At both the undergraduate and graduate levels Seidman continues to stress innovation and the integration and application of business and management knowledge, as evidenced by the new model for the “Fuzzy Front End.” As a result of this and other initiatives, student entrepreneurs from across the University are now on the right track and moving in the direction of their dreams.

Our faculty colleagues continue to distinguish themselves, as well. From earning the highest score in North America (and the second highest score in the World) on the Computer Information Systems Audit (CISA) examination, to earning distinguished teaching awards, to passing the Certified Financial Planner (CFP) examination, to providing distinguished leadership in the area of gender and economics issues, to streamlining students’ educational experiences, to promoting appreciation of diversity in business, to increasing total research productivity, the Seidman faculty soared to higher heights of accomplishment during the past year.

Seidman has also made significant progress in its business outreach activities over the past year. The College has taken steps to enhance its services to family-owned businesses, both locally and nationally. It has also developed a plan to continue and expand the business outreach and student and faculty interactions of the Business Ethics Center. The Michigan Small Business and Technology Development Center continues to provide leadership in Michigan’s efforts to develop and support entrepreneurship and business development across the state. Seidman continues to work collaboratively with Grand Valley’s Michigan Alternative and Renewable Energy Center (MAREC) and the West Michigan Science & Technology Initiative, in the interests of economic development and sustainability. Indeed, over the past year, Seidman has worked closely with the University’s College of Interdisciplinary Studies to develop a Grand Valley State University Sustainability Initiative to promote sustainability efforts across businesses, universities, governments, and other not-for-profit organizations.

Like a new “bullet train,” the Seidman College of Business continues on a track of commitment to excellence and achievement. We remain focused on the strategies calibrated to assure our continued relevance and significance in business and management education. I hope you enjoy this edition’s focus on how we continue on the right track — and moving in the right direction!

— H. James Williams
Dean, Seidman College of Business
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Twin brothers and junior students Jeffrey and Nathan Fujioka hail from Lamphere High School in Madison Heights, Michigan. Both keep busy, and their almost identical schedules make the most of their educational experience so they can also give back to the community. Jeffrey and Nathan are members of the Honors College, and both carry a 4.0 G.P.A. double majoring in economics and finance. They are also distance runners on the Grand Valley cross country and track teams. Still, they have found time for significant community service opportunities by participating in Habitat for Humanity, Lions Club, the International Student Organization, Circle K, and Cancer Awareness and Resistance Education (C.A.R.E) Club. They hope to keep up the pace over the summer by finding internships that will complement their academic experience.

Susana Brooks is a non-traditional student in her senior year at the Seidman College of Business. Born in Lima, Peru, she came to the United States six years ago after marrying. While Susana was working for a company in Peru and Mark was acting as an import supervisor for his company in the U.S., they began a relationship that has lasted well beyond that initial 10-minute phone call over a product shipment. After coming to Michigan and completing her first two years of college at Grand Rapids Community College, Susana transferred to GVSU to complete her degree in international business and finance. She finds that her classes at Seidman are challenging and that she is working hard to maintain her 4.0 G.P.A. Susana appreciates that there is an abundance of resources available in this country to support education. She has started her own import business, Peruvian Arts and Crafts. She is also making arrangements for a study abroad trip and hopes to complement her education with an internship in China.

Laura Hancock is in the early part of her college career, having just finished her freshman year. She has participated in the Asian Student Union activities and enjoyed the social aspects of her first year. Laura was invited to join the Seidman College of Business as a freshman based on her high school academic record, her test scores, and her early interest in business. Even though she is living on the Allendale campus, her early admission allows her to enroll in some of the business courses on the Pew Campus usually reserved for junior and senior students. She looks forward to taking some of the business core classes fall semester. Motivated by her earlier experiences in travel abroad, she intends to pursue a major in international business.

While Lisa Swartzenberger was still a high school senior in Dexter, Michigan, she came to Grand Valley State University to visit a friend on the Allendale campus.
It wasn’t long before both she and her parents were convinced that Grand Valley was the right place for her. As she progressed to the business college in her junior year, she was especially pleased with the faculty and their interaction with the business students. She feels indebted to Dr. John Taylor who mentored her and provided support to her job search.

Lisa is proud that she completed her degree in just four years with a 3.99 G.P.A. Moreover, she found time to get involved in community service activities with the Circle K student organization and takes part in the American Marketing Association and the Association for Operations Management. She advises other students who want to graduate in a timely fashion to be efficient in their scheduling. She suggests that students carefully analyze the schedule and even consider taking summer classes. In looking forward five years, Lisa hopes to be pursuing graduate studies and on her way up the ladder in a career in logistics. She is ready to see what the world has to offer. As she prepared to depart Grand Valley following her April graduation, she had a couple of interviews lined up and is very confident and optimistic about her future.

Saly Sok has taken full advantage of the networking opportunities that are available at Seidman. She graduated in April. “Based on my own experience,” said Saly, “I would recommend that accounting majors join Beta Alpha Psi. Through this fraternity, I was able to visit many accounting firms and to expand my network of both accounting students and professionals.” Saly has been on the dean’s list for four years and received the Richard H. Giles Award in April. Recipients of this Award are nominated by faculty for good scholarship, interpersonal skills, and continued involvement in the business community. Saly capped off her bachelor degree program with an internship at Plante & Moran. Her future goals include obtaining her CPA and working for a public accounting firm.

Jack Dekker’s experience with the cognate and core classes of the business degree has confirmed for him that he is on the right track. As a result, he has gotten involved in Seidman activities early in his undergraduate program. He is currently serving as treasurer for the Collegiate Entrepreneur Organization and has been instrumental, along with Brad Haveman, in initiating the formation of the Real Estate Club. Jack hopes that the Club will be able to expand its activities in the next year and investigate opportunities in real estate investment. Jack is from the Zeeland area and has not found transition to college life too difficult. After living on the Allendale campus his freshman year and just off campus in his sophomore year, he has now settled near the downtown campus as he prepares to tackle the upper-level business courses. Because his interest is in finance, he plans to secure relevant employment during the summer months in the banking industry. So far, he has relied heavily on the advice of Undergraduate Student Services Coordinator Leigh Brownley, in laying the framework for his remaining two years.

Andrea Gardner’s older brother led the way to Grand Valley, and Andrea was anxious to follow. Andrea was admitted to the Seidman College of Business as a freshman. Since both of Andrea’s parents are accountants and she was exposed to a business environment early on, she has never doubted that the business degree would be a good fit for her. When asked if anyone has had a particular impact on her experience, she laughingly says, “Professor Nader, he’s been my rock!” But more seriously she says, “He is always willing to meet with students and provide not only academic but life advice. He’s been a great help to me.” Andrea has had a full schedule while at Grand Valley working as a tutor, participating in mission work, and being part of the Campus Ministries leadership team. Andrea knows that college studies can be difficult for some. Her experience as a tutor prompts her to send a message to other students. “Don’t get down and don’t be afraid to ask for help.” She urges students to get involved in student organizations and to begin networking with professors and other students.
Meet our Graduate Business Students

It was a dynamic residential real estate market in Phoenix that motivated Derek Aten to apply his finance degree to residential lending. Three years later, he returned to Grand Rapids armed with experience in residential real estate lending to complement his finance degree. Currently a residential lender for Macatawa Bank, Derek is pursuing the MBA to broaden his knowledge. He has taken advantage of electives in economics to enhance his understanding of how fluctuations in the economy affect interest rates, borrowing, funds transfer pricing, etc. Derek expects that the MBA will prepare him for additional opportunities in banking and perhaps outside the banking industry.

Joe Berlin is President and Owner of BLDI, Inc., a civil/environmental engineering company. Having earned a bachelor’s degree in civil engineering from Michigan State and a master’s degree in civil/environmental engineering from Montana State, Joe had the technical expertise needed to develop a successful engineering company that assesses and upgrades property for environment adequacy and conducts toxic clean-ups. It is the MBA, however, that Joe credits for providing him skills that have enabled his company to survive and prosper in the tough market of the past few years. Joe completes his MBA summer semester but will stay connected, as he is currently conducting research for a publication he will co-author with a Seidman faculty member.

Jeff Carter, a physical therapist by training, has been involved with health care for 24 years. He is currently a site leader in charge of the Caledonia and Hastings branches of Rehabilitation Professionals, the largest outpatient provider of physical therapy in West Michigan. Jeff joined the MBA program to develop business skills that will enable him to be more effective in the management realm of his career. He believes that the health care industry desperately needs administrators who have both strong clinical and business backgrounds.

Franchising is a great way to learn about business, according to MBA student Dan Hermen. At least in the beginning, a franchise requires that you perform just about every business function, from accounting and marketing to delivering the product. As a product manager for a confectionary manufacturing equipment company in Chicago, Dan became acquainted with Rocky Mountain Chocolate Factory and immediately developed a taste for these wonderful chocolates — and caramel apples of all varieties. As graduates of Calvin College, Dan and his wife were interested in returning to Grand Rapids, and Dan was confident that Grand Rapids would also have a taste for Rocky Mountain Chocolates. He was right!

Genevieve Ingram was recently admitted to the MSA program and plans to pursue a new career in public accounting. Currently a computer engineer at Productivity Point, Genevieve sees the two fields as similar with respect to the methodical and analytical nature of both. Yet, she feels that accounting builds on itself, whereas IT is prone to major changes that require constant attention of professionals in the field. Genevieve
earned her undergraduate degree at the University of Michigan and has worked in the field of IT for seven years.

Max Quero-Florit came to the United States from Argentina for his undergraduate studies in engineering in 1996. While a student at Kettering University, he began working for Steelcase, Inc. where today he is an operations engineer. His field is process design, improvement, and implementation, and he establishes and maintains flow from “coil to carton.” His focus is on maximizing value-added tasks and minimizing or eliminating non-value-added tasks. Max enjoys the technical dimension of his position but finds his engineering background to be limiting. He expects that the MBA will broaden his professional horizons.

As a full-time student for the past few years, Nick Reister has spent some semesters at the Seidman College pursuing his MBA degree and others at Michigan State University pursuing his JD. An agreement between MSU College of Law and GVSU will enable Nick to transfer twelve credits from each program to the other. Nick earned a BA in Business at Hope College and worked for the Michigan Department of Labor and Economic Growth before returning to graduate school. He believes that the dual JD/MBA degree will make him a well-rounded attorney. He plans to practice law in some capacity when he graduates in December, and he also plans to pursue other business opportunities in the future.

Rob Tennant acknowledges that his love of both art and mathematics places him in a relatively small peer group, but he points out that he’s in good company with folks like Leonardo da Vinci. He earned a bachelor’s degree in fine arts with a math minor and will complete a master’s degree in accounting this summer. Then he’s off to Michigan State University for a Ph.D. in accounting where he will receive the Marlys and Jack Gray Scholarship, given by the Department of Accounting and Information Systems to the top student offered admission in the accounting doctoral program. The Gray Scholarship is a one-time award of $3,500 granted to the student who has the best scholarly record and promise of superior performance in the program.

Rob is looking forward to utilizing his math skills for serious research. In fact, he reads professional accounting journals for fun. Prior to joining Seidman, Rob was a stay-at-home dad with his two young children, which he says is the very best job.

Following completion of her Accounting BBA at the Seidman College, Rachael VanEnk accepted a position as a tax associate with Deloitte & Touche. Two years later with her focus on tax consulting and compliance, Rachael began working toward an MST degree. Now a senior tax consultant with Deloitte, Rachael is the primary client contact for a group of seven tax associates. Her role is training and mentoring her staff and developing client relationships for a variety of clients, including S Corporations, C Corporations, partnerships, and individuals.
SEIDMAN faculty members are recognized for many teaching styles and motivational techniques. Tom Wolterink teaches Introduction to Business — a course that can serve as a catalyst for students’ continuing interest in business. Professor Wolterink’s teaching assignment also includes the capstone course in the final leg of the students’ program. In both courses, he is a charismatic instructor who incorporates diverse ways to encourage students. It may be his philosophy as much as his interactive teaching methods that has such an impact on students. Students indicate that he adds humor to his lectures and makes them feel that their ideas are important. They really enjoy themselves while they are learning.

Tom’s approach to teaching is similar to that of a mentor’s role in business. He believes in creating an environment where an active and open exchange of ideas can take place. He also reveals a vulnerability that encourages students to examine and perhaps be more accepting of their own vulnerabilities. Finally, he enables his students and encourages them to take charge and implement an idea or a plan. With a significant background in business and industry, he is able to incorporate examples from his own experiences to help students enrich their overall perspective on life inside and outside the classroom.

Faculty who enjoy what they’re doing are contagious. Paul Isely often has a line of students outside his door — students who want to better understand the concepts that their professor is teaching in class. Isley’s “Business Cycles and Growth” course turns the students into decision-makers as they consider economic strategies for an assigned country. The class is divided into countries, and individual team members assume the role of a particular branch of the government and develop monetary and fiscal policy as their professor imposes a variety of obstacles that may alter their well-planned strategy. The obstacle might be an oil price shock or a drop in consumer confidence. Students are challenged to adjust their strategies and create policy that will have the most favorable impact on their country. They also have the opportunity to see how the policies of one country impact the economic condition of other countries. While these activities are conducted via computer simulation in class, students are further challenged in their assignments as they diagram and analyze the day’s decisions.
Educational Experiences

Susan Edwards spent 15 years in the automotive industry working for General Motors before pursuing a teaching career. It is her goal to make sure that students go beyond learning the material and understand how to apply it. She checks and rechecks their understanding until she is confident they have moved away from memorization of formulas and understand the concept on which those formulas are based. Edwards often uses case studies to turn the students into teachers. Not only do they have to take charge of the information in the assignments, they also get practice in analyzing and communicating financial data. She puts students to the test on spreadsheet skills and their ability to use web tools to make calculations and financial decisions regarding the time value of money, loans, and mortgages. Professor Edwards models continuous improvement by participating in activities with the Pew Faculty Teaching and Learning Center.

Many people can look back in their life and identify a person who was instrumental in guiding or encouraging them to stay a particular course or pursue a specific goal. For Professor Rita Grant, that person was an advisor at Michigan State University when she was pursuing her graduate studies. Grant feels that the best thing she can do to thank that advisor is to pass on that same kind of guidance to the many students who find their way to her office. Students find that Professor Grant goes beyond advising about accounting classes. She takes into account the individual’s personality, interests, and skills while helping them find direction.

Grant’s guidance and advice extends to leading student groups in the study abroad program. She has found that living in a dorm environment with students reduces some of the barriers that typically exist between faculty and students and encourages an open dialogue. Grant, along with Professors Marinus DeBruine and Denise de la Rosa, has also implemented a feature in the accounting courses that requires students to write a career-planning paper. This activity requires them to identify their goals five years down the road along with an action plan. It includes developing a resume and identifying the classes they need and the organizations they should join. Often this assignment leads to further inquiries and exploration which faculty members are able to support.

A few years ago, Professor Mike Cotter noticed that something was missing in the marketing curriculum and decided to do something about it. He developed his Marketing Negotiations (MKT 353) course to help Seidman marketing students develop their negotiation and interpersonal skills in situations that involve pricing, products, distribution, promotion, and packaging. Throughout the semester, students and professor examine specific negotiation strategies, tactics, and pitfalls. To enhance the class, Cotter has developed a variety of negotiation scenarios in which students are paired off and required to role play as either the buyer or the seller in a high-charged, often controversial exchange. Their objective is “to make the deal” based on given information and within a specified period of time. The experience is often one of self-realization, requiring students to examine their own strengths, reactions, and skill-level as they emerge from the negotiation. Cotter’s objective is to help each student, regardless of initial skill level, walk out of the class at the end of the semester better prepared to recognize and handle the negotiation challenges of a real business situation.
Gregg Dimkoff is nearing completion of a textbook tentatively titled *Modern Risk and Insurance*. After many years of developing and providing material to his students to supplement textbooks used in class, he decided that it was time to write one in his own style. By incorporating hundreds of real-life examples and fascinating and humorous stories throughout the book, insurance topics come alive, enhancing both learning and understanding. In further contrast to other insurance textbooks, Dimkoff’s book contains considerably more student learning aids, such as a self-test, end-of-chapter, and Internet-use questions. He expects to complete the book by the end of this summer for potential instructor adoption in 2006.

Dimkoff is also developing a test bank, for which he has structured more than 1400 questions, and an instructor’s manual. Because authors seldom write these ancillaries, a major attraction of the book will be the continuity between the book, test bank, and instructor’s manual. Dimkoff is no stranger to the topic. He has a Ph.D. in finance and is a Chartered Life Underwriter and Certified Financial Planner. He has taught insurance for GVSU since 1976.

Visiting Faculty member, Gerald Mount has recently co-authored a new book which will be published by Lawrence Erlbaum Associates in 2005. The book, *Linking Emotional Intelligence and Performance at Work*, will be introduced at the Annual Society of Industrial Psychologists Conference and will be featured at the 2005 Annual Academy of Management Conference. Emotional Intelligence has been defined as the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions in ourselves and in our relationships.

The publication, intended for researchers, “presents a strong case for a link between Emotional Intelligence and effective work performance with an emphasis on the value of examining EI from multiple vantage points and perspectives,” according to Mount.

In a departure from the usual academic writing format, Dr. Hari Singh has ventured into the growing genre of “academic fiction” by writing *Framed! Investigating Clues for Smart Choices*. There is a distinct advantage, according to Dr. Singh, in presenting educational concepts in a story format. If the context is intriguing, continuous, and memorable, the application will stick in the reader’s mind. The author does not have to rebuild a new context for a different application. The genre makes a complicated topic more accessible to a broader audience. This type of book is generally a supplement to a more traditional textbook.

In *Framed!*, recent critical insights about decision-making from the technical literature in psychology, economics, and management disciplines are wrapped into a murder mystery. The book focuses on the strategy of framing choices in an uncertain environment. The title “Framed!” has a dual meaning and purpose. Learning how to “frame” or conceptualize an issue is a major focus of the book. As the mystery unfolds, the murderer is eventually framed! The major innovation of the book is the integration of the decision-making concepts in the plot of the murder mystery. These concepts become necessary ingredients to solve the crime. The book blends useful education with intriguing entertainment.

Dr. Singh structured the plot around seven major concepts in a way that triggered minor “epiphanies.” The reader observes the fictional investigators using the insights of the mantras to solve the mystery.

“This project has been rewarding in a different way,” offers Singh. “For an academic accustomed to cut and dried sentences, this type of writing offers an interesting challenge to the creative part of the brain.”
The Taiwanese government invited 100 Americans to observe their recent election, and Dixie Anderson was honored to be among that group. As Executive Director of the World Affairs Council of West Michigan, Dixie has served on the World Affairs Council National Board and regularly speaks to other councils about the successful West Michigan Council programs, such as the Great Decisions series. For its activities and innovation, the West Michigan council was recently recognized by the parent organization as the Best Small Council. Following a significant career in freelance public relations and copy writing, Dixie joined WACWM in 1991 on a part-time basis, increased to full time in 1995, and has quadrupled the membership in the last 10 years. Managing a 6-figure budget, she recalls when the Council operated out of petty cash. Dixie earned her MBA in 1978, one of the first women in the Seidman MBA program.

Helping Hands of America is an elder care company that provides a variety of non-medical services for elderly people in North Carolina. Gavin Densmore left his position as an account executive with SAP to pursue his interest in this niche market. The business accommodates clients up to twenty-four hours a day in areas such as companionship, transportation, personal care, and light housekeeping. Asked how the elder care industry captured the interest of a software distributor, Gavin notes that at the end of the day, it makes a difference in peoples’ lives. As the population ages, the business of elder care is also increasingly lucrative, and Gavin plans to franchise his business in 2006 in several southern states and eventually beyond. Helping Hands of America can be found at www.hlamerica.com.

Few alumni have such diverse professional backgrounds as Caesar Douglas, who was recently tenured and promoted to Associate Professor of Management at Florida State University. Caesar began his career in professional football where he played for both Edmonton, Canada and the San Francisco 49ers. After a brief stint with the Chicago Bears and resultant knee injuries, Caesar worked in production and plant management for several companies, including Herman Miller, Hexcel Chemical, Sun Chemical, and Clorox. He joined the MBA program at Seidman and graduated in 1991, going on to Mississippi State University and earning a Ph.D. in 1997. Seidman was pleased to have Caesar return to his alma mater as assistant professor for four years, but the sunshine state enticed him away in 2001 when he was offered a position with FSU.

Len VanPopering credits his classroom and extra-curricular experiences at Seidman and GVSU for preparing him for the success he realized in the MBA program at the University of North Carolina and in his position with Russell Corp. He recalls his days as GVSU Student Senate President as he reflects on his current responsibilities as Director of Strategic Planning for Russell Corp. where he helps design business models that accelerate profitable growth and reinforce brands. Len is responsible for integrating acquired businesses for long-range planning, and for growth strategies for all divisions of Russell. This includes business-to-business, mass retail, sporting goods, athletic dealers, and professional and collegiate teams for 15 brands including Russell Athletic, Spalding, and Brooks. He is particularly proud that GV’s football team won two national championships in Russell Athletic uniforms.

When Randy Tomaszewski talks about the high-tech medical supplies that Skytron produces and sells around the world, it sounds like Star Wars. Skytron provides packages of clinical tools that meet comprehensive medical/surgical needs. Operating room lighting products include lip-stick-sized cameras for distance training and consulting. Voice-activated tables position patients appropriately, and touch-screens bring electronic images to operating rooms directly from storage and from anywhere in the world. Skytron even has a system for harnessing ozone for sterilizing heat sensitive equipment without heat. With 9 years experience at Spectrum as a nurse, Randy has a unique clinical perspective as Vice President of Marketing. He has worked for the international medical supplies company since completing his M.B.A in 1994.

Brownsville, Texas was home for the Villarreal family, and every harvesting season brought Kenia Villarreal, her three brothers, and parents to West Michigan where they worked as migrant farmers. Kenia spent her first year of college in Texas, but a scholarship brought her to Grand Valley as a sophomore. Since graduating with a degree in finance and international business in 2003, she has worked as a credit analyst at Standard Federal Bank. Kenia plans to build her career in banking and will begin working toward a graduate degree soon. Kenia’s brother Dante is also a Seidman graduate. He earned a BBA and MBA and works as a business advisor for the Small Business and Technology Development Center at GVSU.

San Francisco 49ers.

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More than a century ago, strict segregation restricted blacks from shopping and conducting business. This motivated some industrious black professionals to set up their own business districts. These businesses became successful and formed a “Black Wall Street.” One Black Wall Street flourished for a time in Tulsa, Oklahoma until race riots destroyed the district. Another enjoyed success in Durham, North Carolina. Two business leaders representing thriving businesses in Durham, North Carolina from the early 1900s joined the Seidman College of Business to celebrate Black History Month.

James Speed, who heads the 106-year-old North Carolina Mutual Life Insurance Company as President and CEO, reflected on the growth of the company which began with a $300 investment and now does $200 million of business each year. While the company continues to be viable, Speed recognizes that it needs to change its focus on “need” to a focus on “marketing opportunity.” Strategies will include differentiation, financial, branding, human resources, customer/market focus, and acquisitions.
All will come into play as the company seeks to conduct business in nearly every state in the country, a clear departure from its early business quest.

“If diversity is good enough for everyone else, it’s good enough for us,” offers Speed, reflecting his desire to further expand the market into non-African American communities.

Mechanics and Farmer’s Bank holds similar traditions, as was shared with students, faculty, and the business community by Harold Sellars, Senior Vice President. While the bank will continue to serve “those who historically have been underserved,” it has broadened its service area and commitment to all. M&F’s Bank can boast that it has never had a losing year in its 98-year history but realizes that it must become more mainstream-focused, building on brand awareness in all markets, in order to survive.

Both speakers provided faculty, students, and community members insights on running companies with rich histories that recognize the need to adapt to serve future markets.
Tony the Tiger might have been a more colorful guest, but Jeffrey Montie kept the attention of the Seidman Alumni Association audience as he outlined the four strategic principles that Kellogg Company employed to reverse course following five years of declining market share. The Executive Vice President, Kellogg Company, and President, Kellogg North America shared how Kellogg responded when it lost its long-held first-place position in the cereal market.

Returning in 1999 from his corporate responsibilities in Europe, Montie viewed the five-year decline of the late '90s as an opportunity. His goal was to get the right people in key positions and to get everyone believing once again in Kellogg’s ability to regain its market position. Working with the great people at Kellogg, he put together a strong team and developed the principles that guided Kellogg’s return to the top spot.

Tough advertising decisions resulted from the first strategic principle, prioritizing to win. The focus changed to heavy advertising of some brands rather than some advertising of many brands. Next, a drive from volume to value shifted spending to higher-return brands. Quality growth is the third principle, marked by emphasis on promotion and innovation rather than discounting. Executional excellence rounds out the principles, highlighted by the development of Kellogg’s own sales force to replace brokers.

The downward trend in share reversed following 1999. Montie stressed that the past five years have seen hard-won consecutive market share increases. Kellogg regained its first-place position in 2002. As Tony says, Kellogg is grrrrrreat!!
Grand Rapids Mayor Addresses Alumni

George Heartwell has long been recognized as a friend to both business and the poor, so his goal for Grand Rapids to become a sustainable enterprise with focus on the triple bottom line of economic, social, and environmental well-being is no surprise. Mayor Heartwell shared his vision for the city with Seidman friends at an Alumni Breakfast program in February.

The Mayor applauded Seidman and Grand Valley for partnerships with the city, noting that faculty engagement in the community is important and significant. He also noted that, despite the entrepreneurial spirit and work ethic in the community, Grand Rapids is experiencing severe economic woes resulting from pressure on income tax and state shared revenues.

Heartwell is not letting the economy get him down, though. He is focusing on sustainability, which he says is about moving forward together and “acting as if the future matters.” He noted that what holds some of us back holds all of us back and observes that a just and equitable society is a sustainable society. Mayor Heartwell reiterated his zero tolerance for racism and promised a safe context for addressing the issue, noting that talking with each other leads to changed hearts and equitable conditions.

Outlining various sustainability initiatives, which the Mayor refers to as our contract with future generations, he concluded by noting that Grand Rapids is a remarkable place to live and work where a core set of values and competencies will see us through the present challenges and make us stronger. Future generations will recall, he states, that we never lost our passion for creating a good society, and that we left a city better than the one we inherited.

Outsourcing Tracked at Breakfast Program

The final alumni breakfast program of the 2004–05 series featured Daniel Griswold, Director of the Cato Institute’s Center for Trade Policy Studies. Outsourcing was the topic, and Griswold’s comments were premised on the position that trade is good: it is a matter of personal liberty to shop and spend money how we like; and trade benefits the consumer in the form of more choice, lower prices, and higher quality. Griswold referred to trade as the market’s antitrust policy.

Griswold noted that while individuals are hurt by outsourcing because of job loss, in fact, for every job lost, there are more jobs gained because of cheaper raw materials and machinery. Griswold also pointed out that outsourcing is not restricted to overseas. In fact, trade accounts for only about 3% of lost jobs. Outsourcing occurs within companies when services are replaced by technology. Technology has a disruptive aspect but also raises our productivity and quality of life, and Griswold challenges the U.S. to focus on retraining workers rather than attempting to stop change.

Outsourcing also occurs close to home when companies outsource such services as janitorial and legal to other area companies, and outsourcing manufacturing to other states has occurred significantly in Michigan. Trade and prosperity are a package deal, Griswold contends; outsourcing results in cheaper raw materials for companies and increases their productivity.

Finally, trade is about more than jobs and GDP, Griswold contended. It is about reshaping the world in a positive way. It has cut global poverty and raised living standards. Trade is a foreign policy tool and encourages human rights.
2005 Outstanding Students

Seidman Service Award
Undergraduate – Thomas M. Hakim
Graduate – Joe Berlin

Delta Sigma Pi Key
Jennifer L. Ouellette

Wall Street Journal Award
Aaron L. Dawkins

APICS Scholarships
Michael Stewart
Nathan Grzybowski
David Johnson

Steelcase Diversity Scholarship
David Curley
Natalie Joseph
Alisha Kelley

BOMA Scholarship
Albert Joel Robison

Outstanding Students
Accounting – Danielle Bronkema
Business Economics – Meredith Vanover
Economics – Andrew J. VanBronkhorst
Finance – Thomas M. Hakim
General Business – Matthew S. Kallman
International Business – Ashley Emaus
Management – Brandon Hirth
Marketing – Emily Smith
MBA – Mark Michmerhuizen
MSA – Liu Liu
MST – Joel Mitchell

Faculty Award of Recognition
Barry Castro
This Award acknowledges Professor Castro’s dedication to the cause of ethics, liberal studies, student writing and learning, and community service including the establishment of the Center for Business Ethics at Seidman.

Glenn A. Niemeyer Graduate Student Award Recipient

Mark Michmerhuizen
Glenn Niemeyer served as Provost of GVSU for many years and was widely recognized for his character and integrity, commitment to academic excellence, and service to the GV and broader communities. Mark Michmerhuizen epitomizes the characteristics for which Glenn Niemeyer is remembered. Mark completed his MBA in April. Prior to his graduate business studies, he earned a B.S. in Engineering and an M.S. in Electrical Engineering from Calvin College and the University of Michigan, respectively. He was a member of the Seidman College inaugural Graduate Student Advisory Board, serves on the Engineering Advisory Board of Calvin College, and is an active volunteer in his church and community. A husband and the father of three, Mark is employed with JCI as Chief Engineer for Rear Seat Entertainment and Information Products.
**Beta Gamma Sigma Inductees**

**Juniors**
Julie Achterhof, Ryan Bryker, Alison Colburn, Michelle Meyer, Gary Micka, Stephanie Misner, Mackenzie O’Grady, Steve Osterink, Meghan Palmer, Beth Rye, Ehren Schuttringer, Stacey Seaman, Brent M. Shirey, Travis Smith

**Seniors**
Jennifer Anderson, Adam Bradley, Aaron Dawkins, Andrea Gardner, Daria Godetskaya, Linda Henders, Scott Hunt, Garrett Jonker-Slayton, Stacey Knevitt, Jonathan Lohr, Nicole Mason, Thomas Ransome, Nicholas Risko, Melissa Skrobot, Emily Smith, Jamie VanDommelen, Sara VanEerden

**Graduates**
Leigh Brownley, Jody Diehl, Thomas Doman, Liu Liu, Dara Marshall

**Faculty**
John Reifel

**Beta Gamma Sigma Student Members**
Corey Bascom, Harvey Bauss, Christa Bonner, Cameo Castle, Kimberly Doane, Lindsey Frawley, Brittany Grooters, John Kose, Jodi Lamer, Kellen Lynch, Kristen Noffke, Jennifer Ouellette, Erin Pedersen, Lorraine Pickett, Stephanie Secord, Sarah Van Elderen, Jacqueline Walker, Jenny Welmerink, Jared Wheat

**2005 Alumni Award Recipients**

**James Gillette, B.S., 1969, M.B.A., 1982**
Graduated with MBA in 1982, “With Distinction”
Concentration in Finance
Delta Mu Delta
Phi Kappa Phi
H.B. Shane award

James Gillette is the Director of Supplier Analysis, CSM Worldwide. He works extensively with the financial community in advising roles and serves on area corporate boards. He is a part-time adjunct faculty member for Seidman, teaching at both the undergraduate and graduate levels.

**Victor Shepherd, Jr., B.B.A., 1980**
Victor Shepherd is Chairman and C.E.O. of the Iserv Company in Grand Rapids. Under his leadership since 2001, the company’s base has grown to include more than 50,000 local and international customers. He has successfully completed eight competitive ISP acquisitions, exceeded profitability goals, and is investing in other technology-related companies through the newly formed Iserv Technology Group. He has a strong record of turning around companies with flat and/or declining revenue growth, substantial operating losses, and a disproportional reliance on hardware revenue. His efforts have enabled companies to re-establish technological and market leadership. Mr. Shepherd serves on the Grand Valley State University Foundation Board of Trustees.
Celebrating Faculty Achievement

The Information Systems Audit and Control Association in Las Vegas is acknowledging Dr. David Cannon for extraordinary achievement. Cannon has the distinction of earning the highest score on the 2004 CISA examination in North America, and the second highest in the world. Worldwide, more than 14,000 candidates registered for the 2004 CISA exam sponsored by ISACA, the global leader in information governance, security, and assurance. This examination is offered in 11 languages and at more than 200 locations. Cannon also hosted the IRS Fraud Conference for Students held at the downtown campus in March.

Dave Good, Professor of Marketing, received two prestigious awards at the Grand Valley Spring Awards Banquet. Dr. Good was awarded the Glenn A. Niemeyer Outstanding Faculty Award. He was nominated for this award based on outstanding student evaluations, his innovative teaching methods in sales and marketing, and his continuing involvement in curriculum development. Good was the driving force behind the development of the new sales emphasis within the department’s marketing major.

Dr. Good also received the Pew Teaching Excellence Award given by the Pew Faculty Teaching and Learning Center. Faculty, students, alumni, and academic units nominate individuals who have demonstrated qualities of an outstanding teacher. The Center establishes criteria for the award that include innovation, flexibility, and stimulation of intellectual curiosity in students. The Pew Center was founded to serve as a resource for faculty development.

Professor Gregg Dimkoff recently passed the Certified Financial Planner exam. The ten-hour exam is given three times a year over a two-day period by the Certified Financial Board of Standards. The exam, designed to test an individual’s ability to integrate knowledge from all of the CFP Board’s specified topic areas, is structured so that each individual question draws from several of these designated topics. This distinction is especially noteworthy given recent pass rates that range between 55 and 63%.

Dimkoff, long recognized by local media as an expert in the area of finance, has developed a Financial Planning Certificate Program offered through the Seidman College of Business. This program has been designated as a CFP Board-registered education program and serves as a preparation course for the exam. To be eligible for certification, an applicant must complete education requirements set by the Board, pass the exam, meet work experience requirements, and pass board scrutiny regarding standards for ethics and professional responsibility.

Sonja Dalmia has been named the 2005 recipient of the Barbara Jordan Award for her academic work and community involvement in gender and economic issues. The award is given by the Grand Valley State University Women’s Commission. As a professor, Dalmia strives to provide the connection between theory, method, and empirical observation by involving students in gathering and analyzing research data on a designated gender issue. Students are encouraged to explore their own biases and assumptions and to develop their knowledge, skills, and strategies for participation in the real world. Dr. Dalmia has received national attention for her student-directed research.

Dalmia further shares her expertise in economics with participants of the Grand Rapids Organization for Women (GROW), as she teaches business owners how basic economic indicators are relevant to their business and how they can learn from the movement of these indicators. Dalmia is also an active participant of the West Michigan Women’s Studies Council.
Occasionally we need to remember that things are not always as they appear. With this in mind, the recent IRS Fraud Conference held on the Grand Valley downtown campus is a good example of why students need to do some in-depth research when laying the groundwork for their career.

What would you think of if you were to consider a job with the Internal Revenue Service? Most people would picture spending late hours delving into the tax code and an abundance of tax forms scattered on a desk. Students found out that a career with the IRS could offer an entirely different picture when they attended the half-day conference focused on forensic accounting and criminal investigation. IRS Special Agent and Public Information Officer Steve Moore developed the event as a recruiting tool offering some very “real-world” exposure to the life of an IRS “cop.” The event, coordinated by Seidman faculty member Dr. David Cannon was co-sponsored by the Seidman College of Business Accounting and Taxation Department, Beta Alpha Psi, and the Michigan Association of Certified Public Accountants.

On the evening prior to the event, Agent Moore prepped the students as to how the conference would play out. Each student would have the opportunity to become an IRS Special Agent for the day. After being divided into groups, students would be presented with one of eight hypothetical investigations. Their objective, under the guidance of an IRS coach, was to “follow the money” and expose the fraud. These scenarios included a business owner skimming funds from his company, another keeping two sets of books, a multi-filer tax scheme, and even a drug trafficker.

On the day of the event, twenty special agents and supervisors descended upon the downtown campus complete with surveillance equipment and props to set up the interactive scenarios. Agents and students got right to work going over the details of the designated criminal activity and mapping out their strategy for using surveillance, subpoena, and search warrants to solve the case. It was up to the students to find evidence and use their judgment and analytical skills to determine whether the role players were actually telling the truth or deliberately trying to mislead them during their investigation.

In one scenario, Professor Cannon had the dubious honor of playing the role of criminal when he was “busted” for selling an ounce of cocaine. Students were able to listen in the next room on two-way radios while a special agent wearing a wire made the buy, arrested Dr. Cannon, and led him away in handcuffs. Leading up to this event, under the guidance of their special agent coach, students were expected to uncover evidence that would support the arrest.

In another corner of the DeVos Center, student Andrew Lieto was being fitted with a wire as he and his student “wife,” prepared to go under cover. They posed as interested buyers of a local bar and set up a meeting with the owner with the intent of exposing a second set of books. While surveillance cameras set up in the University Club “bar” captured the details of the conversation, other students were able to watch the events unfold live on the big screen TV in the DeVos Center student lounge.

The 35 accounting and criminal justice majors who participated will receive a free student membership in the Michigan Association of Certified Public Accountants. According to Agent Moore, this program was developed in the State of Michigan. Because of its success in Michigan, it will be offered throughout the country in the next academic year.
Streamlining innovation is competitive advantage. One area that is receiving global attention is the Fuzzy Front End, or, how to get creative ideas into the product development stream. The Fuzzy Front End begins with organizational need or inspiration and ends with a feasible and useful product concept suitable for the product development phases. The collaboration between Seidman College of Business and the Padnos College of Engineering and Computing, along with the contributions of practitioners at Herman Miller, has led to the development of a new model for this process. While this approach has more stages than the traditional model, the time-to-dollars is shorter and more defined.

The model is an innovation itself and was presented at the National Collegiate Innovators and Inventors Alliance Conference in San Diego. There was excitement from many universities and organizations from around the world. Developed in practice and in the business and engineering interdisciplinary courses, the model offered hope to others struggling with the new product process. It is one more example where the ability of GVSU to collaborate across the campus and in the community can lead to unique improvements for the greater community.
New Model for the Fuzzy Front End
Product Development for the 21st Century

- Organizational Need or Inspiration
  - Opportunity Identification
    - Design Brief
      - Generating Screen Criteria
        - Developing Screen
          - Ideation
            - Concept Formation
          - Concept Test
            - Product Development
              - Product Test
                - Market Entry Planning

Screen Application
- Concept Development
  - Concept Test
    - Product Development
      - Product Test
        - Market Entry Planning

Integartion

Application

Revised Model
The Michigan Small Business & Technology Development Center (MI-SBTDC), a statewide network providing services for emerging and growing small businesses, has grown tremendously since its affiliation with Grand Valley State University began nearly ten years ago. The MI-SBTDC is part of a national network of Small Business Development Centers committed to the launch of new ventures and growth of existing small companies. The MI-SBTDC is a partner program of the U.S. Small Business Administration (SBA), providing technical assistance, market research, and one-on-one counseling to small companies.

In 1991, EXCEL (EXCELlence in Entrepreneurship), a non-profit program developed by the Office of Women Business Ownership of the U.S. Small Business Administration, in partnership with the Alliance of Women Entrepreneurs, was launched to provide training and counseling for women-owned small businesses. This program moved to Grand Valley State University at the end of 1995. At that juncture, Wayne State University, the State Headquarters of the MI-SBDC, approached GVSU to “evolve” EXCEL into a Regional MI-SBDC office to serve Kent, Ottawa, and Muskegon Counties. GVSU was honored to assume this leadership.

Carol Lopucki was named director of the Region 7 Small Business Development Center, serving Kent, Ottawa, and Muskegon Counties.

The Region 7 Small Business Development Center was honored as “Outstanding MI-SBDC” for the State of Michigan.

The Region 7 MI-SBDC collaborated with the Chamber of Commerce, the Hispanic Center of West Michigan, and the Urban League to create the Kent Area MicroBusiness Loan Service in partnership with the Federal Deposit Insurance Corporation, the Federal Reserve, service organizations, and local business representatives. This model program was designed to extend financing to small businesses that do not qualify for bank loans.

In 2001, Grand Valley State University’s Seidman School of Business, now College of Business, was named the new Michigan Small Development Center State Headquarters by the SBA. The move from Wayne State University marked the first time a federal program had placed its state headquarters in West Michigan. As host of the state headquarters, the Seidman School of Business at GVSU was charged with establishing, managing and overseeing the MI-SBDC network of 12 regional offices and more than 30 satellite centers throughout Michigan, serving all 83 counties. The immediate focus was to strengthen the regional center infrastructure, develop new partnerships, and achieve designation statewide as a Small Business & Technology Development Center. In 2001, a partnership with Compaq and Microsoft allowed the MI-SBDC to develop ten Biz Resource Centers, mirrors of the three existing Business Information Centers in Michigan. These 13 centers provide newly formed entrepreneurial companies with all of the business startup information needed for a successful launch. The MI-SBDC was also successful in the formation of a strong two-year partnership with the Michigan Economic Development Corporation to support the growth of technology-based companies.

In 2003, the MI-SBDC became the second state to earn accreditation as a Small Business & Technology Development Center (MI-SBTDC). In addition to serving Michigan’s “Main Street USA,” this translates to a major role in growing Michigan’s technology business base. The Association of Small Business Development Centers (AM-SBDC) re-accredited MI-SBDC’s operation in October 2002. As part of the accreditation process, the MI-SBDC earned the SBTDC designation, a title that until then had been held solely by North Carolina.

The MI-SBTDC offers services to benefit technology-based companies, including information technology, life sciences, advanced manufacturing and innovators. Those companies have access to technology business consultants, whose role includes serving the primary needs of technology-based businesses in the areas of intellectual property, company management structure, and access to sources of capital. One of the key goals of MI-SBTDC is to help small businesses develop and commercialize pioneering technologies.

The MI-SBTDC continues to enhance its economic impact on an annual basis. In 2004 the MI-SBTDC served 10,274 businesses and provided 56,809 hours of one-to-one counsel. There are currently 20 Biz Resource Centers strategically positioned around the state with an additional four slated to open in 2005. The partnerships continue to grow…the program continues to flourish. The MI-SBTDC is on the right track.
International travel and study are often the highlight of student experiences at Seidman. More often than not, exposure to other cultures and academic and business environments are life-changing. The “Seidman Test-Drive” not-for-credit, one-week trip to Grenoble, France during spring break allowed students to get an international “jump-start.” Graduate students may also complete a 3-credit course in two weeks at the University of Grenoble in May each year.

For more information on foreign study opportunities, contact:

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