE connects international business community

Thanks to the work of **S. Tamer Cavusgil**, the John W. Byington Endowed Chair in Global Marketing, and **Tomas Hult**, associate professor of Marketing and Supply Chain Management, MSU's Center for International Business Education and Research (CIBER) recently introduced an invaluable new section on its website called globalEDGE (<http://globaledge.msu.edu>) - a global business knowledge web-portal that connects international business professionals worldwide to a wealth of information, insights and learning resources on global business activities. By serving as a gateway to specialized knowledge on countries, cross-border business transactions and cross-cultural management, the site responds to a real interest expressed by an increasing number of global business professionals. It also creates a virtual community of both executives and academics with like interests.

The globalEDGE site also connects diverse and distant participants from around the world, exposing them to Michigan State University's Global Management Certificate Program and other Internet-mediated degree programs offered at the Broad School.

75th Anniversary The School of Hospitality Business becomes independent, industry-specific

The Broad School's hospitality business major has been a stand-out program within the industry since its inception in 1927. This year, in addition to celebrating its 75th anniversary, *The School of Hospitality Business* took on a new role within the college: it became an independent, industry-specific school. That change allows *The School* to expand its admissions to more students, adapt its curriculum for greater relevance to the industry and attract more recruiters from the hospitality industry.

The new **admission criteria**, which will be applied at junior standing, includes performance in coursework, hospitality industry work experience, membership and involvement in leadership activities, and a statement of intent and goals.



200 I-02 Faculty Awards and Honors

Richard T. Baillie, A.J. Pasant Chair in Finance and Economics, was elected a Fellow of the American Statistical Association during an awards ceremony at their annual convention. The award was given for research achievements in time-series analysis, empirical international finance and econometrics, and for service to the statistics profession.

Ken Boyer, associate professor of Supply Chain Management, and **Tomas Hult**, associate professor of Marketing, were awarded a three-year, \$250,000 grant from the National Science Foundation Information Technology Research program. The project examines the supply chain and marketing challenges associated with extending food and grocery distribution into customer homes. Boyer and Hult's study examines leading online grocers in the U.S. and Britain to provide benchmarking and best practice information. Boyer was also named a Fulbright Senior Specialist in Business Administration and E-Commerce, and Hult was selected as a research associate for the FedEx Center for Cycle Time Research.

Roger J. Calantone, the Eli Broad University Professor of Business in Marketing and Supply Chain Management, was selected as a finalist for the Article of the Year for the *Journal of Product Innovation Management*. Also he won the Sheth Award for Best Article in the *Journal of the Academy of Marketing Science*.

S. Tamer Cavusgil, the John W. Byington Endowed Chair in Global Marketing in the Marketing and Supply Chain Management Department, had a Best Paper award named in his honor by the *Journal of International Marketing*. He is also an elected Fellow of the Academy of International Business.

Ronald Cichy, director and professor of *The School of Hospitality Business*, was inducted into *The School of Hospitality Business Alumni Association's Wall of Fame Class of Contributors*.

Donald Conlon, professor of Management, received the President's Award from the International Association for Conflict Management.

M. Bixby Cooper, associate professor of Marketing and Supply Chain Management, won the Literati Club Award for Excellence for "The Most Outstanding Paper" in *Benchmarking for Quality Management and Technology: An International Journal*.

Susan Haka, Ernst & Young Professor of Accounting, was awarded the KPMG Gender Issues in Accounting Mentoring Award.

Dan Ilgen, John A. Hannah Professor of Organizational Behavior, accepted the Herbert Heneman, Jr., Career Achievement Award from the Human Resources Division of the Academy of Management at its annual meeting. The award is given annually to someone who has "distinguished himself throughout his career in the field of human resources management."

Michael Kasavana, NAMA Professor in Hospitality Business, won the *Hospitality Upgrade Magazine* 2001 Writer of the Year award.

Daniel Lynch, associate professor of Marketing and Supply Chain Management, received an award for Best Paper in the Business-to-Business Marketing Tract at the Society for Marketing Advances Conference. The paper, entitled, "An Evaluation of Website Informational Content and Interactivity in the Transportation Industry" was co-authored by Alexander E. Ellinger.

Steven Melnyk, professor of Marketing and Supply Chain Management, and **Douglas Stewart**, assistant professor of Marketing and Supply Chain Management, both received the Romey Everdale Award for Outstanding Journalistic Achievement from the American Production and Inventory Control Society (APICS).

Ram Narasimhan, University Distinguished Professor of Marketing and Supply Chain Management, received the Outstanding Achievement Award presented by the Decision Sciences Institute for his paper entitled "A Framework for Corporate Environmental Practices and its Application for Enhancing Environmental Management." He was also named a Fellow by the Decision Sciences Institute and by the Pan-Pacific Association for Research in Business and Economics.

Edmund Outsley, professor of Accounting and Information Systems, received the ATA/Andersen Teaching Innovation Award.

Brian Pentland, associate professor of Accounting and Information Systems, was awarded a one-year, \$146,000 grant from the National Science Foundation Program on Scalable Enterprise Systems. The goal of this project is to develop XML-based tools to support the integration of design and manufacturing processes, especially in prototype manufacturing. Pentland was also co-principal investigator with Moon Jung Chung and Patrick Kwon, of the Electronics Research Institute in Korea, to develop an XML-based system for collaborative process management.

Ray Schmidgall, the Hilton Hotels Professor of Hospitality Financial Management, received the prestigious Paragon Award at the inaugural ceremony for Hospitality Financial and Technology Professionals Annual Convention. He also received the Lifetime Achievement Award from the International Council on Hotel, Restaurant and Institutional Education (CHRIE).

Richard Spreng, associate professor of Marketing and Supply Chain Management, won the Best Paper Award in the Consumer Behavior Track category at the American Marketing Association Conference.

Morgan Swink, associate professor of Marketing and Supply Chain Management, received the Chan Hahn Best Paper Award in the Operations Management Division at the Academy of Management Conference.

Faculty in the news...

Broad faculty are frequently featured in prominent news media. Marketing and Supply Chain Professor **David Closs** was quoted in *Financial Times* about supply chain in the chemical industry and the RELY Logistics Platform Software. He was also mentioned in *Fortune* regarding scenarios for the increase in costs associated with supply chains. Deloitte & Touche/Michael Licata Professor of Accounting **Kathy Petroni's** research on how long it may take for insider trading patterns to cause a change in the overall direction of stocks was mentioned in *The New York Times*, *Time* and *Business Week*. In addition, Associate Professor of Accounting **Marilyn Johnson's** research regarding non-audit services compromising auditor independence was featured in *Business Week*.

American Accounting Association names professors to leadership roles

Thomas J. Linsmeier, the Russell E. Palmer Endowed Professor in Accounting and chair of Accounting and Information Systems, was named president of the American Accounting Association Financial Accounting and Reporting section. In addition, **Bill McCarthy**, the Arthur Andersen Alumni Professor of Accounting, was named vice president of the same association, and **Mike Shields**, the Eli Broad Professor of Accounting, was named president of the Management Accounting Section for the association.

Hospitality industry study recognizes Broad researchers

Six faculty members of *The School of Hospitality Business* were recognized among the top 50 most influential hospitality scholars based on citation analysis. Those recognized include **Ron Cichy**, professor and director of *The School of Hospitality Business*; **Michael Kasavana**, NAMA Professor in *Hospitality Business*; **Bonnie Knutson**, professor; **Jack Ninemeier**, professor; **Ray Schmidgall**, Hilton Hotels Professor of *Hospitality Financial Management*; and **Michael Sciarini**, associate professor.

2001-02 Faculty Awards and Honors

MSU and Broad Award Winners

Michigan State University Teacher/Scholar Award:

Department of Accounting and Information Systems Associate Professor **Cheri Speier** won the prestigious Michigan State University Teacher-Scholar Award, which is awarded to only six faculty members at the university each year.

Michigan State University CASE Professor of the Year:

Department of Accounting and Information Systems Professor **Edmund Outslay** was nominated for the Michigan State University Council for Advancement and Support of Education (CASE) Professor of the Year.

Withrow Teacher Scholar Award:

The Eli Broad College of Business Advisory Council selected Eli Broad Professor of Management **John Hollenbeck** and Professor of Hospitality Business **Bonnie Knutson** as the recipients of the John D. and Dortha J. Withrow Teacher Scholar Award, designed to recognize faculty members who have "rendered distinguished service to the university and its student body through excellence in institutional and scholarly activities." The Withrow Award is the Broad School's highest faculty honor.

Lewis Quality of Excellence Award:

Faculty category – Eli Broad Professor of Business **Roger Calantone**
Staff category – **Darrell King**, Assistant Director of Multicultural Business Programs; **Ernest Betts**, Assistant Dean for Multicultural Business Programs and **Liz Bain**, Academic Specialist, MBA Program

Full-Time MBA Teaching Award:

Craig Lefanowicz, Assistant Professor of Accounting
Naveen Khanna, A.J. Pasant Endowed Chair in Finance

Executive MBA Teaching Award:

Mike Moch, Professor of Management

Department of Accounting Roland F. Salmonson Outstanding Faculty Teaching Award:

Edmund Outslay, Professor

Department of Accounting Outstanding Faculty Research Award:

Ranjani Krishnan, Assistant Professor

Department of Finance Teaching Award:

Craig Stilwell, Academic Specialist
James Rainey, Professor
Jennifer Marietta-Westberg, Assistant Professor

2001-02 Endowments

The Eli Broad Professor of Information Technology

Vallabh Sambamurthy recently joined the Broad School from the University of Maryland. Most of his research has been conducted in Fortune 500 firms and has been funded by the Financial Executives Research Foundation, the Advanced Practices Council (APC), and the National Science Foundation. His work has been published in journals such as the *MIS Quarterly*, *Information Systems Research*, *Decision Sciences*, *Management Science*, *Organization Science*, and the *IEEE Transactions on Engineering Management*.

Russell E. Palmer Endowed Professorship in Accounting

Thomas J. Linsmeier, the Accounting and Information Systems Department chair, has previously served as an academic fellow and special consultant to the Office of the Chief Accountant at the U. S. Securities and Exchange Commission. He is a nationally recognized expert on risk reporting issues, serving as president of the financial accounting and reporting section of the American Accounting Association in 2001-02.

His work has been published in journals, such as *The Accounting Review*, *Journal of Accounting Research*, *Management Science*, *Accounting Horizons* and *Financial Analysts Journal*.

Faculty Editorial Activity

Editorship:

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

ASLB Environment and Business Law Journal – Paulette Stenzel

Behavioral Research in Accounting – Susan Haka

Decision Sciences Journal – Ram Narasimhan

Journal of Empirical Finance – Richard Baillie

Journal of Hospitality & Leisure Marketing – Bonnie J. Knutson
mtechie – Glenn Omura

Personnel Psychology – John Hollenbeck

Editorial Advisory Board/Consulting Editor:

International Journal of Hospitality & Tourism Administration –
Carl P. Borchgrevink

Journal of Hospitality & Tourism Education – Carl P. Borchgrevink

Journal of Hospitality & Tourism Research – Carl P. Borchgrevink

Journal of Organizational Behavior – Linn Van Dyne

Multinational Finance Journal – G. Geoffrey Booth

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

Scandinavian Journal of Hospitality and Tourism – Carl P. Borchgrevink

Associate Editorship/Editorial Board:

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 Horizons – Joseph Anthony, Thomas Linsmeier
and Kathy Petroni

Accounting, Organizations and Society – 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 Line – Shawnee Vickery (Feature Editor)

Decision Sciences – John Hollenbeck

Decision Sciences Journal – Paul Rubin

Ekonomia – G. Geoffrey Booth

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

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 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 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 – 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 International Accounting – Susan Haka

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 – Susan Haka,
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 Shawnee Vickery; Douglas Stewart
(co-editor of special issue)

Journal of Organizational Behavior – Georgia Chao and Don Conlon

Management Accounting Quarterly – Mike Shields

Management Accounting Research – Susan Haka and Mike Shields

Motivation and Emotion – Daniel Ilgen

Office, Technology and People – Brian Pentland

Organization Science – Brian Pentland

Organizational Behavior and Human Decision Processes – John Hollenbeck
and Daniel Ilgen

Pacific-Basin Finance Journal – Jun-Koo Kang

Personnel Psychology – Frederick Morgeson

Production and Operations Management Journal – Kenneth Boyer
(Area 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

Supply Chain Management Review – Donald J. Bowersox

The Accounting Review – Susan Haka, Joan Luft, and Kathy Petroni

The Educator (CHRIE) – Bonnie J. Knutson

The Journal of High Technology Management Research – Robert Wiseman

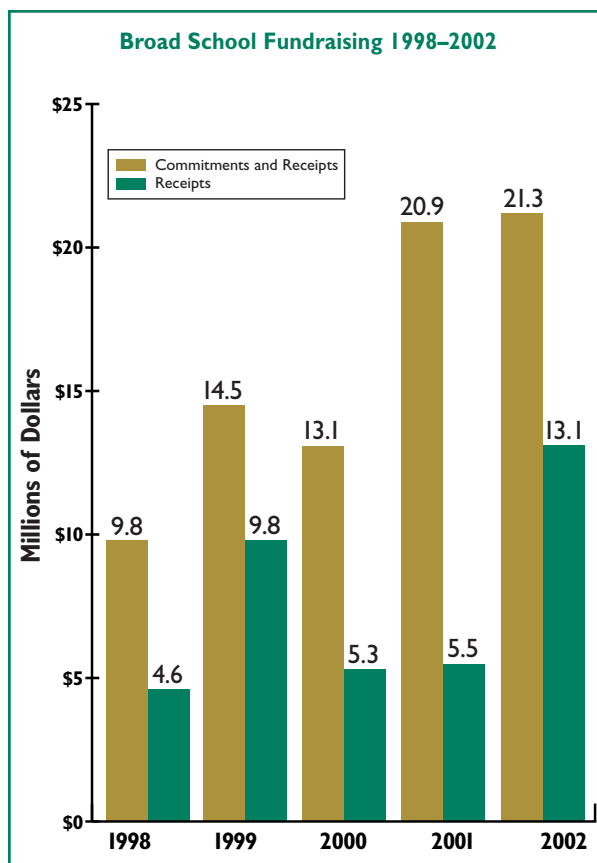
Giving and Giving Back

Development leads capital campaign

During the 2001-2002 academic year, the Broad School's Development staff began preparing for the launch of Michigan State's capital campaign. The result has been a continuing record performance in both receipts as well as commitments to future gifts for the Broad School.

The Campaign for MSU

While the \$1.2 billion capital campaign was officially launched in September 2002, goals for the drive were set much earlier, charging the Broad School with a target of \$125 million in receipts and commitments. At the campaign kickoff, the Broad School had just over \$50 million in hand. The primary focus of the Broad School's fundraising efforts during The Campaign for MSU will be the intellectual capital of the college – to ensure that Broad faculty and students continue advancing knowledge and transforming lives.



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

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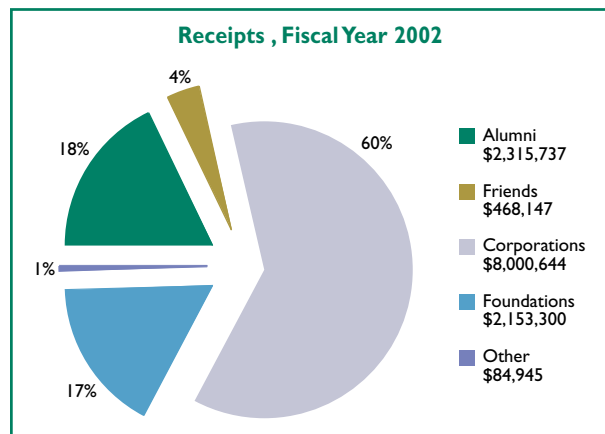
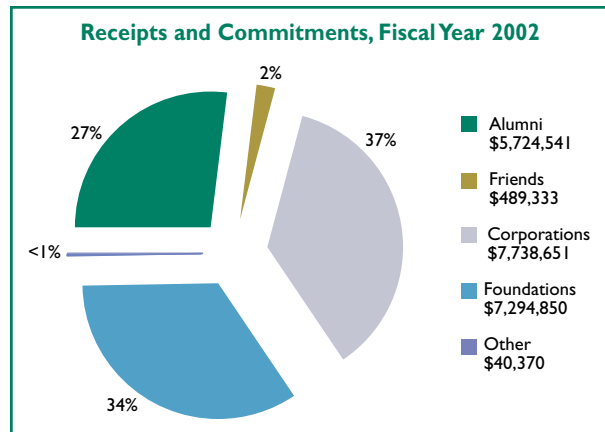
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Bottom-Line Performance

For the 2001-02 academic year, \$13,112,746 has been totaled in receipts, compared to \$5,546,715 in the previous year, an increase of 136 percent. The combination of receipts and commitments is \$21,287,746, surpassing the previous year's total of \$20,928,466, an increase of two percent, even in this very challenging economic environment.

While this strong performance was fueled with very large gifts, perhaps the school's most outstanding success has been within the special and annual gifts realm, most specifically with our first effort toward an MBA class gift. This effort with the full-time MBA program garnered 66 percent participation, with more than \$54,000 in pledges registered.



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The Eli Broad College of Business Alumni Association 2002 Alumni Awards

Lifetime Alumni Achievement Award

Donald J. Bowersox, Ph.D.

Donald J. Bowersox is the first to be awarded the Lifetime Alumni Achievement Award. His leadership as a scholar in supply chain management has significantly contributed to the Broad School's national prominence in this area. During his term as dean, the Broad School marked important achievements including the launch of executive development programs housed in the newly constructed James B. Henry Center for Executive Development. Although other alumni will receive this award in the coming years, the inaugural presentation to Donald Bowersox has special significance as a premier example of achievements in alumni scholarship, leadership and dedication to the college and Michigan State University.

Young Alumni Achievement Award

Lyndon Robert Lie

A 1999 graduate of the Broad School Executive MBA program, Lyndon Lie has advanced rapidly as a member of the General Motors Corporation Truck Group. An engineer who has been with GM since 1988, he is currently director of Vehicle Structure and Safety Investigations. He also serves as the GM representative on the National Highway Transportation Safety Administration Board. Lie's community is global, and he annually participates in medical relief missions to Central and Latin America.

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Outstanding Alumni Awards

Toichi Takenaka

A 1968 MBA graduate, Toichi Takenaka is the head of Takenaka Corporation, a 400-year-old construction company. Since 1973, the company has had an “integrated design and building system” that emphasizes quality control. Under Takenaka’s leadership, the company established the Takenaka Environment Charter in 1992 and the environmentally-integrated Takenaka Green Building System in 2001 with the object of environmental conservation to limit inputs of various resources and energy during construction and the output of emissions in the operation of buildings.

Susan J. Unger

Unger is senior vice president and chief information officer for DaimlerChrysler AG. She is responsible for directing systems and computer hardware strategy and

planning, applications development, data center operations and telecommunications network operations. Unger joined Chrysler in 1972 as a finance analyst. She is a board member of the Automotive Women’s Alliance and Cyber-State.org. She holds advisory board positions at several Michigan universities and is the past president of the Eli Broad College of Business Alumni Association Board. She was recently named to the Crain’s Detroit Business list of Detroit’s Most Influential Women in 2002.

Gary C. Valade

Currently executive vice president and member of the Board of Management for DaimlerChrysler Corporation, Valade is responsible for global procurement and supply. Previously he served as executive vice president and chief financial officer. He joined Chrysler in 1968, and holds a Bachelor of Science in Engineering and an MBA in Accounting from MSU.

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Stryker Instruments
Toyota Motors Sales USA, Incorporated
Whirlpool Corporation

The MSU Alumni Association 2002 Alumni Awards

Distinguished Alumni Awards

Darryl F. Allen

A private equity investor with Allen Ventures, LLC, Allen received his bachelor's degree in Accounting in 1965. Allen began his career as an audit manager with Arthur Andersen & Co. He joined Aeroquip Corp., a subsidiary of Libbey-Owens-Ford Co., and in 1986 was named chief executive officer of Libbey-Owens-Ford. He held this position for 13 years, guiding the company through a series of acquisitions that resulted in the successor company Aeroquip-Vickers, purchased by Eaton Corp. in 1999. Throughout his career, he has served on the boards of a variety of non-profit organizations, with a special emphasis on health care systems and related issues. He served as president of the Eli Broad College of Business Alumni Association in 2000.

Eli Broad

Founder of The Broad Foundation and chairman of the board of AIG SunAmerica Inc., one of the nation's largest issuers of fixed and variable annuities and guaranteed investment contracts, Broad received his bachelor's degree in Accounting in 1954. Broad co-founded Kaufman and Broad in 1957 and built it into one of the nation's leading homebuilders. Later he developed SunAmerica into one of the nation's most successful retirement savings businesses. He is also a board member of American International Group Inc., a leading U.S.-based international insurance and financial services company. An avid supporter of higher education, Broad and his wife, Edythe, endowed The Eli Broad College of Business and The Eli Broad Graduate School of Management at MSU in 1991, and recently established a special endowment for The Eli and Edythe L. Broad Dean of Business.

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Philanthropist Awards

Fred and J. Marilyn Addy

Frederick Addy, who retired as executive vice president, chief financial officer and director of Amoco Corp., received bachelor's and master's degrees in 1953 (Business Administration) and 1957 (Marketing), respectively. J. Marilyn Addy, a homemaker, received her bachelor's degree in Music in 1953. Addy began his career with Standard Oil of Indiana, which subsequently became Amoco Corp. He worked for Amoco for 37 years until his retirement in 1994. Throughout his career, he and his wife have been generous donors to MSU, establishing the Fredrick S. Addy Endowed Chair in Finance in the Broad School.

Stanley and Selma Hollander

Stanley Hollander is a professor emeritus of the Broad School. Selma Hollander, who taught in MSU's College of Human Ecology, received her bachelor's and master's degrees from MSU in 1962 and 1965, respectively.

During his 32 years as a professor of marketing, Dr. Hollander has won many awards, including the MSU Distinguished Faculty Award in 1982. He is a member of the Retail Education Hall of Fame. The Hollanders have supported MSU with gifts to the MSU Libraries, The Eli Broad College of Business, the Kresge Art Museum, and through the Hollander Endowment to the Wharton Center for Performing Arts.

Shirley Pasant

As president of the Athanase & Shirley Pasant Foundation, Shirley Pasant continues the philanthropic work at MSU that she began with her late husband, Athanase. He was a 1949 business graduate, who founded the Jackson National Life Insurance Company and served on the MSU Development Fund board from 1968 to 1973. The Pasant Theatre in the Wharton Center for Performing Arts was named for the Pasant Family. In addition, the Pasants created the A.J. Pasant Chair in Finance and the Shirley Pasant Endowed Scholarship in The School of Hospitality Business. The Foundation also recently provided a leadership gift for the new American Indian Studies Program.

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The MSU Alumni Association 2002 Alumni Awards

Alumni Service Award

Kathleen Schwartz

A community volunteer and former vice president for community services at St. Joseph Mercy Hospital in Pontiac, Nowicki-Schwartz received her Nursing and Executive MBA degrees in 1971 and 1985, respectively. She is chair of the College of Nursing Alumni Association Board, leading the establishment of a College of Nursing Alumni Association Endowed Scholarship Fund. She was a founding member of the College of Nursing Board of Visitors and serves as chairperson of the college's capital campaign. Schwartz was president of the MSUAA's national alumni board in 1998-99. From 1994-97, she served on the alumni board for the Eli Broad College of Business Executive MBA Program, chairing the board's Community Services Committee. She and her husband, Mike, established an endowed fund in the College of Nursing.

Duane Vernon

A 1953 graduate in Business Administration, Vernon is the director of the Credit Bureau of Greater Lansing. He is a Life Member of the MSU Alumni Association and former president of the MSU Alumni Club of Mid-Michigan. He received the Outstanding Club Presidents Award in 1969. He served on the MSU Development Council from 1977-81 and co-chaired the mid-Michigan business section of MSU's 2000 Campaign. Vernon has volunteered as a member of the sports information crew for home games since 1975. He has received awards from every major MSU sports booster group, including the Outstanding Service Award from MSU's Varsity S Club. In 2000, *Sports Illustrated* named him to the Sports Fans Hall of Fame.

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