

School of Business and Economics

# Impact

Spring/Summer 2012



*Dynamic New Faculty*

**Michigan Tech**



Welcome to our fourth issue of *Impact*. The coming of spring always brings renewed energy to campus. As I write this, we are preparing for honors banquets, dedications, and graduation—all celebrations of hard-working students, faculty, and staff.

With this excitement, we present a collection of new faculty who are driving educational innovation in each of their disciplines. In the past four years, we've welcomed ten new faces, and we have quickly benefited from their research and teaching (p. 4).

Alumni forge ahead and find new avenues to change our world, as Dot Proux, who came to campus as part of the Scott Pattullo Executive Speaker Series (p. 14), presented to students on challenges facing corporate America (p. 8). In this same spirit, four young Michigan Tech alumnae have found themselves banding together to support Michigan's former manufacturing stronghold through Team Detroit, a communications agency focused on driving community and creative solutions to get through the hard times that face the world's auto capital (p. 12).

Leading by example, Sigma Rho alums, led by Bob Tripp, have teamed up to raise money for the Sigma Rho Endowed Leadership Scholarship to support business and economics students (p. 10). Also raising the bar, Joe and Vickey Dancy and Jim and Dee Trethewey made generous contributions to expand the Applied Portfolio Management Program (pp. 20–21).

MBA students are working together with local businesses through our Launching Entrepreneurial Ventures class. Students evaluate new business ideas and provide recommendations for moving business initiatives forward (p. 16). Management major Caitlin Pionke networked her way into a position, with help from alumni and the Presidential Council of Alumnae (p. 22). Inspiring new businesses and fostering technological innovation, the Bob Mark Memorial Elevator Pitch Competition saw its first victors in November (p. 24).

And finally, this is my last letter as Dean. My family and I are grateful for the opportunity to work with you in these last four years. The School of Business and Economics is well on the road to future success, and I'm proud to have taken part in its growth. A goal of our life's journey is to always have a positive impact.

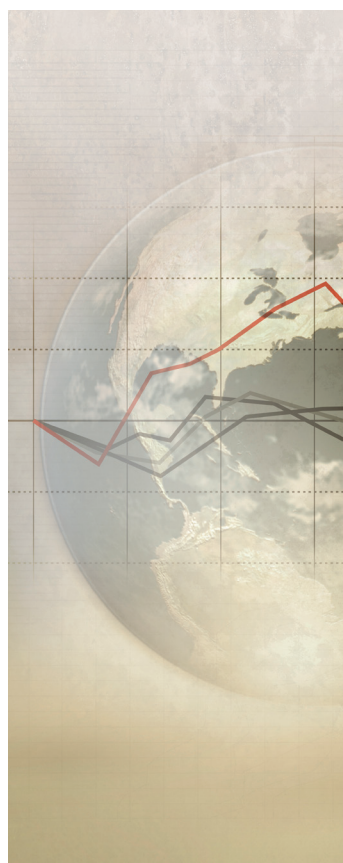
All the best,

Darrell Radson  
Dean, School of Business and Economics





# School of Business and Economics Impact



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## We would like to recognize and thank our Dean's Advisory Council members:

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Kimberly-Clark

David Brule '72, President/CEO  
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## Impact is produced by

Michigan Technological University's

School of Business and Economics and  
University Marketing and Communications

Darrell Radson, Dean  
Lynn Czarnecki Makela, Director of Marketing and  
Communications

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## On the Cover

Staying true to our mission,  
focused on recruiting and  
retaining high-quality faculty.  
(p. 4).

Michigan Technological University is an equal opportunity educational  
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## *Synergistic Teaching, Research, and Scholarship* Dynamic New Faculty

Since 2008, ten new faculty members have come on board in the School of Business and Economics. We are better for it!

In the past four years, the School of Business and Economics has welcomed ten new faculty members in various disciplines. These new professors complement our strong existing faculty and broaden the base of expertise in all facets of business education. “With an extensive recruiting process, we brought people to campus who have a wide range of competencies,” said Dean Darrell Radson. “Together with our foundational faculty members, the resulting team is poised to help the School achieve its major educational goals and to build a comprehensive education program for Michigan Tech.”

The new faculty members come from all walks of life and all corners of the globe. Some approach business and economics education from a pure theoretical standpoint, while others complement their teaching with technological expertise well suited to the Michigan Tech environment. The new faculty members bring with them a global awareness, passion for entrepreneurship, and practical experience that will prepare students for a recovering economy.

### **Technology Integration and Entrepreneurship**

“It’s about disruptive innovations or lower-performing technologies that are less expensive, more convenient and more customizable—which allow young entrepreneurs to come in under the radar of big companies and establish themselves in the market,” said Assistant Professor **Andre**

**LaPlume**, who comes to Michigan Tech with an MBA and a PhD in Management.

LaPlume has an ideal balance of practice and theory that allows him to place a high value on seamless integration of business and technology. The University’s very nature attracts students with a high level of technological interest and a passion for entrepreneurship. The new faculty members bring strong technology backgrounds and outstanding industry and entrepreneurial experience to the classroom.

“Michigan Tech gives me the freedom to teach and research directly in technology strategy and management,” added LaPlume, who had seven years of industry experience before pursuing his graduate education. He uses this experience in the classroom to bring abstractions down to a concrete level, connecting theory to reality.

During the hiring process, the selection team actively sought candidates with formal education in both technology and business. Rick and Jo Berquist Assistant Professor of Entrepreneurship and Innovation **Saurav Pathak** fits perfectly with that goal and holds PhDs in both Mechanical Engineering and Entrepreneurship. In the classroom, he believes in the power of experiential learning and actively seeks out opportunities for business students to develop their own entrepreneurial ventures and business situations.

Pathak’s ongoing research investigates the contextual influences on individual-

level entrepreneurial actions and examines an individual’s propensity to engage in entrepreneurship across cultures, social reference groups, and organizations. He is also working on a National Science Foundation proposal to develop a wireless communication program on campus and a project that would create entrepreneurial opportunities for returning veterans using their military skill-sets.

Entrepreneurship and technology will be ongoing areas of focus in coming years, starting in fall 2012. “To complement our growing tradition of entrepreneurship, the School of Business and Economics is hiring another faculty member to fill the position of Gates Assistant Professorship in Entrepreneurship and Innovation,” said Radson. “We believe that providing students with opportunities to create their own ventures will serve them well, even in a tough job market.”

### **Environmental, Social and Sustainable Focuses**

With issues of sustainability playing a major role in consumer and industry decisions, graduates from Michigan Tech must be well versed in finding feasible ways to implement environmentally friendly solutions. Assistant Professor **Becky Lafrancois** said, “A great idea from science only works with the right implementation. Economists and marketing professionals are the bridge between sustainable solutions and consumers.” Lafrancois’ focus in energy and



Becky Lafrancois



Soonkwan Hong

environmental economics approaches sustainability from a policy standpoint and researches how climate and energy policy can be used to encourage the use of cleaner fuels.

Assistant Professor **Daya Muralidharan** notes that Michigan Tech's multidisciplinary research tradition makes it an ideal place to study the practical impacts of environmental, social, and sustainable issues on every part of the process. To that end, she is involved in the Center for Water and Society on campus, which brings together students and faculty for research, outreach, and certification. With a PhD in Resource Economics, Muralidharan teaches courses related to economics, microeconomics, and natural resource economics; her research projects include sustainable water use and the impact of sustainable forest products in developing countries.

#### Cutting-edge Research

From market leakage to energy policy, each new professor brings a different specialty to the School, ensuring that students are exposed to the latest in cutting-edge research techniques and topics. Current faculty research activities span the spectrum.

Assistant Professor **Haiyan Huang**, who has a PhD in Information Sciences and Technology and a background

in ceramic sciences and materials engineering, is conducting four major research projects that impact the changing face of global business. One project explores how to improve the efficiency and effectiveness of work collaborations among global virtual teams; another focuses on ways to leverage social media. Huang also studies the underrepresentation of women and minorities in the information technology (IT) sectors, with the goal of determining how to promote and foster diversity in the IT workforce. A fourth project examines the global IT sectors and the connections between the development of IT sectors and the sustainability of an information economy.

Assistant Professor **Soonkwan Hong** and Assistant Professor **Junhong Min** examine other aspects of business, focusing on marketing and consumer behavior. Hong investigates the changing face of consumption, with special attention to the sociocultural and ideological aspects. He examines consumer identity, cyborgian consumers—highly connected socially and with technology—consumer agency, and how consumers become surrogate marketers. Min approaches consumerism from a marketing perspective; his research is based in the Upper Peninsula (read more in the Developing Business Innovations story).

#### Leaders in Global Business

Keeping pace with an increasingly interconnected global community, the School continues to prepare students for business and economics across a range of cultures. "Our new faculty members contribute to a more global vision for business education," said Associate Dean Tom Merz. "They are fluent in adapting business practices to different cultures and international standards."

With extensive educational and practical experience in international settings, our new faculty members bring global knowledge to the classroom. Assistant Professor **Liang Song**, who developed a comprehensive background in management information systems at Jilin University and Fudan University, before earning a PhD in Finance at Rensselaer Polytechnic Institute, was a visiting scholar at the research department of the European Union (EU) Central Bank. Lecturer **Emanuel Oliveira**, who specializes in macroeconomics, international economics, and econometrics, worked in the Portuguese private sector as a consultant on EU projects for governmental and private institutions; he was also an EU-certified instructor for innovation, business internationalization, and management.

Saurav Pathak has a truly global educational background: he earned a PhD in Entrepreneurship from Imperial





*Daya Muralidharan*



*Andre LaPlume*

College Business School in London; a PhD in Mechanical Engineering from the University of Florida; and Mechanical Engineering degrees from Ohio University and the Birla Institute of Technology in India. He has firsthand knowledge of different business practices and traditions around the world and introduces them to students with a memorable technique.

“I set up a number of silent card games, where each table is playing with a different set of rules,” he said. “When a student wins, they go to a new table, where the rules are all new. The experience parallels what a business must do when they succeed in one country and want to expand internationally. They must learn to navigate the new practices and regulations.”

#### **Experiential Education and Student Involvement**

An important focus is to provide students with practical, hands-on experiences that enable them to apply theoretical principles. To that end, new faculty members encourage students to seek experiences outside of the classroom and actively engage them in projects and organizations. Andre LaPlume led a group of fifteen students from across campus on a spring break trip to Silicon Valley, where they networked with alumni and toured

Fortune 500 companies. Emanuel Oliveira advises the iOMe challenge team, which encourages students to find creative economically and politically sound solutions to pressing financial problems.

Min earned his PhD after spending a number of years working in industry. He now teaches marketing research and business-to-business marketing, and involves his students in real-world projects. Working in partnership with the Keweenaw Economic Development Alliance (KEDA), Min and his market research students conducted a consumer survey to identify money leakage areas in the local market. Students presented to KEDA and the Chamber of Commerce and received extensive feedback to put into practice for future studies.

In the 2011–12 school year, the class is focusing on airport leakage issues that are reducing business to the Houghton County Memorial Airport. His business-to-business marketing students also work with local clients, finding ways to improve visibility and communication. Min is currently in the process of creating a Market Research Center in the School of Business and Economics, which will connect highly proficient students with paid marketing projects in the Keweenaw.

#### **Accounting Takes Off**

As part of the School of Business and Economics’ mission to provide students with a comprehensive business education, two new faculty members are expanding the program offerings. Extending the legacy of accounting powerhouse and late Professor Emeritus Sam Tidwell, Assistant Professor **Josh Filzen** and Liang Song are developing an MS in Accountancy at Michigan Tech. The program will include an experiential education component and is expected to launch in fall 2013. Filzen also brings an industry background to teaching as a former senior accountant at Moss Adams who specialized in audits of financial institutions. Perhaps his favorite former work experience was as a concessions manager for the Spokane Indians baseball team.

#### **Moving Ahead**

From around the world in travel, cultural understanding, and experience, this team of faculty members supports the School and builds on years of experienced research and innovative teaching techniques.

“We’re happy to welcome this group to the table, and our expectations for their research and teaching are at an all-time high,” said Dean Darrell Radson.



# Overcoming Workplace Adversity



For many professionals, career satisfaction is years in the making. For **Dot Proux** '86, a single meeting was the catalyst that sparked professional passion and altered the trajectory of her career.

In 2000, soon after entering the partnership pipeline in the tax division of Ernst and Young, Proux attended her first executive meeting. The youngest person and the only nonpartner present, she found that her perspective was completely different from the other attendees'; as a result, her ideas were quickly discounted by the group.

"For the first time," she said, "I experienced how a corporate culture could impede me simply because I was different from the majority. Because my opinion was unique, the group-think dynamic made it seem invalid, effectively making my contributions disappear. I left that meeting discouraged and doubting my abilities."

Feeling disenfranchised was new for Proux, who was already a seasoned tax professional and a leader in the company's Grand Rapids,

Michigan, branch. With eight years as a tax accountant at Arthur Andersen and five years as a senior manager at Ernst and Young, her insights were widely respected among her staff and supervisors.

Once the initial shock wore off, Proux attacked the problem with the logic of an accountant, researching the psychological motivation behind group dynamics and cultural change. "When I removed the personal, emotional aspect and considered the factors that were in play, I was able to encounter the resistance to change without being defensive," she said.

Proux discovered that she hadn't been wrong in the meeting—she was simply the minority, faced with the unwitting psychic resistance of the majority. After talking to women and other minority employees in the company, Proux had an "aha!" moment. "I realized that when more perspectives are heard, the solution is exponentially stronger."

This realization sparked a passion for diversity and inclusion that brought her work to life. "It is difficult to describe

how fulfilling it is when you can pour the conviction of your belief into your work," she said.

Proux became a force of cultural change at Ernst and Young, advocating the business sense of including a wider range of perspectives in the decision-making process. As the leader of the Midwest State and Local Tax practice, she served as the Midwest Sub-Area Gender Equity Leader and was a member of the Americas Inclusiveness Advisory Committee. "When more perspectives are heard, the energy in a room goes up dramatically, everyone feels accountable, and there is more brainstorming," she said. "The end result is more tactical and robust because it is based on collective wisdom."

In 2007, Ernst and Young created a new, hybrid position for Proux to maximize her abilities in both taxes and employee development. As the Americas director for EYU tax and resource management, she is in charge of tax practices and learning and development for the Americas. She oversees the staff pool and develops the strategy for



“For the first time, I experienced how a corporate culture could impede me simply because I was different from the majority.”

—Dot Proux '86



learning and development, making sure that teams can lead inclusively in a global environment.

Proux is passionate about mentoring employees and leading cultural change initiatives that improve the environment and boost the success of the business. “The culture at Ernst and Young has changed considerably since that meeting in 2000, and I am proud to have had a hand in it,” she said. “The company has always been forward-thinking for women; now, we can maximize the potential of all employees and stay competitive globally.”

Proux credits her family as a driving force behind her success. Her husband, **Dave** '87, a mechanical engineering graduate, gave up a successful career to stay home with the couple's three children while she pursued partnership. “Without the support of my family, my career would have taken a different path,” said Proux. “They saw my potential even when I didn't and gave me the courage to test my limits.”

In the time she has free from work, Proux enjoys her family and advocates animal welfare in her community. Inspired by her love for her own two dogs, she fundraises for the Puppy Mill Project, which aims to educate pet stores on the dangers of buying dogs raised in the abusive conditions of puppy mills.

Proux advises Michigan Tech students to begin preparing for their careers well before graduation. “College isn't just playtime any more; it's a tough job market and students must take advantage of everything that will differentiate them from other candidates,” she said. Crucial factors include a strong GPA, leadership roles, and work experience.

Again, Proux returns to passion. “Find something you are passionate about and find ways to be a leader. Great things happen when work meets passion.” ■

### Dot's Tips for Overcoming Workplace Discrimination

1. **Assume ignorance as opposed to malice.** When you experience a situation that feels negative, it is easy to assume a certain motive that may not exist.
2. **Include at least three people of any minority group in a group setting.** Three people help ensure that a minority perspective is heard by the majority.
3. **Accept new opportunities.** Women tend to avoid promotions until they feel completely ready, while men do not. Supervisors can increase diversity by being aware of this propensity and awarding opportunities equally.
4. **Develop objective criteria for advancement.** Many companies operate on a recommendation-based system; a formal, methodical process to identify qualified people is more equitable and increases diversity in the leadership pipeline.
5. **Don't ignore organizational politics.** Most companies are not meritocracies. To be successful, you must seek knowledge on how to effectively navigate your organization.
6. **Use your network without guilt.** Don't be afraid to ask favors, request introductions or ask for advice; most people are happy to help.



# Sigma Rho Alumni Create Leadership Scholarships





“I look forward to contributing. I’m a happy giver.”

—Bob Tripp ’66 ’67

**W**ith a new endowed scholarship fund, three Michigan Tech alumni are helping to ensure the future of academic excellence for students in the School of Business and Economics. Alumnus **Bob Tripp** ’66 ’67 and his Sigma Rho fraternity brothers **John Calder** ’67 and **Frederick Slocum** ’66 have partnered with the Michigan Tech Fund to create two Leadership Scholarships that will be awarded starting in fall 2012.

Tripp, who was elected to the Michigan Tech Fund Board of Trustees in 2010, sees the endowment as a way to enable donors to make a lasting, sustainable difference with smaller contributions. “Our goal is to create a mass-marketing appeal that allows alumni to give smaller amounts,” he said “You don’t have to give a million dollars to make a difference. In an endowment fund, even \$10,000 spread over ten years can have an enduring impact.”

The Endowed Leadership Scholarships were established in the School of Business and Economics; in the initial stages of development, two students will receive \$1,000 each. From there, Tripp and his Sigma Rho brothers will establish similar scholarships for engineering and forestry students. Once all of the scholarships are in place, the group aims to increase the amount of each award to \$2,500 per student for up to four students in each department. “College costs are increasing, and we want to make a meaningful difference for recipients,” said Tripp.

Tripp, Calder, and Slocum see the endowment fund as a way to create a lasting Sigma Rho legacy on campus and to foster the fraternity’s strong traditions of leadership and service. Students don’t have to be fraternity members to qualify; requirements include US citizenship, a GPA of 3.0 or higher, and a proven record of leadership contributions. Faculty in the School of Business and Economics will make the award decisions based on individual applications and recommendations.

Tripp, who spends six months of each year in Dollar Bay, holds a BS in Metallurgical Engineering and an MBA from Michigan Tech and has strong ties to the Copper Country and the University. He has faith in Michigan Tech and believes in its power to provide a high-quality education. “I graduated from the School of Business and Economics with a strong foundation that has served me well throughout my career. I look forward to contributing. I’m a happy giver.”

The Endowed Leadership Scholarship fund welcomes contributions of all sizes and is open to all. To donate, visit [www.mtu.edu/giving](http://www.mtu.edu/giving) and click on *Make a Gift*. Indicate SBE Leadership Endowed Scholarship (#5254) in the gift designation box. ■



#### About Sigma Rho Fraternity

The Alpha Chapter of the Sigma Rho Fraternity was founded in 1892 at the Michigan College of Mines. It was the first professional mining fraternity in the US.

Sigma Rho’s purpose has been consistent throughout the years. Its core values are based on trust, courage, and humility. The fraternity was designed for its members to support each other in a way that allows college days to pass in a more enjoyable and useful manner.

The Alpha Chapter has provided excellent opportunities for its members to develop as leaders and to build lifelong friendships. It encourages good scholarship performance, community service, philanthropic activities, and concern for others.



# Things Are Looking Up

## *Detroit Rebuilds with Alumnae Help*

In the eyes of the public, modern Detroit is a shadow of its former booming self. The decline of the domestic auto industry and subsequent closures of steel and machine tool manufacturers left thousands of workers unemployed and prompted a mass exodus from the city limits. The population decrease left Detroit with fewer than 720,000 residents as of 2010: 60 percent of its peak population. Lower census numbers have led to decreased tax revenues, forcing city officials to make tough decisions about infrastructure maintenance.

On paper, Detroit was well on its way to ruin.

For four Michigan Tech graduates working in the area, however, the city's reality is considerably brighter than the statistics would suggest. According to **Mairi Fogle, Jill Garrity, Laurilee Kroll, and Yeimy Garcia**, Detroit may be down, but it is certainly not out.

Working together at the communications agency Team Detroit, these four women paint a picture of hope and potential. Under the radar of the news cameras, they say, members of the Detroit community are banding together and quietly working to build a new, sustainable future for their city.

"Detroiters are humble," said Kroll, a 2009 marketing and finance graduate. "Even though the national media have dogged them, they bite their tongues and stay positive. They are excited to take advantage of new opportunities to lift the city out of its current state."

Strong, stable companies like Team Detroit, which originated as an integrated communications agency for the Ford Motor Company, are key to resuscitating the city's depressed economy, which has been in an accelerated decline since 2000. In 2010, the per capita income was just \$15,062, and 34.5 percent of Detroit residents were living below the poverty line.

In the new Detroit, businesses are focusing on corporate culture and innovation as a way to attract and retain top-level employees. According to Garrity, who has been with Team Detroit since 2010, the company embraces the practice with a "work hard, play hard" philosophy.

Small perks, like in-office massages, manicures, and yoga classes, offer opportunities to decompress during the work week, while company-wide policies ensure employee fulfillment on a global scale. With a relaxed, flexible work environment and a high level of individual autonomy, Team Detroit understands that a strong company starts with satisfied employees. "We have complete ownership of our work, which keeps everyone engaged, and the company also makes sure we step away from work to create a healthy balance," said Garrity.

Team Detroit is one of many local businesses that are determined to revitalize Detroit's natural environment,



“It’s a safe, fun, and thriving place.”—Yeimy Garcia ’99

using greener policies designed to fix the city’s image as a post-industrial urban wasteland. Employees are allowed two paid volunteer days each year in a partnership with the Greening of Detroit, a volunteer organization that seeks to improve the city with tree-planting projects, environmental education, urban agriculture, and open-space reclamation. In addition, Kroll was impressed with in-company initiatives like waste reduction, “Green Week,” all-organic cafeteria offerings, and bike rentals. “Detroit businesses are making the push to become more conscious corporate citizens,” she said.

With the concerted efforts of private citizens, nonprofit groups, government officials, and local companies like Team Detroit, the spirit of community is alive and well in Detroit. Volunteer days and school programs aim to improve the quality of life for residents; city officials have

implemented programs to clean up the city, boost safety, and increase traffic to the downtown area. “Team Detroit and other businesses really try to support the downtown area by doing things like sponsoring hockey trips, holding parties there, and giving employees memberships to the Detroit Art Institute,” said Garcia. “It’s a safe, fun and thriving place.”

Even more impressive, says Fogle, is the small-town atmosphere of support and generosity that has arisen among the people who remained after the city’s crash. “A few months ago, we got a company-wide email about a new business opening up downtown, and employees donated their time to help the new owners move in,” she says. “We may be a large city, but we are a true community. Things are looking up for Detroit.” ■

### Mairi Fogle ’09

#### Senior Paid Platform Analyst

Fogle (top photo, center) is responsible for in-market/retention. She steers customers in the market for a new vehicle to Team Detroit websites and dealerships with sales events and regional/targeted campaigns. Her team measures progress toward campaign goals through analysis and research and makes changes to optimize each campaign.

### Jill Garrity ’09

#### Senior Paid Platform Analyst

Garrity (top photo, right) increases awareness of new vehicle launches. She investigates ways to increase purchase consideration for customers and contributes to planning and strategy for future campaigns.

### Laurilee Kroll ’09

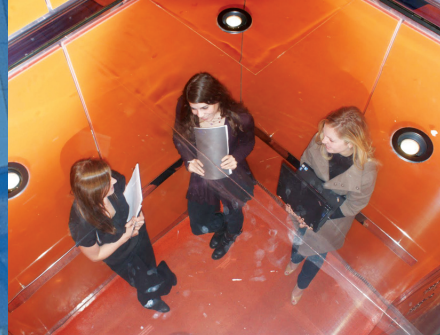
#### Implementation Analyst

Kroll (top photo, left) handles planning, creating, managing, and maintaining tagging for national and regional campaigns for site-side analytics and online media analytics. She is the liaison between the digital marketing analysts and the interface developers for all media, and she works with the brand content awareness division, tracking sweepstakes for clients and partners.

### Yeimy Garcia ’99

#### Vice President, Associate Director, Paid Platform Analytics

A scientific and technical communication graduate, Garcia has been with Team Detroit for five years. She handles big-picture issues: researching new tools for analytical purposes, overseeing analysts, and managing client/agency relationships. Because traditional industry return-on-investment standards do not apply to digital advertising, she is required to think out of the box to come up with new measurement techniques.





# Pattullo Executive Speaker Series Kicks off

## John Rockwell '79 and Dot Proux '86 Lead the Way





“We believe that the Executive Speaker Series will make a difference for students, and we’re excited about building a campus tradition.”

—Scott Pattullo ’81



Scott Pattullo



Dot Proux



John Rockwell

In an economy where corporations are careful about new hires, students need every possible advantage,” said alumnus **Scott Pattullo** ’81. A crucial part of business education is the opportunity to network with professionals in the industry. Graduates with pre-existing professional contacts fare better in their search, particularly in a difficult economy. Because Michigan Tech is located far from large cities, it is often challenging for students to make personal connections with professionals in large corporations.

A new program led by the School of Business and Economics takes advantage of Houghton’s remote location and brings the corporate world to Michigan Tech. The Pattullo Executive Speaker Series, spearheaded and funded by Pattullo, brings alumni executives to campus to build relationships with students and faculty.

The initial School of Business and Economics alumni brought in were **Dot Proux** ’86, and **John Rockwell** ’79. Other disciplines also brought in speakers who met with students during their visit.

The program adds unique value to the education at Michigan Tech, giving students the opportunity to get to know business professionals on a personal level as well as in a professional capacity. “In many of the larger business schools, students see famous faces pass through regularly, but after an hour-long speech, the speakers are gone,” said Pattullo. “With the Executive Speaker Series, we aim to create a different, more personal dynamic.”

Participating executives will spend a full weekend on campus, speaking to students and spending time in classes, clubs, social gatherings, and extracurricular activities. “We want executives to be busy from sunup to sundown,” said Pattullo. “We encourage them to be active in as many ways as possible: speaking in classrooms, eating dinner in the residence halls, going skiing with students, or playing basketball in the SDC. They’re not just tourists—they will really build strong connections with students.”

With such close access to visiting executives, students will have the unparalleled opportunity to build relationships, gain insight, and ask questions. The connections students form during interactions with the visiting executives can open doors for jobs and internships, create mentoring relationships, and provide invaluable networking opportunities. “Those relationships can lead to jobs and personal

recommendations down the line,” said Pattullo. “In an economy where corporations are careful about new hires, students need every possible advantage.”

The Executive Speaker Series is designed to benefit students of all disciplines. The pool of speakers will be dominated by executives with both technical and business expertise, making them valuable resources for all students, regardless of major. Each speaker is a leader in his or her field and brings a unique perspective on business education and careers in both technical and nontechnical fields. With speakers chosen more than a semester in advance, professors across campus will be able to work individual presentations directly into the curriculum.

Pattullo, who serves as the senior vice president of sales and marketing at Wheels Inc., modeled the Executive Speaker Series on one he experienced during his MBA at Dartmouth College. A driving force of both programs is geographic isolation, which Pattullo believes creates an accessible, close-knit campus community. He sees the program as an opportunity to give back to the University in a meaningful way. “We believe that the Executive Speaker Series will make a difference for students, and we’re excited about building a campus tradition,” he said. ■

### 2011–12 Executive Speakers

Dot Proux is a partner in the tax division of Ernst and Young and the Americas director for EYU tax and resource management, where she is in charge of tax practices and learning and development for the Americas. With more than sixteen years in the tax industry, Proux’s areas of focus include cultural change, diversity and inclusion, and employee development. (See additional story on Proux, p. 8.)

John Rockwell is the managing director of Draper Fisher Jurvetson Element in Menlo Park, California, a leading venture capital fund focused on clean technology. He received a BS degree in Business Administration from Michigan Tech and an MBA from the Carlson School of Management at the University of Minnesota. ■



# *Developing Business* **Innovations**

“Because of the high level of engineering and science innovation at Michigan Tech and in the local community, we have the opportunity to turn out MBA students who are uniquely well-versed in both technology and business.”

—John Leinonen



**G**reat ideas are often born in a laboratory, but they need a solid business foundation to come to life. According to a study by Bloomberg Businessweek and Boston Consulting Group, innovation is often hindered by factors such as a slow time to market, poor organizational structure, and unreasonable price points.

With a new direction for a traditional MBA course, the School of Business and Economics teaches students to use business analysis as a driving force in innovation, giving them practical experience in the realities of bringing a technological product from idea to commercial production.

The updated Launching Entrepreneurial Ventures course places students with local technology companies, where they act as business development consultants for a specific technological initiative. The partnering company's facilities become the classroom as students conduct background research, analyze markets, screen technological opportunities, test business concepts, develop strategies, secure financing, and write business plans.

"Great ideas need a solid business strategy to make it to market," said John Leinonen, instructor in the School of Business and Economics and program director for the MTEC SmartZone, who redeveloped and taught the course in summer 2011. "A business analysis helps identify the most market-savvy and financially sound ways to move forward."

Leinonen's hands-on curriculum is designed to give students a set of tools they can use in and out of school. It focuses on a defined, repeatable, and consistent process: research, analysis, conclusions, and recommendations.

The most important part of the development process—and a driving force in Launching Entrepreneurial Ventures—is the step many companies avoid: making solid, substantiated recommendations about how to proceed with a business initiative. "It sounds simple, but it's a crucial element," said Leinonen. "Many professionals draw conclusions but do not commit to recommendations, leading to an ineffective process."

The Launching Entrepreneurial Ventures course is more than an educational experiment: students have an actual impact on business operations at their partner company. During the inaugural semester, one student

team conducted extensive market research in preparation for the statewide expansion of a custom-solution information technology company.

When the market analysis revealed that potential customers wanted to interact directly with their IT product as it was being developed, the students recommended that the owner stop the expansion and focus instead on building a local client base. As a direct result of the business analysis, the owner redirected his efforts and saved time and money on an expansion that was likely to fail. In all cases, the participating companies followed students' recommendations.

In a difficult job market, practical work in a functioning business can give students an edge over competing applicants. "In today's economy, students need every advantage to succeed in the market," said Leinonen. "The course provides valuable experience that translates directly to future employment."

While it turns out a well-rounded student base, the Launching Entrepreneurial Ventures course also cultivates relationships with local businesses. Because many small technology firms do not keep a full-time business analyst on staff, partner companies benefit from students' knowledge. "The students' business training made a big difference in our process, particularly when it came to analyzing pricing, competition, and feasibility," said Ellen Campbell of Nitrate Elimination Company Inc., a business partner in the first course session.

In the future, Leinonen envisions growing partnerships with businesses around the Upper Peninsula and on campus. "Because of the high level of engineering and science innovation at Michigan Tech and in the local community, we have the opportunity to turn out MBA students who are uniquely well-versed in both technology and business," he said. "That's a valuable combination." ■

### Students Help Convert Waste into Fuel

Launching Entrepreneurial Ventures students **Justine Pringle** '11 and **Lisa Stahlin** '11 worked with Nitrate Elimination Company Inc. (NECi) to determine the feasibility of commercializing the enzymes that convert biodiesel production waste products into usable fuel.

Because the enzyme is still in development, Pringle and Stahlin created a flexible analysis with parameters that can be altered to accommodate new information as it becomes available. To determine the feasibility of commercializing the enzyme, the students conducted a break-even analysis to help NECi determine the required conversion rate and break down associated costs. With no identical products on the market, Pringle and Stahlin analyzed pricing models for single-use bioreactors that are currently available. ■



# MBA Program



“Ethical, sustainable, and environmental concerns inform every aspect of our MBA program, from course content to faculty selection.” —Tom Merz

## Among Top 100

The School of Business and Economics has demonstrated significant leadership in integrating social, environmental, and ethical issues into its MBA program, according to the Aspen Institute’s 2011–12 edition of Beyond Grey Pinstripes, a biennial survey and alternative ranking of business schools. Michigan Tech ranked number seventy-six on a list of the top 100 business schools in the world. In terms of student exposure, the Michigan Tech MBA program was eighteenth out of 100, up from number sixty-three in the 2009–10 survey.

While many MBA rankings exist, Beyond Grey Pinstripes is the only one that looks beyond reputation and test scores to measure something much more important: how well schools are preparing their students for the environmental, social, and ethical complexities of modern-day business.

The 2011–12 ranking reflects the School’s

increased efforts to build sustainable content into the curriculum. “Ethical, sustainable, and environmental concerns inform every aspect of our MBA program, from course content to faculty selection,” said Associate Dean Tom Merz. “This comprehensive approach increases exposure for both students and faculty.”

In a remarkable showing, 149 business schools from twenty-two countries participated in a yearlong effort to map the landscape of teaching and research on issues pertaining to business and society. “In all scoring categories used to determine the ranking, business schools have raised the bar,” said Judith Samuelson, executive director of the Aspen Institute Business and Society Program, which conducted Beyond Grey Pinstripes.

This year’s survey marked the first opportunity since the global economic downturn to comprehensively measure the

extent to which MBA programs have altered the content of their courses and whether faculty are pursuing research that questions assumptions about the role of business in society.

“The Michigan Tech MBA program is dedicated to providing timely, relevant course work and research opportunities that prepare our students for a changing workplace,” said Mari Buche, associate professor of management information systems. “In the current economic and environmental climate, students are actively seeking out programs that focus on ethical and socially responsible business practices. Our Beyond Grey Pinstripes ranking is a great way to attract motivated, socially conscious students.”

To learn more about Beyond Grey Pinstripes, visit [www.beyondgreypinstripes.org](http://www.beyondgreypinstripes.org). ■



# Pat Joyce

Economics professor retires after thirty-eight years.

The irony of his last lecture topic wasn't lost on Pat Joyce. On a bitterly cold December morning, thirty-eight years after he started teaching at Tech, he spoke on Social Security. He challenged the students to think broadly on the misunderstood topic before filing out of the lecture hall.

"I'll miss the student contact," he says. "When students come back fifteen years later and say I had an impact on what they did. How they learned to be skeptical. How, when they are given a cost for something, their time or their money, to look at alternatives."

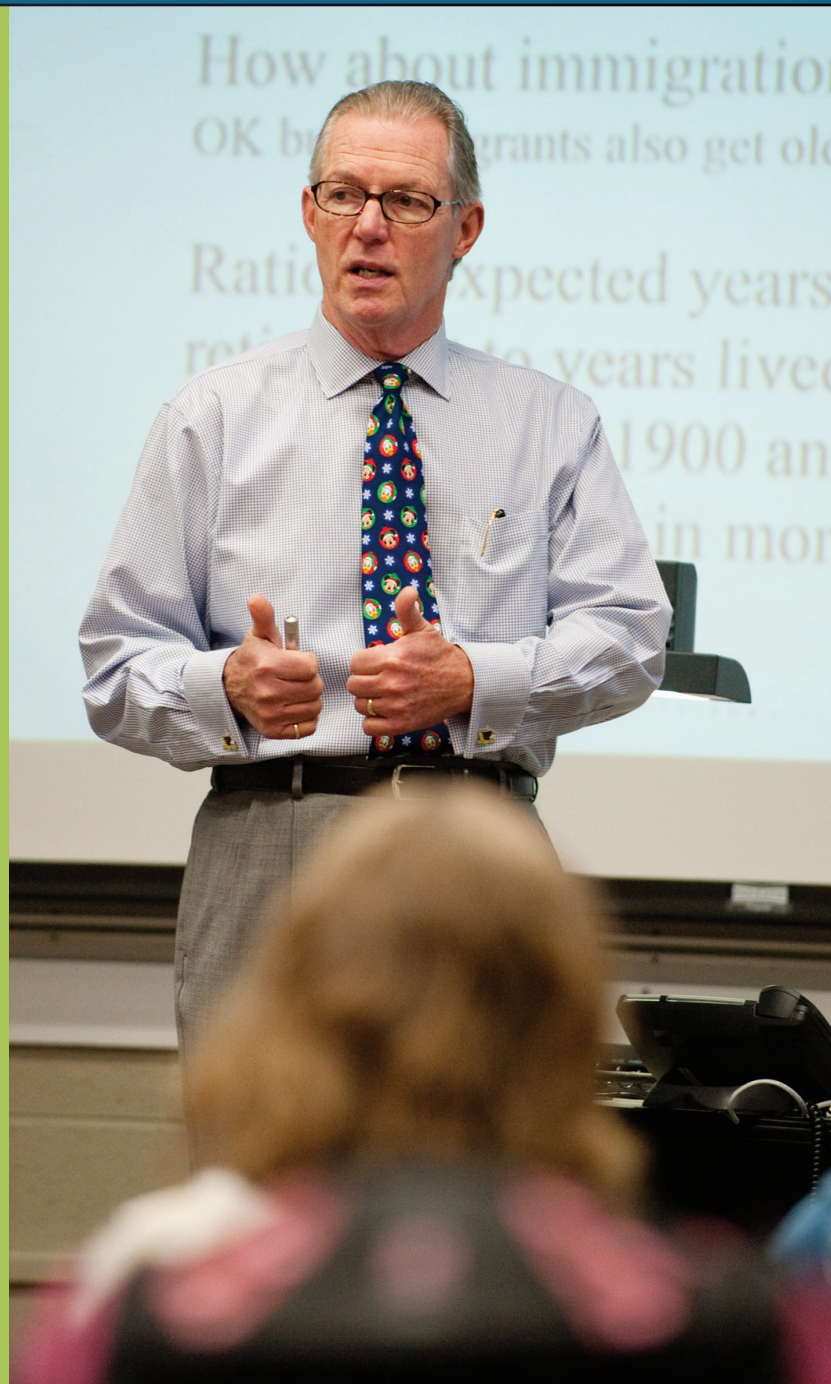
Those life lessons resonated with his students, it seems, and he was comfortable with students who thought like engineers, even if they weren't.

"They think linear, A then B then C then D," he says. "They play hard and they work hard." During his tenure as faculty representative for athletics, he was particularly proud of the student-athletes' GPAs, which were routinely higher than those of the overall student body. "I don't know how they do it," he says.

For the future, he will remain in academia, at least part time, as a research professor. He has studied human decision making with current associate dean Tom Merz.

"My wife, Kathie, and I will be in Croatia next fall," he says. "I'll be teaching at the University of Split." They visited the area in 1994 and fell in love with it. "Kathie can take cooking classes in nearby Italy, too."

In the more immediate future, he'll spend time with his grandchildren (all six) and children in South Bend and Ann Arbor. ■



## "Par-Tee" Time *Golf Outing*

Saturday, August 4, 10:00 AM  
Michigan Tech Alumni Reunion Weekend  
Portage Lake Golf Course

Join the fun and be a part of the 3rd Annual Golf Scramble!  
Sponsored by the School of Business and Economics, MBA Association, and American Marketing Association.

This four-person event is open to all.

Contact: Portage Lake Golf Course 906-487-2641 or [golfcourse@mtu.edu](mailto:golfcourse@mtu.edu)





Joe and Vickie Dancy at the opening of the LSGI Trading Room.



## Dancy Gift Creates State-of-the-Art Trading Room

“We are the only educational institution in the region with these improved trading capabilities.”

—Dean Johnson

Thanks to a gift from alumnus **Joe '76 and Vickie Dancy**, the Applied Portfolio Management Program (APMP) has new surroundings. The LSGI Trading Room was dedicated on October 7, 2011.

“A great program finally has an appropriate and wonderful home,” said Dean Darrell Radson.

The new, window-walled room is bigger and brighter, with more space and privacy for APMP students to conduct business. The LSGI Trading Room is prominently located within the Academic Office Building that is home to the School. Professional elements like a full-size conference table, Bloomberg terminal, new furniture, and plasma televisions give students a top-of-the-line work area.

For Joe Dancy, president of the venture fund organization LSGI Advisors Inc., the choice to donate was easy.

“APMP students have more decision-making responsibilities than in other similar programs,” he said. “They do well in national competitions, devise sensible financial strategies, and make regular

presentations to the advisory board. The students are making all the decisions, and I love the diversity. We’ve had students from different countries, different majors, and there have been volleyball, hockey, basketball, and football players.”

One such football player is Pat Carroll, wide receiver for the Huskies. “The room is awesome,” he says. “We are lucky to have this place and get this great experience.”

APMP, mostly comprised of finance majors, is the School’s longtime success story: winning three national competitions in just over a decade while allowing students to invest more than \$1.3 million of real money in the stock market.

The LSGI Trading Room sets Michigan Tech and the APMP apart from other business programs. “We are the only educational institution in the region with these improved trading capabilities,” said Dean Johnson, founding director of APMP. (See more news on Johnson, next page.) “In addition to investing, students can also use Bloomberg’s online job placement service.”

Student Anne Dancy (Joe and Vickie’s daughter and APMP member) especially

appreciates the increase in space. “We’ll be able to do more work in teams and use all of the resources to become more successful,” she said. ■

### Why We Give

“My Michigan Tech education gave me so much,” said Joe Dancy. “It is a unique experience and opened many doors. It is an honor to give back.”

Dancy and his wife, Vickie, are proud to support the APMP because it gives students unparalleled experience at the undergraduate level. “To my knowledge, the APMP is the only undergraduate program of its type in the nation that allows students to manage over \$1.3 million, making all of their own investment decisions. That, and Dean Johnson is one of the best professors at Michigan Tech.”

LSGI also contributes to the Michigan Tech hockey program and finances the Cliff Mine archaeology project.





James and Dolores Trethewey with Dean Johnson, recipient of the named professorship.

# Trethewey Gift Benefits APMP Professorship

“Special programs like the APMP are examples of the tremendous role universities play in our society.”

—James Trethewey '67

**J**ames '67 and Dolores Trethewey have established a new endowed professorship in the School of Business and Economics. With their \$1.16 million gift commitment, the couple is underwriting the James and Dolores Trethewey APMP Professorship. The inaugural recipient is Associate Professor Dean Johnson, founding director of the Advanced Portfolio Management Program (APMP).

The professorship will support the APMP, a hands-on, real-life investment program that Johnson launched in 1998, with the Tretheweys' backing.

“This is a great and unexpected honor,” Johnson said. “I already owe them so much. Jim and Dee’s support from the first day I proposed the APMP was key to its starting. And, they have also entrusted APMP students with managing their scholarship funds for years.”

Participants in the APMP manage an investment portfolio of approximately \$1.3 million in the equity and fixed-income market. Funds are provided by a number of donors through the Michigan Tech Fund,

and the revenues go to sponsor student travel and scholarships. Students travel for national investment competitions and, as top finishers, were once invited to open the NASDAQ stock exchange. They also visit the Chicago Mercantile exchange and attend Warren Buffett’s Berkshire Hathaway annual meeting in Omaha, Nebraska.

With the stock market down, it has been difficult to raise the necessary funds, and Johnson is thrilled that the Tretheweys have chosen to support the APMP. With their gift, the program will have a permanent source of funding that will carry it through tough economic times.

“It’s very humbling to have somebody recognize my dream and give it such incredible support,” Johnson added. “I’ve just been doing what I thought was the right thing to do: educate students.”

For the Tretheweys, that’s what their gift is all about. “When you pass through the halls of Michigan Tech, you come out with a first-class ticket to anywhere you want to go,” Jim Trethewey said. “The route and the destination are up to the individual. And special programs like the APMP are

examples of the tremendous role universities play in our society. We all have an obligation to help them.” ■

## Why We Give

The Trethewey family devised the professorship to promote the APMP, but there are many reasons for their support of Michigan Tech: the dedicated and visionary professors, great students, and a creative and hard-working campus culture, to name a few. “There’s an aura about Michigan Tech. It’s a special place,” said James.

The impetus behind the Tretheweys’ giving can be summarized by two questions: 1. Did Michigan Tech improve your career and add to the standard of living of your entire family? 2. Do you have the desire and capability to give?

“The answer to both is a resounding yes,” said James. “Which leaves us with three more questions: How, when and how much?”









# Networking for Success

“Face-to-face connections and name recognition are important, especially when many students are applying online. You can’t just click ‘apply’ and send a résumé.”

—Caitlin Pionke '12

“Networking” is no more than a vague concept for many students, something they might do in a far-off professional future. For management major **Caitlin Pionke**, networking came into play far earlier as a crucial job-hunting tool.

Like many graduating students, Pionke started her job search in a tough, highly competitive market.

“One of my friends applied for thirty-five jobs without success,” said Pionke. “I applied for two. And, thanks to networking, I got offers for both.”

Pionke’s networking opportunities came on the heels of her 2011 Woman of Promise award in the School of Business and Economics. Michigan Tech’s Women of Promise program, which was initiated in 1999 by the Presidential Council of Alumnae (PCA), is a way to recognize a female student in each department who goes above and beyond what is expected of them. Students who win the award gain an introduction into the network of alumnae who have been recognized for outstanding professional achievements.

Pionke made full use of the opportunities afforded her as a Woman of Promise, fearlessly using the network of PCA alumnae as a support system. “During the first event, I introduced myself to PCA members, asked for career advice, and sent my résumé to everyone I met,” she said. “All of the women in the network were supportive and happy to be of service. They helped me get my résumé to the right people.”

Well aware of the scarcity of jobs, Pionke worked tirelessly to build on these relationships in the months leading up to her senior job fair at Michigan Tech. “You have to actively show that you are interested in the job with regular contact and follow-ups,” she said. “Face-to-face connections and name recognition are important, especially when many students are applying online. You can’t just click “apply” and send a résumé.”

Using tools like LinkedIn, she branded herself as a strong communicator and promoted her experience as the business team leader for the International Business Ventures group, a member of the Beta Gamma Sigma national honor society, and a small business owner.

Pionke’s hard work and strategic job hunt paid off. By the time she arrived at Dow Chemical’s booth at the job fair, company representatives knew her by name. After several rounds of interviews, Pionke accepted a position as an information analyst in the company’s IT department, which she will start in June 2012.

“The whole experience was a lesson in the importance of networking,” she said. “I’d advise all students to do the same.” ■

*The Presidential Council of Alumnae is looking for members! See the back cover for more information.*

*PCA members pictured on page 22, top to bottom, are Ellen Horsch '78, Carrie Schaller '87, and Marie Cleveland '82.*



# Business Plan Competitions **Inspire Innovation**





“Bob Mark inspired students to pursue their dreams. With the Bob Mark Memorial Elevator Pitch Competition and the New Venture Competition, we are giving them the opportunity.”

– Dean Darrell Radson

A single great idea lit the fire of enthusiasm in Travis Beaulieu and Joel Florek—and, with the help of the Bob Mark Memorial Elevator Pitch Competition, earned them \$1,000 in cash.

Beaulieu and Florek were the first-place winners in the 2011 competition that commemorates the late professor Bob Mark, topping the other entrants with their innovative AsfalMed business idea. Using a secure online database and mobile application, AsfalMed would provide access to medical information via QR codes on drivers licenses and student IDs.

“The idea started with QR codes on medical jewelry,” Florek said, “and we realized that student IDs and drivers licenses would be a bigger market. We’ve been working on it almost every night for a long time.”

During the elevator pitch competition, which was founded in 2007 by Mark, participating students had three minutes—about the length of an elevator ride—to sell a new business idea to a panel of judges. The pitches were as wide-ranging as they were clever.

A textbook rental operation, Picket Books, took second place and a \$500 prize. Its creator, David Shull, designed the business with a significant advantage over similar current operations. “It’s peer to peer,” he said, “students working directly with other students. Using a QR code [scanned by their cell phones], they can make a connection in thirty seconds to a minute.”

Shull said his business would profit by getting a service fee, similar to eBay and PayPal. He said students would also be able to recover all their costs. (See additional story, right.)

SafePlug, the brainchild of biomedical engineering student Anne Dancy and mechanical engineering student Brett Jenkins, took third place. Mounted on a simple bracelet, SafePlug would automatically turn off heat-producing appliances—like hair dryers, electric blankets, and portable heaters—if the wearer moved more than fifty yards away.

By their calculations, Dancy and Jenkins could sell the item and show a 40 percent return on each sale.

Seventeen teams participated in the competition. Other elevator pitches focused on web-based news-gathering applications, better bicycle tires for Africa (see right), healthier bakeries, Chinese language coaches, and services for visiting the elderly with a cup of coffee.



### ***Breaking News!***

As this issue of *Impact* was going to press, we learned of great student successes in the 2012 New Venture Competition, a partnership between Michigan Tech and Central Michigan University. The competition allows students to bring new businesses and ideas to life with a \$60,000 total purse.

The Michigan Tech team of Ben Mitchell and Wade Aitken-Palmer took first place for their Baisikeli Ugunduzi (Swahili for “modern bicycle”). They won \$30,000 for first prize and another \$10,000 for best Social Venture, focusing on sustainability and social impact, for their Kenya-based bicycle-tire business. Taking third place and \$5,000 were Tech students David Shull and Kyle Johnston for their Picket Books, a student-to-student book rental business.

Runner-up and \$10,000 went to MVMT Media Products, an online video management system, by CMU students Sean Armstrong and Jeff Wegner.

The late Bob Mark initiated the CMU/Michigan Tech connection, and the competition was open to on-campus students attending Central or Tech.

Watch for an in-depth story in the next *Impact*. ■



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## PCA is Looking for Members

**W**e are seeking nominations for the Presidential Council of Alumnae (PCA) from the School. These are women who deserve recognition for achievements in a number of areas, such as education, career achievements, past service as a student or currently in their community,

support for the University, and personal achievements. This includes women who have graduated with either undergraduate or graduate degrees.

The School has the largest percentage of PCA members. The PCA advises the president on campus climate issues and provides suggestions for

enhancing Tech's environment for students. For more information, email Professor **Dana M. Johnson** '80 (PCA member since 2001) at [dana@mtu.edu](mailto:dana@mtu.edu). The deadline is late spring/early summer, and PCA meets each fall on campus. What a great way to send someone back to her alma mater! ■