It is a great honor to be selected as the tenth Dean of the School of Business and Economics. I am proud of our School, our alumni, our faculty, our students, our supporters and our accomplishments. I view my role and your role to be SBE stakeholders. We strive to make the SBE as successful as possible. I challenge you to be an active stakeholder in the SBE. I challenge you to identify activities where your passions align with our strategic plan. I challenge you to create spires of excellence within the SBE in support of our strategic plan. I lay this challenge at the feet of our faculty, staff and students as well as our alumni, friends and firms who hire our students.

For faculty members, this challenge can be excellence and innovations inside and outside classroom, employing experiential education, developing a new teaching or research center, producing impactful research, engaging the STEM-side of campus through cross-disciplinary education or research grants.

For alumni, this may represent serving on a school advisory board member, becoming a student mentor, being a transformational donor, serving as a corporate liaison for internships and jobs, visiting high schools to promote the SBE, or being a guest speaker.

Through the leadership of the Dean’s Office and the SBE Dean’s Advisory Council, the SBE has developed “The Future is Now Strategic Plan”; i.e., the FIN Plan. Key components include the integration of business and technology within the classroom and research, student-centered faculty; experiential education, increased interaction between business and STEM students, quality research, endowed faculty positions, student scholarships, and major infrastructure improvements.

Please contact me if you are interested in learning more about the FIN Plan. I strongly believe you can link your personal passion in support of the SBE and the FIN Plan. Life is fleeting and brief. The future is now. If you have a passion that can positively impact the SBE, please contact me to share your ideas: dean@mtu.edu. Together all of the SBE stakeholders can help create the future now!

Sincerely,

Dean Johnson

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**STAKEHOLDER** - A person with an interest or concern in something, especially a business. As a modifier: denoting a type of organization or system in which all the members or participants are seen as having an interest in its success.

- Oxford Dictionary

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**About**

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**Impact:**

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2017 Academy of Business

Ten inductees are honored for their outstanding leadership and contributions to the School of Business and Economics.

Paul Nelson: Ready for Something New

After 45 years of embracing change, Associate Professor Paul Nelson is ready for his next great adventure: retirement.

On the Table: Why Graduate School?

Michigan Tech graduate degrees are helping three young women pursue their personal visions of career success.

Grad School: Taking Learning to the Next Level

Professors and alumni discuss how three MTU graduate programs arm students with the skills they need to succeed.

Making an Impact

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Outstanding Man in Business: Jaylyn Williams-Boone

Jaylyn Williams-Boone is a native of Flint, MI who prides himself on beating the odds. As an outstanding student-athlete at Michigan Tech, Jaylyn has worked to blaze a path of success not only for himself, but for all who choose to follow. In addition to playing football, Jaylyn has been involved with the National Society of Black Engineers (NSBE), various volunteer efforts, and part-time employment throughout the community. Following his undergraduate degree, Jaylyn plans to obtain his graduate degree in accounting through our very own School of Business. He then hopes to use his knowledge and experience to positively impact companies with efficiency & optimization strategy consulting.

In a quote describing his life thus far, Jaylyn said, “I know that I could’ve easily become a negative product of my environment, but I was blessed with great opportunity and even greater support. Knowing that pushes me to excel in the classroom, on the field, and beyond.”

Outstanding Woman in Business: Kayleigh Lake

Kayleigh Lake is a local student who always envisioned herself as a businesswoman. It took her just one accounting class with Professor Joel Tuoriniemi to discover her calling. “I’m passionate about my work and I like detail, organization and solving problems. Accounting requires all of this so it was an easy choice for me.” Off campus, the senior serves at her church as an assistant leader to the Word of Life program and on the cleaning crew. She hopes this award, along with her academic success and participation in extracurricular activities, motivates other students to achieve greatness. “I feel privileged to earn this award. Anything is possible with dedication and hard work and I hope I serve as an example of that.”

Kayleigh will graduate this spring with a bachelor’s degree in accounting and minor in economics. Immediately following, she will continue her education in the accelerated masters program to pursue an MSA. She remains open to opportunities for her career and is confident Michigan Tech has prepared her with an excellent education while allowing her to develop both personally and professionally.
MTU Places 1st in THE Project 2017 Competition

For the past six years university teams have competed in THE Project, a West Michigan Chapter of THE Project Management Institute Project Plan Competition. The Michigan Tech School of Business and Economics is the only university to have placed in the top three all six years of the competition’s history. However, this is the first time a Michigan Tech team has taken the top spot.

The scenario for this year’s competition focused on the implementation of community gardens. Teams in the competition were required to propose garden designs, community outreach plans, and a five-year budget, through the submission of three deliverables and the final presentation at the competition. Judges selected the top team from each competing division to present to the greater audience and a panel of judges which could recommend funding for the project. There were nine teams at the competition representing seven schools from around the region.

The “Turnip the Beet” team includes Supply Chain and Operations Management Students - Beth Dorvinen; Patrick Koro, Lora Kositsky; Shea St. Cyr; Management Student – Preeti Malik; and Engineering Management Student – Chester Winfield. Shawn Rathbun, a Michigan Tech alum, served as the students’ instructor from the School of Business and Economics. Their company mentor was Gabrielle Haskins, PMP and CEO, from Project Executive LLC located in Lansing, MI.

Michigan Tech’s “Turnip the Beet” team went a step beyond the hypothetical project and worked directly with the community of Wakefield, MI on a real garden proposal as the basis for their design. The team made a handful of onsite visits to meet with the city manager, Richard Brackney, and community members to get their input on the project design and details. The proposed garden design and budget plan relies heavily on community volunteers and donations for its success. The reality of the project, realistically achievable budget and a strong branding helped earn the team 1st place and $2500 for the community of Wakefield to help start the garden from WPMI. The community garden was on track to open this past summer for its first season. Michigan Tech’s second team, “Bay Area Consulting”, also took their project to the community by working with Dollar Bay, MI for their proposed community garden.

By Patrick Koro, Class of 2017, BS in Management with a concentration in Supply Chain and Operations Management

Welcome new faculty member

Ulrich “Ulli” Schmelzle

Ulrich earned his Ph.D. in Business Administration with a concentration in Supply Chain Management from the University of Tennessee in Knoxville. He also holds an MBA from Arizona State University and a bachelor degree (equiv.) in Industrial Engineering and Management from the University of Hamburg, Germany.

Prior to returning to academia, he held different managerial positions in supply management, manufacturing, and logistics planning. With more than 18 years of industry experience, he has worked as a consultant, entrepreneur, and senior manager primarily in the semiconductor and aerospace industries. His research focuses on managerial decision-making promoting efficiency and innovativeness. He is particularly interested in how operations and supply chain management can enhance the innovation performance of the organization.

Outstanding Alumni & Friends Recognized at Alumni Reunion

Board of Control Silver Medal – Presented to persons who, through personal and professional achievement, are outstanding examples to Michigan Tech’s more recent graduates.

John Drake ’64 BS Mechanical Engineering, ’68 MS Business Administration, Hancock, MI

Norbert Verville Sr. ’60 BS Business Administration, Houghton, MI

Distinguished Alumni Award – This award recognizes alumni who have made outstanding contributions both in their careers and to Michigan Tech over a number of years.

John Rockwell ’79 BS Business Administration, San Jose, CA
Students in the real world

Real world experience and professional development of our students is a priority. One way students develop is by interning. Internships provide students a chance to work on special projects at companies and corporations throughout the country and locally. Rachel Chard has gone above and beyond enhancing her education with internships early on in her academic career. Majoring in management with a concentration in supply chain and operations management, she has had three internships during her time in the School of Business and Economics. Her first internship was with Amway in Grand Rapids, MI then she interned with Kohler in Wisconsin where she was project lead in the development of a new sink. Now Rachel can go to the Kohler website and see the sink she helped develop. This Summer, Rachel returned to Amway and relocated to California to work.

The value of students participating in internships is immeasurable and it is a win-win for all. If your company desires to find a Michigan Tech School of Business and Economics student to intern please email business@mtu.edu and get connected to quality students and see their potential, it is AMAZING!

Jimmie Cannon Earns Percy Julian Award

Jimmie Cannon, a member of the Michigan Tech football team, was presented with the Percy Julian Award. The prestigious award is given each year to a Tech student who is active in the promotion of diversity, social equality or racial/ethnic and cultural understanding. Cannon was nominated for this year’s award by Kellie Raffaelli the director of the Center for Diversity and Inclusion. Cannon, a Junior from Detroit majoring in accounting, is a member of Michigan Tech’s Undergraduate Student Government representing the School of Business and Economics where he plans initiatives to promote diversity and inclusion on campus. “I was very honored to receive this award and promoting diversity and inclusion is just something that is organic to me,” Cannon said. “Currently I’m working on creating a class to help the University become more diversity aware.”

Raffaelli said “As one of the few minority University Student Government members, Jimmie has stepped up to lead several initiatives to promote diversity at Tech.”

Business + STEM + MTU = Success

Michigan Tech supports students from all across campus. Success is made by combining business and STEM. Our entrepreneurship student organization helped merge it all. Recently the seventh annual New Venture Competition took place at Central Michigan University. A total of 29 student teams competed: 24 from CMU, four from Michigan Technological University and one team with members from both universities.

More than $77,000 was awarded to seven different teams.

Michigan Tech senior Nick Dubiel, mechanical engineering, won $30,000 for Best Overall Venture with an idea for his company, Multi Dimensional Manufacturing, and its product, “The Metaloid.”

Dubiel, who received help from fellow MTU student Morgan Crocker and mentor Jim Baker, Executive Director, Innovation & Industry Engagement, said he never believed he would win the cash prize.

“I was not expecting to do as well as I did in this (competition),” Dubiel said. “I got a lot of new decisions to make, but it will be fun, because I didn’t anticipate any of this.”

To read more visit: http://www.cm-life.com/article/2017/03/new-venture-march-24-2017
**Honor Society Inductees**

On Tuesday, April 4, 2017, the Michigan Technological University chapter of Beta Gamma Sigma inducted 17 new members. Beta Gamma Sigma is an international honor society that recognizes the top 10% of undergraduates and the top 20% of master students. Michigan Technological University’s Chapter Advisor is Senior Lecturer, Sheila Milligan. This year’s inductees are as follows:

**Seniors:** Leslie Ditlow, Kalli Hooper, Kelsie Nummilien, Nyomie Olson, Anne Raisanen, Brenna Thompson

**Juniors:** Tanner Flatt, Devin Kero, Emma LaFleur, Kayleigh Lake, Jackson Pundt

**Masters:** Jannah Brandt, Tessa Haapapuro, James Schmidt, Nicholas Steffey, Dong Xia

Each year, SBE faculty who are a part of Beta Gamma Sigma choose an additional faculty member to induct into the society. This year, Professor of Practice, Russ Louks was inducted.

**Beta Gamma Sigma Faculty Members:**
Dr. Mari Buche, Dr. Sonia Goltz, Dr. Dana Johnson, Dr. Dean Johnson, Mr. Bryan Lagalo, Ms. Sheila Milligan, Dr. Junhong Min, Dr. Paul Nelson, Dr. Emanuel Oliviera, Dr. Howard Qi, Mr. Joel Tuoriniemi, and Dr. Jeffrey Wall

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**In Memoriam**

The Michigan Tech community mourned the loss of one of our students earlier this year. Hali Burchfield, 22 of Hartford, Michigan, died as a result of injuries sustained in a Feb. 5 automobile accident in Minneapolis.

Hali was a senior majoring in accounting and management information systems in the School of Business and Economics and was scheduled to graduate on April 29. In bitter-sweet recognition of her graduation, her parents accepted Hali’s diploma.

Hali was an assistant desk coordinator in McNair Hall, a member of the Tech chapter of the Association for Information Systems and on the Phacelia Campanularia broomball team.

Hali was engaged to Tech alum, Jonathan Phillips ’16. The SBE offers our deepest condolences to her family, friends and loved ones.

Hali’s complete obituary can be viewed at http://www.duffieldpastrick.com/memsol.cgi?user_id=1924006

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**Distinguished Teaching Award Finalists**

The William G. Jackson Center for Teaching and Learning recognized outstanding contributions to the instructional mission of the University. Based on more than 50,000 student ratings of instruction responses, ten finalists were identified for the 2017 awards. Reflecting our emphasis on quality teaching, three of the ten university finalists are SBE faculty.

**Associate Professor / Professor**
Mari Buche (SBE), associate professor
Yu Cai (SoT), associate professor
Mary Carol Friedrich (VPA), professor
Ann Maclean (SFRES), professor
Scott Miers (MEEM), associate professor

**Assistant Professor / Lecturer / Professor of Practice**
Todd Arney (SoT), lecturer
Sheila Milligan (SBE), senior lecturer
Brigitte Morin (Bio Sci), lecturer
Elizabeth Reed (Math), senior lecturer
Jeffrey Wall (SBE), assistant professor
Academy of Business honors outstanding leaders, leaders in civic affairs, and those who have contributed significantly to the growth and development of the School of Business and Economics. We congratulate the 4th class to be inducted into our Academy.

2017

ACADEMY OF BUSINESS
Rick Berquist was trained as a chemical engineer, but instead heeded his entrepreneurial spirit to launch and manage businesses. His experience at Sinclair Research demonstrated the value of computerization for small companies, so in 1970, he started Marmen Computing to provide computer services to U.P and Northeastern Wisconsin companies. Berquist served 10 ½ years on the MTU Board of Control and has held Republican county, district and state positions.

Marie Cleveland (’82) has been with FedEx for 30 years. She is currently the Worldwide Account Manager, responsible for $70M in yearly revenue. As a culture leader within FedEx, she guides fellow FedExers to enjoy balanced lives. Cleveland serves on President Mroz’s Advancement Council and the Mechanical Engineering Advisory Board. She is a member of MTU's SBE Dean's Advisory Council and the Presidential Council of Alumnae.

Doug Hamar (’84) is currently the President & CEO of Horner Flooring, The Hamar Group and CRT & Associates. He has been with Horner Flooring for 33 years, during which he has helped to make Horner one of the world’s most widely recognized sport flooring brands. Hamar is a member of MTU's Mechanical Engineering Academy, McNair Society and President’s Club, and is a past recipient of the Young Alumnus Award.

Carrie Schaller (’87) was with Dow for 29 years, during which time she oversaw the start up of their Manufacturing Cyber Security Program and implemented the next generation of SAP-based tools and processes for manufacturing. A certified Six Sigma Black Belt, Schaller serves on the North American steering team for Dow’s Women’s Innovation Network. She is a member of MTU’s SBE Dean’s Advisory Council and the Presidential Council of Alumnae.

Dr. Robert S. Tripp (’66, ’67) is a retired Air Force Colonel, and since 1996 he has worked at the RAND Corporation. His research and analyses have earned him RAND Research Excellence Medals. Tripp has served as a member of the Michigan Tech Fund, the President’s Council for Advancement, and the SBE Dean’s Advisory Council. Dr. and Mrs. Tripp are founders and supporters of the School of Business and Economics and College of Engineering Leadership Scholarship Fund.

John Calder (’67, ’76) is the retired owner/CEO of Dorsey-Alexander Inc., Cincinnati Controls Inc., and four other motion control/sensor companies. His career started as a Dynapar Corp. design engineer. He was inducted into the ME-EM Academy in 2007 and received the MTU Outstanding Service Award in 2009. In 2015 the MTU Board of Control awarded Calder the Board’s Silver Medal. He is a 10-year veteran and past president of the Michigan Tech Fund.

Richard E. Ten Haken (’70) is a retired Air Force and commercial airline pilot who flew a variety of B-737 models for more than 27 years, logging over 22,500 flight hours. Ten Haken and his wife have funded annual scholarships for MTU business students for more than 20 years. In 2016 they established two fellowships that support MTU faculty. They are members of MTU's 1885 and McNair societies.

John Rockwell (’79) is CEO & President of Accelergy Corporation. Before Accelergy, he led four companies, all of which became market leaders. Rockwell is a former pro hockey player who was a member the U.S. Junior National Team and of a U.S. Select Team that won the Spengler Cup. He is a member of MTU's Sports Hall of Fame and of the MTU School of Business and Economics' Dean's Advisory Board.

Ronald Staley (’80) was employed by The Christman Company for 33 years. Staley (’80) is senior VP of Southeast Michigan operations, overseeing the reestablishment of a construction management and general contracting office in Detroit. In 1992, Staley founded Christman’s Historic Preservation Group, which provides construction services for national historic landmarks in the US and overseas. Staley was honored as a Fellow in the Association for Preservation Technology International and Honorary Affiliate of AIA Michigan.

Kevin Wampler (’86) has served as CFO of Dollar Tree (NASDAQ: DLTR) – a Fortune 150 company with approximately $22B in annual revenue—since December of 2008. He previously served as Executive VP, CFO and Assistant Secretary for The Finish Line, Inc. from October 2003 to November 2008. Wampler held various senior positions during his 15-year career at the company. A Certified Public Accountant, Wampler was employed by Ernst & Young from 1986 to 1993.
The easy way out is boring. I want some excitement.
After decades of educating and inspiring students, Michigan Tech’s Associate Professor of Economics, Dr. Paul Nelson, is retiring.

Much like the university he’s called home for the past 45 years, Nelson has often found himself ahead of the curve. Chalk it up to his affinity for change: “It was never enough for me to do the same thing forever. So I was always the one to jump on anything new that came along.”

– Paul Nelson
That adventurous spirit gave him the opportunity to help shape the lives and careers of thousands of students in several different departments, many of whom have gone on to find great success. In fact, the current president of Michigan Tech, Dr. Glenn Mroz, was Nelson’s student, as was MTEC SmartZone CEO, Marilyn Clark. One of Nelson’s lessons especially resonated with her. “At MTEC SmartZone we coach entrepreneurial engineers to understand the balance of going to market with a perfect product versus a minimally viable product. This can be a make-it or break-it factor into getting a product to market. I learned this in the classroom from Paul Nelson. He would lament the striving for perfection and missing the market. Today creating a market with a minimally viable product is a chief element of entrepreneurship. Paul was ahead of his time.”

Nelson’s teaching career began in 1966 in an unlikely place—as a commissioned field artillery officer in the U.S. Army. The Department of Defense required a cost analysis for the purchase of any new equipment. However, the uniformed men lacked that expertise, so the Army established an economics training program to teach officers how to do the work. Nelson reflects, “I was involved in a small program to teach these people for a couple years. I was like Lt. Fuzz—a very young-looking me with blond hair trying to teach full-colonels. If I had been a major they would have crucified me, but because I was like a child to them we got along splendidly. That was my first taste of being a college professor.” Because the place where he was stationed had academic ranks, Nelson became an assistant professor in 1967 at an Army service school.

A speech by Peter Drucker, one of the world’s top management gurus who spoke at the Army school, sparked an epiphany. “I realized that when I got old I didn’t want to have one year of experience repeated 45 times. I wanted 45 different years of experience,” said Nelson. This desire for change, and a willingness to embrace opportunity, led to a teaching career that has spanned the fields of economics, finance, business policy, operations management, quality control, and entrepreneurship. Whenever there was a hole in a department, Nelson filled it, relying on his broad-based military and economics background, and his ability to pick up subjects quickly. He has published papers in most of the fields in which he has taught.

Nelson was also on the cutting edge in supporting women who were interested in studying business and engineering. In the 1970s there were few female students focused on these academic fields. When MTU received industry financing to establish a career management program for young women, Nelson ran that first program for four years. It was even featured in Time Magazine. He brought in successful businesswomen to serve as inspirational guest speakers. One problem remained, however. High school counselors were still steering female students away from math and science classes. Nelson notes, “They were telling...
Carmen DelliQuadri was the first professor from the Business school to be awarded the Michigan Tech Distinguished Teaching Award and in 1981 was awarded the School of Business Outstanding Teacher.

The School introduced the Master of Science in Mineral Economics (MSME) and the Bachelor of Science in Economics (BSE) degree programs.

The MSBA program was revised to focus on production and operations management, and also renamed the Masters of Science in Operations Management (MSOM).

The school was renamed the School of Business and Economics (SBE).

The SBE was accredited by AACSB International. The AACSB is a premier accrediting organization, earned by less than 5% of the World’s business schools.

The SBE re-introduced the MSBA degree and the program had the largest number of students for a new master’s program in the history of the university.

The University beginning with 23 students in 1886 has now grown to more than 7,000 graduate and undergraduate students.

There are over 68,000 Michigan Tech alumni living in all 50 states and over 100 countries.
them algebra was a ‘guy class’ and that they should take typing and stenography. We had a real challenge getting out the message that women should take the college prep classes.” Even when the ranks of female students increased, they felt excluded from the all-male study sessions. So Nelson helped establish a sorority to help provide a welcoming environment. Since there were no female professors at the time, he was the advisor. He believes it played a key role in helping women get through college.

Nelson also had a significant impact on MTU’s entrepreneurship program. In 1994, when Ed Lumbstein became the engineering dean, entrepreneurship became a top priority. The field encompasses a broad range of skill sets, including finance, operations and marketing. It was a good fit for Nelson. He recalls, “For the next 10 years or so I was Mr. Entrepreneurship. I became involved in a number of enterprises that we had around the campus. I taught entrepreneurship-type short classes in the biomedical engineering department and in mechanical engineering. Everyone wanted a bit of entrepreneurship.”

Since 2008, however, he has been teaching in his original field of economics. But he’s still found ways to indulge his love of change. Most recently, he helped to establish a regional environmental infrastructure financial center, a collaboration between MTU’s School of Business & Economics, and Civil Engineering departments. This spring he led a workshop in Wausau for tribal chiefs and city managers, teaching them how to secure non-federal financing to address environmental issues.

As he looks back over his long career, Nelson focuses on some major changes in the educational arena. He believes technology has helped improve student papers, but negatively affect their ability to do math. PowerPoint—and especially email—have made life easier. He marvels, “Students can just about communicate with me every day. And neither of us has to be in any specific spot to communicate. It’s just amazing how much we can do by email. Email has dramatically helped things.”

He acknowledges that there is a professional cost to his adventurous spirit. The ideal path to becoming a full professor involves specialization—becoming an expert in a narrowly defined field. Although Nelson’s broad-based approach is useful in a field like entrepreneurship, it doesn’t necessarily fit the academic mold. “I’m an associate professor; I’ve had publications and have done lots of interesting stuff.” The path in academia chosen by Dr. Nelson was a focus on education and students. Many students, faculty and staff are grateful for his chosen path.

One area in which Nelson has remained static, is his office space. Associate Dean and Professor of Economics Dr. Thomas E. Merz notes, “45.5 years in the same office just might be a Michigan Tech record.” Another constant for Nelson has been his dedication to his students. Merz adds, “Digital records show that from September 1993 to April 2017 Paul generated 29,471 student credit hours. Extrapolating to his start date, 1972, he amassed an amazing 55,600 student credit hours. The path in academia chosen by Dr. Nelson was a focus on education and students. Many students, faculty and staff are grateful for his chosen path.

Paul is an academic trifecta. He possesses an inquisitive mind, the heart of a caring teacher and the personality of a valued colleague.

He will be missed.

Dr. Thomas E. Merz
Michigan Technological University
School of Business & Economics

Paul is an academic trifecta. He possesses an inquisitive mind, the heart of a caring teacher and the personality of a valued colleague. He will be missed.
If you would like to make a gift in honor of Paul Nelson, his career and his impact on your life, he requests gifts be made to the SBE Faculty Scholarship Fund, mtu.edu/paulnelson. This scholarship recognizes premier academic achievement by an SBE student.
Tessa Haapapuro

Talented with numbers, Tessa began her academic adventure with an undergraduate degree in accounting from the School of Business & Economics. Tessa is grateful for her forward-thinking professors who understood her goal to become a CPA. They helped her design a coursework plan that will earn her enough credits to take her CPA exam while graduating with both an undergraduate and master's degree this December.

“I’m amazed and humbled by the support from my professors and their help in preparing me to sit for the CPA exam. I feel very fortunate that my professors brought those requirements to my attention; it helped make graduate school a very easy choice.”

In June 2017, Tessa entered the workforce and started gaining experience at a local accounting firm in Houghton. Meanwhile, she’ll continue to earn the required number of credits to sit for the CPA exam. “I’m excited to learn about accounting in a real world environment. I know I’ll be well prepared.”

Katie Closner

Katie was searching for a strong science-based curriculum to balance her liberal arts education in philosophy and economics from Alma College. That’s when she discovered the School of Business & Economics’s applied natural resource economics program. A Marquette native, she saw a return to the Upper Peninsula as a bonus.

At SBE, Katie can apply her interests of research and technical rhetoric into a program that will help her reach her goals. “I had a very broad undergraduate degree, so SBE seemed like the perfect balance to that. I initially intended to go to law school, but I switched because the program fit my interests. This program is an important step in helping me to reach those goals and offers a good balance in conjunction with my undergraduate degree.”

Katie began her program in applied natural resource economics in January of 2017. “I’m excited to be at SBE and focus a little more on one program - I know it will open doors for me.”

Abby Senczyszyn

Abby has big plans. Armed with an undergraduate degree in mechanical engineering, she has turned her focus to a new set of bigger goals: earning her MBA and opening her own practice fabricating and fitting prosthetics for patients.

She’s already been accepted to the Master’s in prosthetics and orthotics program at Northwestern University in Chicago. “I knew that I needed an MBA. My goal is to work daily with patients, to fit and fabricate prosthetics for their needs. Ideally I’d have an opportunity to co-own or own a practice, and this MBA is absolutely one of the essential links. I’m one step ahead and prepared to take it on.”

In August 2017, Abby left for Chicago to begin her graduate work. “I’m nervous about living in the city, but I know this is the right move. My MBA mixed with my undergraduate work and my masters from Northwestern is a pretty killer combination.”
With donuts in hand, Impact discussed the question \textit{“Why graduate school?”} with Abby, Katie and Tessa.
Michigan Tech is committed to meeting the research workforce needs. To do this, the university has ambitious goals to increase graduate enrollment over the next several years. Abby, Katie, and Tessa understand that a master’s level education opens up more opportunities. So does Michigan Tech’s Dean of the Graduate School, Dr. Pushpa Murthy. She states, “The truth is, when it comes to a skilled, research-focused workforce, more and more jobs are requiring master’s degrees because they continue to advance a person’s disciplinary knowledge and professional skills. From now until 2024, the Bureau of labor Statistics forecasts that jobs available for individuals with a bachelor’s degree will increase about 8%. However, positions requiring a master’s degree will increase 12% — and in some fields even greater.”

Abby, Katie, and Tessa are all following their personal visions by pursuing advanced degrees. Abby dreams of running her own prosthetics...
practice, Katie aims for a career in research, and Tessa aspires to become a CPA. Each goal requires a higher level of education, knowledge, and experience than a bachelor’s degree can offer.

Less than 50% of BS graduates who want to pursue a master’s degree after working for a few years actually accomplish that goal. Among the reasons students have provided Dr. Murthy are ongoing family and financial commitments, concerns about leaving a job and missing out on opportunities, and apprehension about being in the student mode with assignments and quizzes and exams all over again.

“Because of these hurdles, for many students, the time to start a master’s program is immediately after completing an undergrad degree,” says Dr. Murthy. “There are many immediate benefits. Among them—a master’s degree allows a student to launch a career with a higher pay and a fast-track to management.”

“Abby, Katie, and Tessa speak with total confidence in their choice to earn a graduate-level education”, Dr. Murthy notes. “This is the result of having a clear vision and well-defined plan that is created during undergraduate studies”.

I had a very broad undergraduate degree, so Michigan Tech seemed like the perfect balance to that.

The truth is, when it comes to a skilled, research-focused workforce, more and more jobs are requiring master’s degrees because they continue to advance a person’s disciplinary knowledge and professional skills.
3 faculty and
3 alumni talk about
3 grad programs that
take learning
to the next level.
Although each has pursued a unique path, three current professors and three alumni of Michigan Technological University’s School of Business and Economics all agree on a sure-fire way to add value to a quality undergraduate education: MTU graduate school.

The most obvious gain is financial—on average, people who hold a Master’s degree tend to have higher incomes and lower unemployment rates than those with a Bachelor’s degree. Graduate degrees also allow students to hone in on an area of expertise and deepen their knowledge and experience while gaining a broader, more global point of view. Although each program has a distinct focus, all are aligned with Michigan Tech’s mission to inspire students, advance knowledge, and innovate to create a sustainable, just, and prosperous world.

We visited with the professors and alumni to discuss the benefits of the SBE’s graduate degree programs: Master’s of Science in Accounting, Master’s of Science in Applied Natural Resource Economics, and the Tech MBA® program.
MBAs aren’t just for business majors any more. Research conducted by the Graduate Management Admission Council, a non-profit organization of leading graduate management schools around the world, recommends that students pursue graduate management studies for leadership and managerial skills building, global awareness, improved earning potential, and the capacity to make a social impact.

Michigan Tech’s MBA program continues to expand. The current program focuses on technology and innovation management—teaching students how to develop, deploy, and implement new technologies at organizational levels. In order to meet the demands of the market the SBE continues to evaluate their MBA program and find ways to support MTU’s STEM based undergrad students. An MBA combined with a B.S. in a STEM field is a powerful combination.

Dr. Latha Poonamallee, Associate Professor of Organizational Behavior, and Founding Director of Michigan Tech’s Center for Social Innovation. She sees GMAC’s findings reflected in the university’s MBA program. “Our program focuses on developing skills in effective decision-making and managerial competencies such as ethical leadership, excellent business communication skills, and management of technology.” Another program strength is the incorporation of real-world elements. She adds, “We use a variety of innovative and field-oriented teaching methodologies including case studies, real life consulting projects, and computer-based simulations.”

Dr. Andrea (Taglione) Bouman ’12 (MBA), 16’ (MD) knew she wanted a career in medicine, but acknowledged the power of an MBA. She explains, “My MBA has allowed me to learn and understand medicine through a different lens and appreciate the bigger picture of health care. I feel this has had a significant impact in the way I understand medicine and how I see myself as a clinician.”

Dr. Bouman and Dr. Poonamallee agree that an MBA broadens a student’s perspective beyond the confines of a specialization. As its student body—and the global market—continue to diversify, Michigan Tech’s SBE graduate programs are keeping pace, arming students with the knowledge and skills they need to succeed.
Accounting is known as the “language of business.” That’s one reason why Joel Tuoriniemi, Professor of Practice in Accounting and Director of the MS in Accounting program, believes “there is literally no undergraduate major that would not benefit from studying accounting.” As part of its foundation, SBE offers finance and economics students an excellent path to becoming a Certified Public Accountant. Alumnus Troy Hecht ’15, who works at Deloitte & Touche LLP as an Audit Senior Assistant, states, “My education has given me the opportunity to apply for and pass the CPA exams. It made sense to pursue an MS…the additional credits put me over the required threshold and added to the base of knowledge I gained from my undergrad studies.”

But Professor Tuoriniemi is quick to note that the program offers much more. Increasing numbers of students are seeing the value of an accounting education in launching businesses, fast tracking their management careers, or as a springboard into PhD programs. He explains, “Finance majors develop a keen understanding of financial statement analysis to assist in valuations; information systems majors learn the importance of integrating applications and business needs to develop reporting that is both understandable to the end users and a provides a critical tool in decision making; math majors sharpen big data analytics skills to refine models and better interpret results.” He notes that in addition to the traditional CPA exam, MTU graduates are prepared to pursue certifications as financial analysts, fraud examiners, control specialists, and risk analysts.

Even engineers are coming on board. Through the MS in Accounting program, students are able to complement their STEM education and differentiate themselves by demonstrating an understanding of concepts in production costing, capital budgeting, and lean management. They are able to earn certifications in management accounting and cost estimating, which give them an edge over job search competitors. As Professor Tuoriniemi says, “It’s a great thing to be able to sit in an interview with a potential employer and convey that not only can you design a great product, you also possess a skill set to help make sure the company is profitable in doing so.”
The SBE’s Assistant Professor of Economics, Dr. Latika Gupta, describes applied natural resource economics as “the study of the economic and business aspects of natural resource management and use.” As such, Michigan Tech’s MS degree encompasses a wide array of studies, including business, economics, forestry, geology, engineering, social sciences, and technical communications. Its real-world applications range from public policy analysis to environmental issues. The degree program is flexible so students can design a course of study to fit their areas of interest, while providing a solid foundation in economics.

Alumnus Brian Keith Frame ’85, earned a position at Nukem, Inc. right after he graduated from MTU. He’s been there ever since. “I started as a Market Research Analyst and advanced over the years (to) my current position as Executive Vice President. Regarding doors opened, great experiences, interesting people and cool projects—I could go on for a long time.” His work has taken him across the U.S. and around the globe, to Canada, Australia, Europe, and most memorably, the former Soviet Union. He has found real-world applications for the knowledge he gained at Michigan Tech. He recalls, “I took a GeoStatistics class at MTU and my final project was to calculate the reserve/resource estimate of a set of data provided for a uranium deposit in Wyoming. Little did I know I would get a job in the nuclear fuel industry. Also my thesis was a system dynamics computer model of the U.S. zinc industry, which helped in preparing me to evaluate other metals markets, especially uranium.”

Dr. Gupta sees applications for an economics degree in a variety of other fields and industries as well, especially those that require “extensive reading, research, skill in synthesizing large amounts of information and logical thinking; knowledge of history, politics, finance, human behavior, and diverse cultures.” She notes that graduates of the program have taken jobs in departments of government at the international, national and state level. They have worked on Wall Street, in the oil industry, with consulting firms, and with engineering firms.

The University has a goal to grow Master’s programs and SBE is proud to contribute to that growth. SBE strives to add value in developing well rounded students with a strong skill set, including those in STEM areas.
When Mitchell DeLong crashed during a cross-country ski race, a full ride scholarship essay wasn’t the first thing that came to mind. But the experience indirectly led to him earning Michigan Technological University’s prestigious Leading Scholar Award. With this scholarship, Mitchell will attend Michigan Tech’s School of Business and Economics to study management with a concentration in supply chain and operations management.

Students who applied for the Leading Scholar Award were required to write an essay that answers the question, “Leaders have the ability to ask outstanding questions that make people think and inspire action. What question do you feel you should answer for this scholarship application?” Mitchell reflected back on an eventful day when he wiped out during the middle of a critical time trial. Just a few seconds after the crash, Mitchell remembered his coach’s pre-race pep talk: “If you feel comfortable, you’re not trying hard enough.” Despite a painful injury, these words propelled him to finish the race and earn one of the top times.

Mitchell leveraged his coach’s words and his personal experience to answer the essay question, “How uncomfortable are you willing to feel?” He answered his own query with incredible insight, musing about the power of perseverance. He wrote, “Being uncomfortable is not a sign of insecurity, but a result of pushing yourself to the edge of your potential.”

Mitchell already has an outstanding track record of success and ambition. He grew up in Michigan Tech’s backyard, attending Calumet High School, just a few miles north of campus. He was president of his graduating class and the school’s National Honor Society chapter, and managed to win three cross-country ski state titles.

With his drive, ambition, eloquence, and commitment, Mitchell DeLong is sure to be an asset to the incoming freshman class at Michigan Tech.

“Being uncomfortable is not a sign of insecurity, but a result of pushing yourself to the edge of your potential.”
The following is a sample of recent publications and research being conducted by faculty in SBE.

William Breffle
**Journal of Sustainable Development:** A Dynamic Model to Assess The Carrying Capacity of a Defined System

**Sustainable Water Resources Management:** A Sustainability-Based Project Selection Algorithm; Socio-Technical-Environmental Project Selection Algorithm

Mari Buche
**Communications of the Association for Information Systems:** To fear or not to fear? A critical review and analysis of fear appraisals in the information security context

**Conference Proceeding:** The Influence of Outcome-Oriented Security Policy on Security Perceptions and Intentions

John Eshleman
**Auditing: A Journal of Practice & Theory:** Business Strategy and Auditor Reporting

**Accounting Horizons:** Audit Market Structure and Audit Pricing

**Advances in Accounting:** Board Gender Diversity and Internal Control Weaknesses

Sonia Goltz
**Journal of Organizational Behavior Management:** The Mapping of Contingencies in Mental Models Found in Organizations

**Saint Louis University Law Review:** Big Data: Can the Attempt to Be More Discriminating be More Discriminatory Instead?

Peng Guo
**Accounting and Finance Research:** Business Strategy and Intra-Industry Information Transfers

**Audit Market Structure and Audit Pricing**

**Advances in Accounting:** Board Gender Diversity and Internal Control Weaknesses

Latika Gupta
**Copper Country Today radio programs:** Dakota Access Pipeline Controversy. This won the Michigan Association of Broadcasters award for Best Feature Programming. http://www.keweenawreport.com/c-c-today/copper-country-today-december-18-2016/

**NSF White Paper:** Coupled Production-Consumption Systems for Climate Change Mitigation: Designing Equitable Food, Energy, and Water Conservation Strategies

Soonkwan Hong
**Consuming Kitsch:** Memetic Idolization of the Middlebrow Pleasure

Thought Leadership

The faculty at the School of Business & Economics are well known in industry and sought after for their knowledge and expertise.

Our faculty are not only dedicated to educating our students, they contribute to their respective fields through research, publications, and presentations. We are fortunate to have faculty that are abreast of current issues and research in business.
Soonkwan Hong (Continued)
Arts and the Market: Consuming the Korean: Memetic Kitschization of Unorthodox Aesthetics in Gangnam Style
Marketing Theory: Social class dynamics in AFC
Journal of Business Research: Re-Imagining The Utopian: Transformation Of A Sustainable Lifestyle In Ecovillages

Robert Hutchinson
Applied Economics: Main banks influence on financial reporting quality in Japan
Journal of Accounting and Finance: The Influence of External Auditors, Capital Markets, and Main Banks on Earnings Manipulations: Evidence from Japan

Dana Johnson
Energy: Cost, energy use and GHG emissions for forest biomass harvesting operations
Renewable Energy: An International Journal: Integrating multimodal transport into forest-delivered biofuel supply chain design with a case study based on Michigan
International Journal of Information and Operations Management Education: Facilitative learning model for instruction and student engagement: a case study
Renewable Energy: An International Journal: Decision support system integrating GIS with simulation and optimization for a biofuel supply chain
Quality Management Journal: SEM of Service Quality to Predict Overall Patient Satisfaction in Medical Clinics: A Case Study

Andre Laplume
Research Policy: Where do spinouts come from? The role of technology relatedness and institutional context
Technovation: The organizational advantage in early inventing and patenting: Empirical evidence from interference proceedings.
Entrepreneurship and Regional Development: Inbound Foreign Direct Investment and Domestic Entrepreneurial Activity

Junhong Min (Continued)
Journal of Marketing Thought: The Effects of Uncertainties on Network Embeddedness and the Mediating Effect of Information Sharing

Emanuel Marcos R. Castro Oliveira
Journal of Technology Transfer: Technology Use and Availability in Entrepreneurship: Informal Economy as Moderator of Institutions in Emerging Economies
Resources Policy: The potash market and its future prospects
Human Relations: What motivates entrepreneurial entry under economic inequality? The role of human and financial capital.

Karol Pelc
TRANSFORMATIONS: Adoption of innovation in interactive communication networks of Central Europe

Latha Poonamallee
Conference Proceeding: Entrepreneurial Venture Market and Social Orientation Influence on Technological Innovation Impact

Howard Qi
Applied Economics: Cost of Capital: Spot and Forward Rate
International Journal of Business, Accounting, and Finance: Equivalent, Incidental and Incremental Cash Flows
International Journal of Business, Accounting, and Finance: Effective Income Tax Rates by Structural Models of Bankruptcy

Joel Tuoriniemi

Jeffrey Wall
The influence of outcome-oriented security policy on security perceptions and intentions
Journal of the Association for Information Systems: Organizational violations of externally governed privacy and security rules: Explaining and predicting selective violations under conditions of strain and excess
Communications of the Association for Information Systems: Critical discourse analysis as a review methodology: An empirical example
Journal of Information Systems Education: Learning computing topics in undergraduate information systems courses: Managing perceived difficulty

Junhong Min
Consumption as self-presentation: Empirical evidence from Extreme Sports Community
Promoting Consumer Repurchase Intention: The Role of Possession Identity
Asia Marketing Journal: The Moderating Effect of Network Openness and Interfirm Governance
“The value of participating in Business Careers Day was being able to network with students aspiring to have careers in the business world. While recruiting for Walmart at this event, our team got to meet plenty of bright, ambitious individuals looking to get into the business workforce.”

“Being a business major at a school that is most well-known for STEM programs can be daunting when it comes to searching for a job, internship, or co-op. During Business Careers Day, I was far less anxious or worried about finding a company to talk about possible future employment. I found that talking with the company representatives more relaxed. I personally find that I get rather anxious when trying to talk with a potential employer, so the greatest lesson that stood out from Business Careers Day was that company representatives are easy to talk with. It reminded me that they’re also people, not intimidating monsters. I had no reason to be anxious.”
“I feel the most beneficial and most important part of Business Careers Day is that it opens up opportunities for students to connect with companies looking strictly for business students. Going to Career Fair can be difficult, especially at Michigan Tech where engineering is the predominate career, but Business Careers Day is the best way to find those companies looking for us (business students).”

When I started at Michigan Tech I attended my first Career Fair and was surprised to find out how few companies actually recruited marketing majors. Being at an engineering university, this is understandable. Business Careers Day happened for the first time this fall. I was very surprised how many companies came out for the event. I’m excited to see what opportunities open up to me and other business students here at Tech. There is definitely an initiative in the School of Business and Economics to get students internships/co-ops/full time jobs. I think this initiative really shined through in the work that went into creating the first Business Careers Day.
SBE

7 Majors
2 Concentrations
28 Faculty members

Current enrollment
387 students
57 graduate students
330 undergraduates

GRADUATES

$52,834 Average starting salary of graduating students

300 Companies 2016 Fall Career Fair

Michigan Technological University
School of Business and Economics
STUDENTS

Grad school program mix

- 68% MBA
- 22% MS Accounting
- 10% MANRE

Over $70,000 Scholarships Awarded from SBE for 2016-17

3.27 average GPA

73 Student Athletes

Female enrollment

- 37% in the Undergraduate program (140 females enrolled)
- 51% in the Grad program

Retention rates 1st to 2nd year

- 75% other universities
- 92% School of Business & Economics
THE FOLLOWING STUDENTS RECEIVED PARTIAL TUITION AWARDS AS PART OF THE IMPACT SCHOLARSHIP PROGRAM

Megan Pietila (Howell, MI) I chose to attend Michigan Tech because I spent a lot of time in Houghton during the summers growing up, and love the area. I have several siblings who currently attend Michigan Tech and many cousins who live nearby. I look forward to attending the School of Business and Economics, where I will major in accounting.

Spencer Andree (Whitehall, MI) I am looking forward to many new experiences and diversity at Michigan Tech. I hope that school and this degree pushes me out of my comfort zone and into a zone of success. Michigan Tech’s great opportunities is what brought me to their beautiful campus and area. My career goal is to become a name in the world of engineering management and always give my all.

Maddy Lehman (Houghton, MI) At the base of the Keweenaw Peninsula, Michigan Tech not only fosters learning but encourages the students to be active, I chose marketing because I love the process of understanding people and technology, but the opportunity to throw in your own creativity. I want to work for a company that has grit, inspires others to learn, and seek new possibilities.
Meet our impact scholars

**Trey LeVasseur** (Pinckney, MI) I am looking forward to hockey games and playing broomball. I love the outdoors and cannot wait to be on campus. I am hoping my degree can take me to the top. My personal dream is to be the CFO of a professional sports team. I hope to pass the CPA on my first try and receive my masters degree by the end of my fifth year at MTU.

**Caitlyn Menge** (L’Anse, MI) I plan on majoring in management. I hope that by attending Michigan Tech I can grow as a person and gain experience in how to manage a business. I hope that with earning a degree in management I will learn to be more social with others and become a great leader. A goal of mine is that one day I will open my own business.

**Reid Hamar** (Hancock, MI) I’m very excited to continue my education at Michigan Tech by dual majoring in finance and accounting. I’ve grown up watching Husky athletics and enjoying what Tech has to offer recreationally. During my senior year I was dual-enrolled at Tech, gaining valuable college experience. Being an Impact Scholar means a lot to me and to my family, who have a rich history here at Tech and I am proud to carry on that tradition.

**Matthew Chard,** (Houghton, MI) I look forward to the opportunity to focus my efforts into a subject area that I find myself genuinely passionate about. I feel that the focused curriculum and tight-knit community will allow me to develop an expertise distinguished from my peers, accelerating my career in the business world by giving me a competitive advantage. Who knows? My degree might be applicable to positions that don’t even exist yet!

**Nathan Heidacker** (Bloomfield Hills, MI) I look forward to the opportunity to focus my efforts into a subject area that I find myself genuinely passionate about. I feel that the focused curriculum and tight-knit community will allow me to develop an expertise distinguished from my peers, accelerating my career in the business world by giving me a competitive advantage. Who knows? My degree might be applicable to positions that don’t even exist yet!

**Sarah Anderson** (Escanaba, MI) MTU stood out to me because of its close-knit community and massive career fair. I look forward to gaining leadership skills with my fellow Impact Scholars while being part of an incredible community of business-minded people. With these two degrees, and a Master’s Degree in Accounting I plan on taking the CPA Exam. Afterward, I would like to eventually become a CFO of a mid-sized company.

**Jennifer Carolan** (Rochester Hills, MI) I love the balance of math and business. Tech will help me achieve my degree because Tech balances a quality education with great quality people and Pure Michigan spirit. I believe the School of Business & Economics will open endless opportunities. Thanks to the Impact Scholarship, my decision to attend Tech was reinforced because it showed me Tech is an impactful place for everyone.

**Caitlyn Menge** (L’Anse, MI) I plan on majoring in management. I hope that by attending Michigan Tech I can grow as a person and gain experience in how to manage a business. I hope that with earning a degree in management I will learn to be more social with others and become a great leader. A goal of mine is that one day I will open my own business.

**Joseph Rigling** (Tustin, MI) I hope that by attending MTU, I can receive an education, where the sky is the limit and I won’t be overlooked. I chose MTU because of its prestigious track record of producing career-ready students. I hope that my degree in engineering management will help bridge the gap between business and engineering, allowing for greater opportunities. I can’t wait to get started!
As the next generation of SBE freshman arrived on campus this fall, we are pleased to announce many new scholarships and additional contributions to existing scholarships. These scholarships highlight the bridge between our alumni and our current students.

As a stakeholder in the SBE, you should take pride in the accomplishments of the students, faculty, staff and alumni. To support the future success of the SBE, I challenge you to be an active stakeholder in support of the SBE’s the Future in Now Strategic Plan.

–Dean Johnson

For giving opportunities go to: mtu.edu/sbegiving to find one right for you.
Thank you donors!

APMP • BERNARD FAMILY MEMORIAL ANNUAL SCHOLARSHIP
BOB MARK MEMORIAL ELEVATOR PITCH COMPETITION • DAVID AND JOY McBRIDE ANNUAL SCHOLARSHIP
DEAN KANGAS & MIKE LAHTI STATE FARM ANNUAL SCHOLARSHIP • DEWAINE A. OLSON FAMILY SCHOLARSHIP
DONALD W. SEATON ENDOWED SCHOLARSHIP • EINO M. & RHODA J. REINI MEMORIAL ENDOWED SCHOLARSHIP
HARTLEY / DOBSON FAMILY SCHOLARSHIP • JEFF CALL MEMORIAL SCHOLARSHIP
JOSEPH A. ROMIG MEMORIAL SCHOLARSHIP • JOYCE & RICHARD TEN HAKEN SCHOLARSHIP
JOYCE CAYLOR LYTH MEMORIAL ENDOWED SCHOLARSHIP • JUDY AND DALE KESLER ANNUAL ACCOUNTING SCHOLARSHIP
JUDY AND DALE KESLER ANNUAL BUSINESS SCHOLARSHIP • KAREN S. RICHARDSON ENDOWED SCHOLARSHIP
LINDA J HORTON CPA ANNUAL SCHOLARSHIP • MARVIN L. ISLES ENDOWED SCHOLARSHIP
OWB AND OMB ANNUAL SCHOLARSHIP • PIONEERING WOMEN IN BUSINESS ANNUAL SCHOLARSHIP
RICHARD AND JOYCE TEN HAKEN FACULTY FELLOWS IN ACCOUNTING AND BUSINESS
RICHARD G. CHANDLER MEMORIAL SCHOLARSHIP • SAM TIDWELL STUDENT EXCELLENCE CENTER
SBE FACULTY ENDOWED SCHOLARSHIP • SBE LEADERSHIP ENDOWED SCHOLARSHIP
SCHOOL OF BUSINESS MIS ALUMNI ENDOWED SCHOLARSHIP

Recent gifts were made to the above programs and scholarships.

So far in 2017
your contributions have
provided almost
$80,000
in SBE-funded scholarships.
For the twenty-first consecutive year, the School of Business and Economics has earned accreditation from the Association to Advance Collegiate Schools of Business-International (AACSB), placing Michigan Tech in the top 5 percent of business schools worldwide. The SBE is a recognized leader in experiential learning, with innovative graduate programs that include an MBA designed to integrate business and technology.