

Spring 2007

BALL STATE

business

A MAGAZINE FOR
MILLER COLLEGE OF BUSINESS
ALUMNI & FRIENDS

Also inside:

- Immersed in Business
- Ethics Education
- A Rising Business Star

SWEATING IT OUT

STUDENTS EXPERIENCE REAL-WORLD RISK AND
REWARD AS THEY PUT GRADUATION ON THE LINE
WITH THE BALL STATE ENTREPRENEURSHIP CENTER'S
ONE-OF-A-KIND CAPSTONE COURSE.

Gratitude and Growth

In the six years since I arrived at Ball State University to begin serving as the fourth dean of what was then simply the College of Business, we've remodeled the Whiting Building, updated our technology, created new initiatives, enhanced several long-time programs, recruited terrific students and faculty, and reached out to our alumni and business community friends.

Faculty stepped up in response to our request to conduct more scholarly research, and many of you made gifts to your alma mater. In my opinion, the Miller College of Business is on an upward trajectory in every respect, the result of a concerted effort by many stakeholders working together.

As I reflect on the last six years, I realize I count many new friends. I've been invited into your homes and businesses, and I've met many of you on campus. It is you—alumni, friends, faculty, staff, and students of the Miller College of Business—who truly have made this job one of the most rewarding of my career. (Serving as a full-time faculty member is the other very rewarding position I've held.)

This year, however, an opportunity came my way that will enable me to grow professionally.

Effective August 1, I will become dean of the College of Business and Industry at Mississippi State University. A search committee has been formed, and a national search will be conducted

to find my replacement. I leave a strong leadership team and terrific faculty and staff, and I am confident that the Miller College of Business will continue to provide an outstanding educational experience for students.

You'll read about some of those excellent experiences in this issue of *Ball State Business* magazine—from exciting new initiatives in our nationally recognized entrepreneurship program, to the valuable hands-on experiences our business students receive through immersive learning opportunities, to how we are preparing our students to be ethical business leaders.

I want to personally thank each of you who have invested in the Miller College of Business, whether by giving of your time, talents, or financial resources. Last fall, we challenged you to consider giving \$10 for every year since you graduated, and many of you took that challenge! We had 100 alumni and friends visit campus this year for Dialogue Days in March, making it the most successful ever. Others among you share your talents by serving on advisory boards, mentoring students in various majors, and reviewing business plans for our entrepreneurship students. Think about the value you are contributing—it's incalculable!

It's truly been an honor and a privilege to serve as your dean for the past six years. I wish each of you health, happiness, and success in your personal and professional lives. I know you'll support the college through this transition and that it will continue to grow in stature. The Miller College of Business will forever hold a special place in my heart. Go Cardinals! ●

Lynne Richardson
Dean and Professor of Marketing
Miller College of Business

Contact us at
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On the Cover:
Entrepreneurship major Brian
Geiselhart, junior, will put
graduation on the line next
year when he presents his
business plan for the New
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Miller
COLLEGE OF BUSINESS
Ball State University

Spring 2007

Search for new dean begins

In February, Miller College of Business Dean **Lynne Richardson** announced that she had accepted the position of dean of the College of Business and Industry at Mississippi State University, a position she will begin August 1, 2007.

“As all astute business people know, the cost of working with talented people is sometimes losing talented people,” says Ball State University President **Jo Ann M. Gora**. “The Miller College of Business has prospered during Dr. Richardson’s time as dean and will certainly feel her loss.”

Richardson’s many accomplishments in her nearly six years as dean of Ball State’s Miller College of Business include the creation of a series of business advisory boards; a significant increase in outreach to alumni and donations to the college; the naming of the college; the development of the Advanced Professionalism Certificate and other new initiatives; and the launch of *Ball State Business* magazine.

Prior to Richardson’s appointment at Ball State as dean and professor of marketing, she was associate dean for undergraduate programs and external relations at

the University of Alabama at Birmingham (UAB) School of Business. She is a member of the AACSB International Board of Directors and served on the Beta Gamma Sigma Board of Governors. She also has served the Muncie community in a variety of leadership capacities, including as a member of the board of directors of the United Way of Delaware County and president of the local affiliate of the American Heart Association Board of Directors.

A national search for Richardson’s successor is underway, led by Ball State University Provost **Terry King**. “Ball State, under Lynne’s leadership, gained significant momentum in the Miller College of Business,” King says. “Always it is with some regret that we note a valuable colleague leaving Ball State. But I want to assure our many alumni and friends that we will be moving quickly to look for someone capable of advancing our business programs toward even greater levels of success.”



The Miller College of Business is committed to preparing students for success through nationally recognized and respected programs, quality teaching, and real-world immersive learning opportunities.

Beta Alpha Psi chapter receives superior award

Ball State University’s chapter of Beta Alpha Psi (BAP), an honorary organization for financial information students and professionals, was awarded a superior chapter designation for the 16th consecutive year in 2006. The designation—the highest award presented by the national BAP organization to chapters—recognizes excellence in service to the community and professional development.

“This is truly a remarkable accomplishment and a reflection of the dedication of the members and accounting faculty,” says **Mark Myring**, Ball State Alumni Distinguished Professor of Accounting and faculty advisor for the BAP chapter in the Miller College of Business.

BUZZ

National recognition for human resource management program

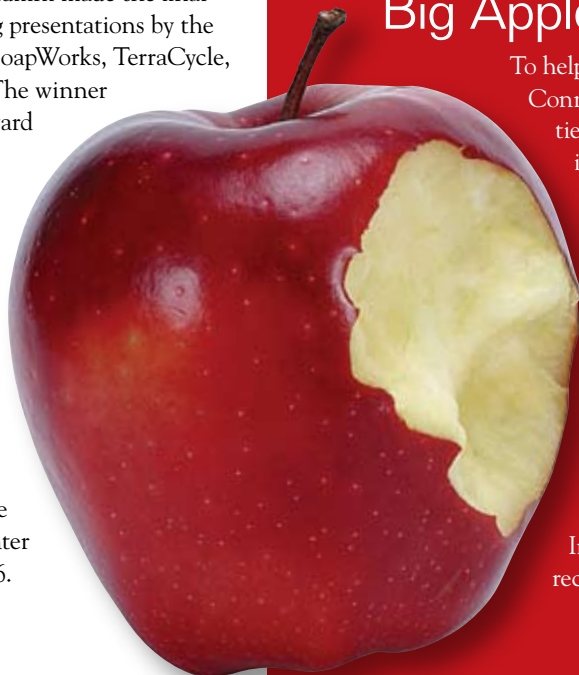
The Miller College of Business human resource management program in the Department of Marketing and Management received national recognition last fall for following the templates of excellence in human resources education as adopted by the Society for Human Resource Management (SHRM). The program is one of only five such programs to earn this distinction from SHRM, the world's largest association devoted to human resource management.

Entrepreneurship Center presents inaugural Ascent Award

An innovative, California-based entrepreneur was presented with the Entrepreneurship Center's inaugural Ascent Award at ceremonies the evening of March 3 at the Conrad Hotel in Indianapolis. A national search resulted in three finalists for the award, who were selected by current students in the entrepreneurship program based on the type of creativity, drive, and passion that the program embodies.

Entrepreneurship alumni made the final selection after hearing presentations by the finalists: founders of SoapWorks, TerraCycle, and MBA Polymers. The winner of the first Ascent Award was Michael Biddle, who started a plastic recycling company in his garage. Today MBA Polymers is considered the world's most advanced recycler of plastics used in durable goods.

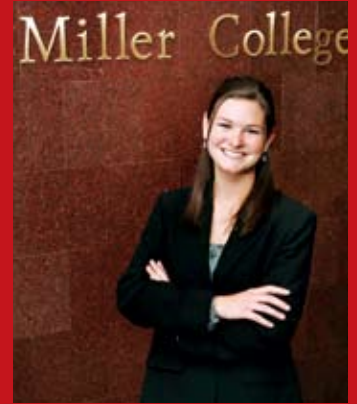
See more about the Ascent Award and the Entrepreneurship Center at Ball State on page 6.



Senior receives Orr Fellowship

Senior business administration major **Jenny Brooks** was one of a handful of Indiana college students awarded the Governor Bob Orr Indiana Entrepreneurial Fellowship in February. Each year the fellowship program, created to retain and inspire Indiana's brightest minds, matches 10 to 12 outstanding graduates from Indiana colleges and universities with the state's most entrepreneurial companies and organizations. Brooks will be working for Griffin Analytical Technologies in Lafayette, Indiana.

For information about a previous Ball State business fellowship recipient, see the Bottomline article on page 20.



Jenny Brooks

Marketing students place in top 25 in international competition

For the third consecutive year, Ball State marketing students have placed in the top 25 of the Business Strategy Game at the University of Alabama. Two teams of students from a marketing simulation course taught by **Russ Wahlers** were among 2656 teams from 166 colleges and universities around the world who competed in the simulation event in February. The Ball State teams ranked 15th and 16th in terms of overall performance. "The measure of overall performance used by the Business Strategy Game simulation is a form of what we'd term a 'balanced scorecard' approach that includes both financial and marketing criteria," says Wahlers.

Prebusiness students share Big Apple adventure

To help first-year students connect and succeed, Ball State's Freshman Connections program groups them into "living-learning communities" in which community members live in the same building or in units near each other and are assigned to some of the same Core Curriculum courses. A living learning community of prebusiness students who live in Knotts/Edwards Halls share not only a residence hall and core classes, but also off-campus learning experiences.

In January, 46 prebusiness students and seven chaperones boarded a bus bound for New York City, where they took in both business and cultural attractions. Associate Dean **Ray Montagnano** and new faculty member **Susan Brudvig** were among those who accompanied the students on their Big Apple adventure, including visits to the New York Stock Exchange, the United Nations, and Liberty Island. In addition, Ball State business alumnus **Ken White** hosted a reception for the students at Ernst & Young's Times Square office.

Ethics Week brings together students, campus, and community

As part of Ball State's campus-wide Ethics Week, initiated and coordinated by the Miller College of Business, WorldCom whistleblower Cynthia Cooper spoke to students, faculty, and the public about what can be learned from WorldCom and other corporate scandals.

An internal auditor and consultant, Cooper was named one of *Time* magazine's "People of the Year" in 2002 for her efforts in uncovering WorldCom financial fraud. In addition to sharing her experience, she discussed the importance of ethical decision making and the challenges faced in carrying out individual responsibilities in an era of increased focus on corporate integrity.

Cooper was one of three keynote speakers and a number of programs and debates that were part of Ethics Week, April 16-19 on the Ball State campus. The interdisciplinary week brought together students, faculty, and community members to address ethical issues ranging from uncovering corporate fraud to philosophical questions arising in educational, medical, and athletic fields. For more information, see the ethics education article on page 11.



WorldCom whistleblower Cynthia Cooper

Business and cultural interaction with India increases

A group of MBA and undergraduate business students joined **Sushil Sharma**, associate professor of information systems, and **Dan Baack**, assistant professor in the Department of Marketing and Management, to travel to India over spring break in March. During their 10-day trip, they visited universities and companies in Delhi, Mumbai (formerly Bombay), and Pune.

"We wanted to expose our students to another culture and business environment through interaction with students, faculty, and business executives in India," Sharma says. "At the same time, we met with college and university officials to determine if we could develop a student exchange program."



This was the second Ball State contingent to India led by Sharma. In 2006, he and **Lynne Richardson**, dean of the Miller College of Business, and **Ray Montagno**, the college's associate dean, traveled to India to market the college's MBA program and explore the possibilities of developing a study abroad program with several colleges in India.

"In our initial visit in 2006, we developed some basic ties and are building upon them," says Sharma. "It looks like there is great potential for developing student and faculty exchanges in the coming years."

In December, **Brien Smith**, chair of the Department of Marketing and Management, spent two weeks in India as a guest of the University of Delhi. Smith presented a paper at a conference and guest lectured in several classes, while furthering the college's relationship with the university.



2007 Beta Gamma Sigma initiates

Beta Gamma Sigma welcomes new members

On March 30, 62 Miller College of Business juniors, seniors, and graduate students were inducted into the Ball State Chapter of Beta Gamma Sigma business honor society. Seniors in the top 10 percent of their class, juniors in the top seven percent of their class, and master's students in the top 20 percent of their class are invited to join the elite organization, which serves business programs worldwide that are accredited by AACSB International—the premier professional accrediting body for schools of business.

Each year the Miller College of Business honors new Beta Gamma Sigma members at an initiation banquet that brings together faculty, family, and friends to celebrate the students' successes. The featured speaker at this year's event was Ball State business alumnus **Wil Davis**, CEO of Ontario Systems in Muncie.

Plan to attend 2007 Alumni Awards dinner

Please mark your calendars for the fourth annual Miller College of Business Alumni Awards dinner—Friday, October 5, 2007 at the Ball State University Alumni Center. The traditional gala reception and dinner will be followed by a celebration to honor outstanding business alumni, including the new Hall of Fame recipient. Last year's event drew a capacity crowd of alumni, university dignitaries, and members of the business community.

Dialogue Days event creates more real-world connections

The 2007 Dialogue Days event connected Ball State business students with more successful, real-world business professionals than ever before. This year's two-day event showed a 50 percent increase in speakers and participating class sections from last year. One hundred alumni and friends of the Miller College of Business from across the country spoke in 165 class sessions—sharing valuable business expertise and experiences with students.

Insurance program recognized for creative innovation

The risk management and insurance program in the Miller College of Business was recognized for its creative innovation in *Biz Voice*, a magazine published by the Indiana Chamber of Commerce.

Ball State students created a computer simulation game that allows students to manage their own insurance companies. The game also will be used by high school teachers who are members of the Insurance Education Institute, which helps teachers learn about insurance and assists them in preparing lesson plans that incorporate insurance into curriculum. The institute will host high school teachers on the Ball State campus in June.

RISK AND REWARD

WITH ITS ONE-OF-A-KIND, “SPINE-SWEATING” SENIOR CAPSTONE COURSE AND RECENT INNOVATIONS, BALL STATE’S ENTREPRENEURSHIP CENTER CONTINUES TO EARN WIDE ACCLAIM. BY STEVE KAEUBLE

The graduation invitations have been sent, and relatives are making plans to attend commencement. The typical senior is enjoying the final few days at Ball State University.

But not senior entrepreneurship majors like Scott Stark of Fishers, Indiana. There’s no time to relax when you’re preparing for the biggest test of your college career, one that will determine whether or not you graduate in a few days.

Stark is one of 31 students enrolled this year in Ball State’s New Venture Creation course, a one-of-a-kind capstone course for undergraduate entrepreneurship majors that culminates in the presentation of an original business plan before a panel of seasoned, real-world entrepreneurs. If the evaluators find the plan feasible, students receive an A and put on their caps and gowns. If not, they fail the course and don’t graduate—at least not without trying again next spring semester.

Stark believes his business plan for visual aids for PDAs and other small-screen electronic devices will pass muster with the panel, but, he acknowledges, “It is pretty stressful.”

Nearly 25 years since its creation, Ball State’s nationally ranked entrepreneurship program is still the only one in the country that offers a challenge like its capstone course—widely known as the “spine sweat” or “senior sweat” course because of the real-world, sweat-inducing anxiety it creates.

“This course is the deal breaker,” says Larry Cox, director of Ball State’s Entrepreneurship Center in the Miller College of Business. “No other program has a pass-fail, A or F

course—and the grade is assigned by the business community, not by a professor. No one is doing anything like this.”

Miller College of Business Dean Lynne Richardson adds, “I talk to other business college deans all the time, and when I tell them that our entrepreneurship students risk their graduations, their mouths fall open.”

The course is a prime example of the innovation and risk that continue to earn wide acclaim for Ball State’s entrepreneurship program, the heart of the Entrepreneurship Center. Respected for its depth and breadth, the program has received an array of awards

and rankings, including its impressive standing among *U.S. News & World Report’s* top 10 undergraduate entrepreneurship programs in the nation for nine consecutive years.

Cox, who was named director of the Entrepreneurship Center at Ball State University in 2005, hit the ground running—innovating, expanding, and refining the work of the center, including everything from undergraduate and graduate curriculum to extracurricular opportunities to community outreach.

“We’re teaching our students how to be creative,” he says. “We tie it all together with a creative problem-solving approach.”

SOLVING PROBLEMS, CREATING OPPORTUNITIES

It’s an approach known in the business world as Simplex, developed by a problem solver with ties to Procter & Gamble and McMaster University in Ontario. The system guides entrepreneurs through a wide range of business activities—identifying customers’ problems for which a business can offer solutions, uncovering and fixing quality issues, anticipating potential problems, and preventing them.

While businesses pay large sums of money to learn about and implement systems such as Simplex, entrepreneurship students are graduating from Ball State already well-versed in the concept. Though Simplex is often applied at large corporations, educators at Ball State feel that its basic premise—that a customer’s problem represents a potential business opportunity—is a good match for the entrepreneurial process.

THE ULTIMATE ENTREPRENEURIAL EXPERIENCE

Ball State’s entrepreneurship program in the Miller College of Business—renowned as the “ultimate entrepreneurial experience”—has earned scores of awards and rankings since its creation nearly 25 years ago.

Most recently, for the ninth consecutive year, the undergraduate entrepreneurship program is ranked among the top 10 programs in the nation for entrepreneurship by *U.S. News & World Report*. The 2007 “America’s Best Colleges” issue ranks the Miller College of Business program sixth in the nation—ahead of a number of notable business schools.



SWEATING IT OUT: Entrepreneurship major Brian Geiselhart, junior, will put graduation on the line next year when he presents his business plan for the New Venture Creation senior capstone course—better known as the “spine sweat” or “senior sweat” course.



Tena Rees, left, started her own business with the expertise she gained from Ball State's entrepreneurship program. Ball State's student entrepreneurship team, right, presents its business plan to the Nascent 500 Business Plan Challenge judges, while traveling around the Indianapolis Motor Speedway in a limousine.

Entrepreneurship majors go through a progression of problem discovery, solution generation, and implementation. By their senior year, they have a business model. "I don't know of another program that takes you from A to Z like we do with this major," Cox says.

The nine courses specific to Ball State's entrepreneurship major are well coordinated and complementary, Cox explains. The curriculum begins with Introduction to Entrepreneurship, in which students begin to learn the Simplex system and also identify a potential problem that a for-profit business could solve. Subsequent courses build upon that base and allow students to pursue their business ideas further.

Students learn to use market research to help determine the feasibility of their business concept and gather insights into human resources issues, business ethics, and venture financing. An internship places them in the real-world setting of an entrepreneurial company or the business-development operation of a larger corporation, and a consulting class provides the opportunity to work with local small businesses that have sought assistance from the Entrepreneurship Center.

Cox says the Miller College of Business also is pursuing ways to imbue the problem-solving approach into graduate curriculum. A three-course entrepreneurship sequence developed specifically for the MBA concentration requires each student to complete

a major project focusing on a corporation's future strategic innovation or another entrepreneurial endeavor of interest to the student.

Other recent developments in the college include a move to create a minor in entrepreneurship. "A lot of students would like to have the opportunity to find out what entrepreneurship is about, but don't want to become a major," Cox says. The minor would give students a feel for the creative problem-solving approach so central to the major, but would not require them to conclude with the "spine sweat" course.

EXPANDING PARTNERSHIPS

Cox also is working to expand the Entrepreneurship Center's partnerships with successful businesses, alumni, and others through new initiatives like the Nascent 500 Business Plan Challenge, which brought together undergraduate entrepreneurship students from across the country, and the Ascent Award program, which premiered this year.

"We initiated a national search to find entrepreneurs who represent the essence of the Ball State University Entrepreneurship Center—those who have successfully uncovered tough problems and crafted creative solutions," Cox says.

Both undergraduate students and alumni were involved in the selection of three finalists and, finally, the winner, announced at

GENTLEMEN AND LADIES, START YOUR BUSINESS PLANS

The Ball State University Entrepreneurship Center's Nascent 500 Business Plan Challenge made its debut run on March 23 at the Indianapolis Motor Speedway. The first annual competition brought together 12 college entrepreneurship teams from across the nation, chosen from entrants who had submitted 500-word abstracts and business plans.

The dozen qualifying teams were awarded \$500 each and brought to the Indianapolis Motor Speedway where each of the 12 teams had 500 seconds to pitch their plan to judges in the back of a limousine as it traveled around the famed two-and-a-half-mile oval. Four teams advanced to the final round, with the winning University of Manitoba team taking the top prize—\$10,000, a quart of milk, and a victory lap around the track.

Teams participating in the "limousine pitch round" were: Ball State University, Illinois Institute of Technology, Illinois State University, Loyola Marymount University, Purdue University, Taylor University, Texas Christian University, University of Hartford, University of Manitoba, University of Michigan, and Vanderbilt University.

the inaugural Ascent Award ceremony on March 3 in Indianapolis. The 2007 Ascent Award winner Michael Biddle started a California-based plastics recycling company in his garage. Today, his company, MBA Polymers Inc., is considered the world's most advanced recycler of plastics used in durable goods.



Entrepreneurship alumnus Johnny Bigger, left, of BiggTimeSports enjoys the rewards of successful small business ownership. Jim Stratman, right, expanded his senior-year Ball State business plan into a fast-growing, international custom-manufacturing firm.

"It would be impossible to overestimate the impact these three entrepreneurs had on our students," says Cox. "Each entrepreneurial journey—each of their ascents—was exceptional and inspiring."

The Entrepreneurship Center also creates connections through a variety of outreach programs. For example, says Cox, seminars aim to spread the Simplex problem-solving concept to those who have the ability to create new Indiana businesses and boost employment. Sessions with economic-development officials are intended to provide economic shots in the arm, and the center is beginning a project to assess the level of entrepreneurial activity in various regions of the state to learn where assistance is most needed.

BUILDING BUSINESSES

As Ball State's Entrepreneurship Center succeeds in expanding its impact through outreach, its core—the undergraduate entrepreneurship program—continues to receive rave reviews from those whom it has benefited directly.

Johnny Bigger of Muncie, a 2005 Miller College of Business graduate, was able to turn an avocation into a profitable vocation through the knowledge he gained in the entrepreneurship program. Bigger always had a love for buying and selling sports memorabilia, but his entrepreneurship training helped him build the business he calls

BiggTimeSports into a busy purveyor of sports cards, autographed photos, and other sporting memorabilia. "Through the program, I was able to figure out what steps I needed to take to turn a hobby into a business that makes money and pays the bills," he says.

For example, the program's requirement to conduct market research gave him important insights. "I thought I had a pretty good idea and could assume what the customer wanted," Bigger explains. But one thing he discovered through market research was that many potential buyers are not fans of the eBay auction format he had been using frequently, preferring instead to "Buy It Now" for a fixed price. "Now that's the biggest thing I do," he says.

Using the "eBay Store" and "Buy It Now" features helped Bigger eliminate some of the guesswork from his business cash flow, creating a more steady monthly income. Today, BiggTimeSports sells about 6,000 items a month, and employs two others in addition to Bigger.

Robert Haecker, a 1996 Ball State graduate who is now president of custom-electronics installer Tri-Phase Technologies in Carmel, Indiana, says he emerged from the entrepreneurship program armed with all he needed to start a successful business. "Due to my thorough business plan (prepared at Ball State), I was able to attain financing with the first bank that I approached," says Haecker.

"Everything from the lease terms of our first office to the negotiation of our lines of credit. I was so charged and motivated after graduating from this program that I knew the business would be successful."

Tri-Phase, which designs and installs high-end electronics systems for homes and businesses, has grown into one of the largest businesses of its kind in the country, employing 30 people and generating an annual revenue of about \$6 million.

Jim Stratman, president and CEO of full-service engineering thermoplastic resin manufacturer Enviropas Inc. in Evansville, Indiana, expanded his senior-year business plan into a successful custom-manufacturing firm that generates annual revenues in excess of \$17 million, employs 40 people, and is still growing.

Stratman, a 1993 graduate who played football at Ball State, agrees that the entrepreneurship program offers a tremendous simulation of real-world stresses and situations. "There is no question in my mind that the Ball State entrepreneurship experience is the closest thing a college student will ever see to owning and operating a business venture," he says.

The entrepreneurship program provided 1987 graduate Tena Rees with the expertise to write a business plan that enabled her to go from licensed cosmetologist to owner of Hot Heads, a successful full-service beauty salon in Muncie. "Without my experience in the entrepreneurship program, I would still be working for someone else," says Rees. "Entrepreneurship marketing taught me how to find



Robert Haecker emerged from the entrepreneurship program with all he needed to start his high-end electronics installation business, one of the largest of its kind in the country.

my niche in the marketplace and to position my products and services for success.”

IMMERSING AND INTEGRATING

The program’s immersive nature attracted senior Shawnda Brodnex, who started out studying architecture at Ball State, but always wanted to open a retail business. “As I got deeper into the entrepreneurship program, I realized that no other major at Ball State would give me such a unique hands-on experience,” she says. “It connects every aspect [of business]—finance, accounting,

human resources, economics, operations—all under one major through the experience of researching and writing a business plan.”

It also requires students to draw upon their own motivation to succeed, Brodnex says. “You have to personally take the initiative,” she says. “You are your own motivation to complete the needed research and steps toward the finished product.”

The real-world-risk experience, self-discipline, and motivation the entrepreneurship program builds are clearly the keys to its ongoing success. Still, it’s the sweat-inducing conclusion of the program that continues to turn heads.

RISKING FOR REWARD

The culmination is, indeed, dramatic. Days before commencement, each senior entrepreneurship student travels to Indianapolis to stand before a panel of four business professionals to give a 15-minute presentation about the merits of his or her business plan and then answer questions for up to half an hour. In some cases, the review panel of entrepreneurs and financiers may want more information or require that a certain problem be resolved, and the student then has the opportunity to address the issue and return to the panel later in the day.

Just how real is the risk? Cox says it’s not uncommon for evaluators to conclude that a plan doesn’t cut it. “Last year, about a third of the students failed,” he says, although he notes that historically the failure rate is closer to 25 percent.

Not surprisingly, those who make the grade feel a strong sense of pride in their accomplishment. Dean Richardson says that’s why

the entrepreneurship students have asked to be the last business majors to take the stage and collect their diplomas at commencement. “They want to highlight the achievements they have made,” she says. “Last year several students even brought their business plans with them to graduation, because they were such a part of who they were.”

Despite the daunting challenge—and perhaps because of it—entrepreneurship students recognize the value of the experience. “This stress is part of what life will bring in the future, and we are learning to manage the stresses of business through this process,” says Brodnex.

The all-or-nothing, A-or-F basis of the capstone experience makes perfect sense to senior Clayton Davis. “When you go to an employer for a job interview, there is no second chance, so why should it be any different with your education? You have to be excellent to go higher, because nobody wants a C- employee,” he says.

Davis also notes that the accomplishment means just as much to students who go to work for a company rather than starting their own venture. “That’s the power of this program,” he says. “You can say to a prospective employer, ‘Look, I accomplished these tasks in this time frame and put my graduation on the line. Any challenge you have to throw at me I can meet because I have already risked it all and won.’”

Senior Scott Stark, who has congenital glaucoma, hopes to use the knowledge he has gained through the entrepreneurship program to open a retail store specializing in products such as visual aids for small screen electronic devices for others who are visually impaired. “The program has helped me know what’s in the market, and I’ve made a lot of connections,” he says, noting that those contacts range from product manufacturers to physicians who might refer customers to his business.

Personal experiences, not the desire to get rich, have driven Stark toward his business idea. However his entrepreneurship studies have convinced him that while “it’s not a huge money maker, it is sustainable.”

That kind of evaluative expertise also is critical for building self-confidence, Stark says. “The most valuable thing for me about the entrepreneurship program is coming away with something that gives me such a good sense of accomplishment,” he says. “I’ll have a lot more confidence.” ●

Steve Kaelble is a freelance business writer from Indianapolis.

GET IN ON THE GROUND FLOOR

Among the recent innovations in the Miller College of Business entrepreneurship curriculum is an extraordinary learning experience for graduate students. Known as the Ground Floor, the program is especially attractive to part-time MBA students from communities around Indiana who participate through distance-learning course work and occasional half-day workshops in Muncie and other locations.

The Ground Floor provides exposure to entrepreneurial thinking, new ideas, and technologies that could be used to spur business startups in their communities.

“The idea is that young people who finish the MBA program will be empowered to start their own new businesses,” says Miller College of Business Dean Lynne Richardson.



Feature

STAYING ON COURSE: ETHICS EDUCATION

Ball State meets the demand for preparing ethical business leaders • By Mark Massé



What is ethical behavior? Words like responsibility, integrity, credibility, and accountability appear in countless ethics policies and codes of conduct. But interpretations often differ. ¶ To some, ethical behavior means strong values and moral intelligence—enlightened actions that may enhance performance throughout an organization. To others, acting ethically means examining consequences, avoiding malfeasance or abuse of power. A discussion of ethics may range from debate on shareholder vs. stakeholder priorities to dialogue on philosophy, worldview, and social justice.

However, in the wake of high-profile corporate scandals such as Enron, Tyco, and WorldCom, a common theme emerges: the nation's business schools are being called upon to cover ethics in the classroom and to provide practical, relevant instruction to develop future industry leaders.

According to a recent article in *BizEd*, published by business school accrediting body AACSB International, formal ethics and compliance programs have become more prevalent in corporate America and schools of business “have a clear responsibility to create ethical guidance systems that will help graduates stay on course.”

As an accredited institution, the Miller College of Business ensures that students receive a range of learning experiences on individual ethical behavior and community responsibilities in organizations and society. Instruction on ethical behavior, according to the AACSB, is “paramount to the delivery of quality business education.”

In the Miller College of Business, faculty and administrators offer courses on business ethics, integrate case study scenarios across the curriculum, and use compelling ethical dilemmas to help prepare students for the

challenges that lie ahead.

“Teaching ethics is one way we strive to make our students ready for situations they will encounter in their careers, so they don’t get blindsided,” says Ray Montagno, associate dean in the business college.

ETHICS WEEK

Montagno also was coordinator of Ball State’s inaugural, campus-wide Ethics Week 2007. The April event, sponsored by the Miller College of Business, featured speakers, panels, debates, films, and special events—all focused on ethics—from more than a dozen university departments and community organizations.

The idea for an ethics week was born in a fall 2006 Miller College of Business leadership team brainstorming session led by Lynne Richardson, dean of the college. The group planned to host a national speaker on business ethics—WorldCom whistleblower Cynthia Cooper—but also wanted to do more. It was determined that Ethics Week would provide opportunities to examine the depth and breadth of ethics in a multitude of industries, professions, and organizational settings by seeking broad-

based, interdisciplinary involvement from the university and community.

Among the participating departments and schools were architecture, communication studies, counseling psychology, journalism, philosophy and religious studies, theatre, music, physical education, sport and exercise science, as well as Cardinal Health Systems and the Center for Peace and Conflict Studies (CPCS).

George Wolfe, a Ball State professor of music who also serves as outreach coordinator for the Center for Peace and Conflict Studies, moderated a panel on ethical activism during Ethics Week and helped coordinate a dramatic reading from theatre professor Michael Daehn.

“Organizing a week of educational events around the subject of ethics is an intriguing paradigm for interdisciplinary studies,” says Wolfe. “Focusing on what is ethical may help raise the standard for behavior for our social institutions.”

ETHICS IN ACTION

In the Miller College of Business, ethics curriculum includes an Ethical Business Leadership (EBL) class in which Richardson

offers students opportunities to evaluate consequences for individual choices and organizational behavior. She relies on a cadre of college alumni and advisory board members who serve as guest speakers. One of those real-world speakers is Dave Heeter, CEO, MutualFirst Financial/Mutual Federal Savings Bank, who says it is critical to address business ethics in the curriculum in order to have students consider the implications of their actions.

Students in the Ethical Business Leadership class discuss business ethics issues with Ball State business alumnus Oz Nelson, former CEO of UPS and Ball State University Foundation board member.

Another speaker, Kevin Walbridge, regional vice president for Republic Services, a publicly traded national waste management and recycling corporation, tells students that ethical decisions will mark them personally and professionally throughout their careers.

“You’re building an ethical resume and your reputation each day by the decisions you make,” Walbridge says, advising business students to utilize constant communication with colleagues and superiors in the work-

force. “If you have a difficult choice to make, discuss it first so there are no surprises later.”

Richardson believes that by providing students with access to executives from multiple disciplines, they not only get a composite view of management practices, but they also “hear from people who live ethical decision making every day.”

Kathie O’Neal, vice president, investment, and branch manager of A.G. Edwards in Muncie, spoke to the EBL class in February 2007.

“You can make a good living, be profitable, and be ethical,” says O’Neal, who equates sound ethical behavior with strong leadership skills. She says that students need “a good dose of reality,” and she recommends using deadline-driven team projects—similar to those on the television show “The Apprentice”—to reveal ethical dilemmas, personal choices, and accountability under pressure.

Ball State business students Laura Yadon, Matzine Sanchez-Guiterrez, and Brian Geiselhart say they are eager to learn as much as possible about ethical business behavior while still in school. The three helped produce a student video featuring on-campus interviews that was shown to a university audience during Ethics Week. They realize that their generation faces new ethical challenges as a result of their technological sophistication.

“We have a choice whether to use our technical savvy to achieve ethical, innovative results or to try to circumvent rules because we’re impatient with procedures,” says entrepreneurship major Geiselhart.

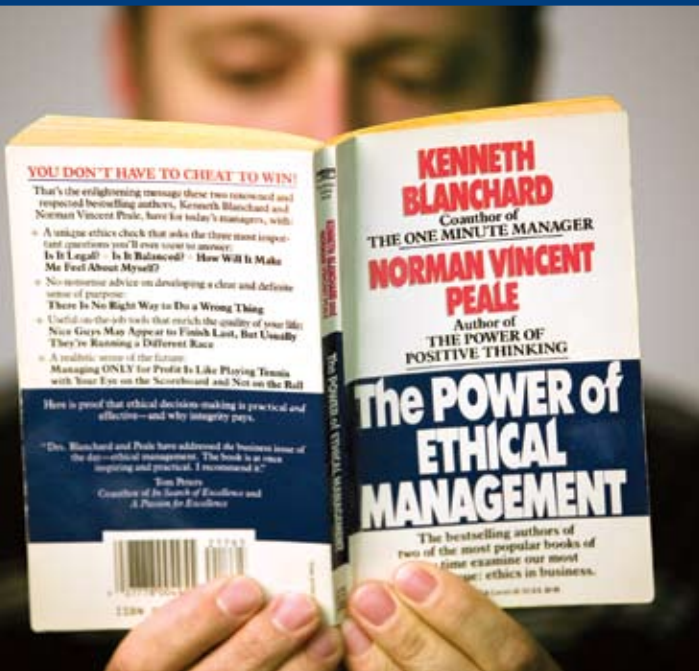
For the EBL course final project, students are expected to create an ethical dilemma



“ We have a choice to use our technical savvy to achieve ethical, innovative results or to circumvent rules because we’re impatient with procedures. ”

**— BALL STATE
BUSINESS STUDENT
BRIAN GEISELHART**

“ I strive to show how the values of the entrepreneur shape company culture and how ethical decision making leads to a better workplace. ”



The Power of Ethical Management is required reading in Dean Lynne Richardson's Ethical Business Leadership course.

based on management principles within their chosen discipline. International business major Sanchez-Gutierrez, who wants to examine issues related to immigration and human resource management, notes that business values and practices often vary from country to country.

ETHICS AND ENTREPRENEURSHIP

A recurring debate facing business students is deciding to whom a company owes its primary allegiance—shareholders or stakeholders? Economist Milton Friedman's seminal 1970 article, "The Social Responsibility of Business Is to Increase Its Profit" prioritizes investors over consumers or communities. The Friedman model maintains, however, that profit making should abide by the "rules of the game."

Accounting major Laura Yadon believes that corporations have an ethical responsibility to serve multiple publics. "Without shareholders, finances would be an issue for a corporation," she says. "However, companies cannot exist without the public to utilize goods and services. Businesses have an obligation to maximize profit and shareholder wealth, but not at the expense of being ethical."

The social responsibility side of the business equation is regularly discussed in Mike Goldsby's

Entrepreneurial Ethics course. The Stoops Distinguished Professor of Entrepreneurship teaches students a host of cultural, philosophical, and scientific theories to help them understand organizational ethics and social entrepreneurship.

"I strive to show how the values of the entrepreneur shape company culture and how ethical decision making leads to a better workplace," says Goldsby, who asks students to examine their world views while acquiring practical wisdom that has "passed the test of time."

Rather than isolating profit as the goal, Goldsby prefers the term "solutions capitalism." He cites the efforts of business leaders such as Bill Gates and Warren Buffett, executives whose fortunes have been used to benefit society.

Goldsby has a kindred spirit across the

Atlantic. In the September/October 2006 issue of *BizEd*, Domenec Melé, chair of Economics and Ethics, University of Navarra, Barcelona, Spain, notes that ethical business leaders are defined by their characters, which are developed during their lifetimes. "Consequently, integrity, courage, humility, and other virtues are important qualities in a manager . . .," says Melé, who believes that business school faculty need to stress the roles that virtues play in the lives of managers in order to enhance the ethical standards of business students and, by extension, business leaders.

As they fulfill the role of instructing today's students and tomorrow's business leaders, Miller College of Business faculty and administrators understand the importance of "values clarification." They hope that Ethics Week will become an annual event—an immersive approach to reinforcing the role of ethics across the curriculum at Ball State University, where a new task force on academic integrity has been convened to re-examine the Student Academic Ethics Policy in light of advances in electronic technology.

When it comes to examining the implications for ethical behavior, perhaps the bottom line is found in the Blanchard and Peale text, *The Power of Ethical Management*, that is required reading in Dean Richardson's Ethical Business Leadership class: "Everyone contemplating an ethical decision should ask himself or herself: 'How will it make me feel about myself?'" ●

This article is the first in a two-part series on business ethics and education. Look for the final segment in the fall 2007 issue of *Ball State Business* magazine.

Mark Massé is a Muncie-based freelance writer and a professor of journalism at Ball State.

Feature

entrepreneurship dynamic

IMMERSED IN BUSINESS

The Miller College of Business is committed to providing students with relevant, hands-on experiences that create extraordinary academic and business outcomes.

By Carmen Siering



In January, business students Matt Duncan, Jason Kaleta, Jennifer Langford, and Philip Lash were winners of the Creativity+Innovation Award, featured on Ball State's Portfolio Web site. The site—www.bsu.edu/portfolio—showcases outstanding immersive work by Ball State students.

CREATIVITY+INNOVATION

LIFE CHANGING—that's how Miller College of Business and other Ball State students describe the immersive learning experiences that are becoming the hallmark of a Ball State University education.

Immersive courses aren't defined by term papers or exams. Instead, students, working with a faculty mentor, drive the learning process and produce an end product—such as a business plan, product prototype, or policy recommendation—not for a grade, but to satisfy a community or business partner.

Ball State business faculty and administrators have long recognized the value of incorporating experiential learning into the curriculum and providing students with real-world business experience. And a number of business courses and projects—including the entrepreneurship program's famous "spine-sweating" capstone course—successfully embody all the components that characterize immersive learning at Ball State today.

But as the university has formalized its commitment to offering every Ball State student at least one immersive learning opportunity, the Miller College of Business is ramping up its leadership role in providing students with relevant, hands-on business

know-how. And, with the development of its new Business Assistants program, the college is aimed at taking the student immersive experience to a whole new level in the attainment of both academic and business outcomes.

"The Business Assistants program is team taught and interdisciplinary, interfaces with external businesses, and allows students to work on real problems with solutions that will actually be implemented," says Brien Smith, associate professor of management and co-author of the proposal for the new Business Assistants program. "I can think of plenty of examples in which those components have existed individually, but to put them together is extraordinary and really quite exciting."

The new program, which will be implemented in the fall 2007 semester, has received initial funding of \$24,450 from a 2007 Discovery Award—a women's philanthropic, collaborative fund coordinated by Ball State



Senior Whitney Walker works with her industry coach from The Hershey Company, Adelaide Rodriguez, in the Advanced Selling course.

University Development. Specifically designed for business students, the program also will serve the needs of for-profit businesses, and the interdisciplinary teams of students will be guided by executive mentors.

"This program will give business students the opportunity to solve problems in local organizations while at the same time learning marketing and management theory and networking with area business leaders," says Miller College of Business Advisory Board President Dave Heeter. "I see it as a 'win' for all concerned."

EMBRACING IMMERSIVE LEARNING

The Business Assistants program and other immersive learning opportunities in the Miller College of Business are supported by a newly created position focused entirely on immersive learning. Angie Cravens, who joined the college as its new coordinator of immersive and experiential learning in July 2006, collects information about business projects that already meet the university's immersive learning guidelines and helps identify what adjustments can be made to make other projects truly immersive.

"Part of my job is explaining the extra dimension that makes a project immersive," says Cravens, who describes an experiential continuum that begins with traditional internships, which, although not immersive,

provide valuable real-world opportunities. "As projects become more student-driven, more collaborative, and more outcome-based, they get closer to what Ball State defines as immersive learning."

Embracing the immersive initiative in the Miller College of Business has resulted in some changes, but also has meant recognizing ongoing programs and practices that are ahead of their time, says Cravens. "The Miller College of Business has been providing immersive learning opportunities to our students for years," she says. "The other part of my job is to go out and tell our story."

CREATIVITY+INNOVATION

One of the college's immersive learning stories was told recently on Ball State's

Portfolio Web site, which showcases student immersive work and each month's winners of its Creativity+Innovation Award. January's winners—nominated by Jensen Zhao, professor of information systems and operations management—were Matt Duncan, Jason M. Kaleta, Jennifer Langford, and Phil J. Lash, students in Zhao's Information Systems Management class (ISOM 415).

The students developed and conducted a research project that assessed the user satisfaction of the Ball State Web site, intranets, wireless connections, and Web security in comparison to those at Indiana University-Bloomington and Ivy Tech Community College.

Zhao, who has taught ISOM 415 for three years, says students are required to create a project proposal for a business as the research component of the course. After submitting the proposal to Zhao for an initial examination, the students then submit the proposal to the business.

The January award winners submitted their proposal to Nancy Prater, university Web coordinator, and Ball State Vice President for Information Technology O'Neal Smitherman. Smitherman says the project is a good example of what immersive learning projects can provide—a unique opportunity to combine classroom knowledge with real-world problems that require creative solutions.

"Ball State is redefining education in a way that concentrates on presenting students with the types of problems they will be expected to solve in their chosen areas of study," says Smitherman. "This project gave students in the field of information technology a safe environment in which to learn and test their abilities."

Information systems major Jennifer Langford agrees. "The scope of the project was unclear at first, and that is why I learned so much from the project," she says. "Dr. Zhao guided our team through the procedures, but we created all the tools needed to complete the project on our own."

Zhao says the students' professional approach was key to the successful response to the project. "Their work impressed a lot of people," he says. "It impressed me. They designed the research, and they carried it out. It would be done this way in a real-world situation."

SOLVING REAL-WORLD PROBLEMS

Working with real-world clients to solve problems is the basis of another information systems and operations management

ECONOMICS CHALLENGE

In addition to supporting the university's goal of providing all Ball State students with immersive learning experiences, the Miller College of Business also offers students a host of internships and other innovative experiential learning opportunities.

One project—the Federal Reserve Challenge Competition—gives economics students the chance to put their skills to the test in front of Federal Reserve, private sector, and academic economists.

Last semester, economics professors Tung Liu and Cliff Stone gathered the first-ever Ball State student team—Andy Blough, David Barker, Brandon Eichmeier, Tony Kumming, and Mark Lewis—to prepare for and participate in the Fed Challenge regional competition in Chicago. The October competition required the students to study the U.S. economy, make forecasts and policy recommendations, and defend their views to the judges.

Kumming, who graduated in December 2006 and now works as a financial analyst in Tampa, Florida, says that although the students worked hard to prepare, they were still amazed at the competition. "It was the first time Ball State ever had a team," he says. "I had an idea of the time commitment, but I never imagined how much I would learn in such a short period of time."

Now that he is working, Kumming says he understands how decisions made by the Fed have a real impact on business, and he appreciates the value of participating in the Fed Challenge, even though the team didn't win. "For anyone considering studying economics, or doing anything with the monetary system, I think the Fed Challenge is an experience you can't do without," he says.

Stone agrees that the competition is nothing like being in a classroom situation and much more like what students will face once they are in the workforce. "It's what they'll have to do after they graduate—make a presentation, answer questions about it, and defend their answers," he says.

With their first competition under their belts, the team coaches understand what it takes to compete with the likes of Northwestern University, which has won both the regional and national competitions three years in a row.

"I think if we want to be really effective, we have to recruit in the spring so the students can start reading and getting together by email over the summer," Stone says. "We certainly want to make a run at Northwestern."

course taught by Fred Kitchens. The Systems Analysis and Design sequence (ISOM 412 and 419) requires students to work in teams of four or five, with each team acting as independent consultants for a company or organization.

Students spend fall semester analyzing an information systems problem—meeting with the client, gathering information, and making a presentation to the Miller College of Business Information Systems Advisory Board, as if they are competitively bidding for a contract. If all goes well, the students continue into the spring with a signed contract and the opportunity to actually design the system. Students spend many hours preparing a professional report for the final presentation to the client in early April, and there's a lot riding on the outcome.

"The final presentation is worth 40 percent of their grade, and I won't even grade it if the client says they didn't fulfill the terms of the contract," Kitchens says. Most students not only fulfill the contract and pass the class, but they also believe they get much more than a grade from the experience.

Seniors Travis Parisi and Joe Brown say the courses are grueling and admit to pulling the occasional all-nighter during crunch-time. But the rewards of finishing are sweet. Both young men have consulting jobs waiting for them when they graduate in May, and the class had a 100 percent job-placement rate—before spring break—among the graduating seniors.

"I was able to take the report to all of my job interviews, and when I was asked a question, I had a page to turn to," Parisi says. "Having this professional report at my side increased my value. In fact, I will earn more than many consultants who have been on the job a year or two."

Brown had a similar experience. He had two job offers and thinks his experience in the information systems courses was a deciding factor. "During the interview process, I related a lot of my experiences on this project, and the interviewers seemed to be impressed with how Ball State incorporated real business experience into the program," says Brown.

Kitchens also teaches a number of other courses that have immersive learning experiences at their core, including the Cluster Computing Research Project and the Department of Information Systems and Operations Management's capstone course (ISOM 411). The design of the capstone course was developed by the Information

Systems Advisory Board, which each year sponsors a client project in which the students work in teams to respond to an RFP (request for proposal). The sponsoring client—this year, STAR Financial Bank—generally provides \$1,000 in prize money for the winning team.

"This project is as true-to-life as you can get," says Kitchens. "The bank is looking for new ideas from the students, and the actual branch (on which the students consulted) will be built in Muncie later this year."

OUT-OF-CLASSROOM THINKING

Entrepreneurship majors have a number of opportunities to immerse themselves in real-world business experiences in addition to the "spine sweat" capstone course. Student teams in Jeff Hornsby's Entrepreneurial Consulting course (MGT 441) are paired with clients who are in the growth stage of developing their businesses. Typical semester-long projects include creating a financial structure and marketing plan, conducting market research and business location analyses, and

FACULTY IMMERSION

The Miller College of Business Faculty Internship program is an opportunity for business faculty to integrate classroom and business environments in what Associate Dean Ray Montagno likens to "immersive learning for faculty."

"The goal is to have faculty talking to people in business to see how what we are doing in our classrooms would work in the business world," he says. "It's another way for faculty to make connections between theory and practice."

After several Miller College of Business advisory boards identified companies who were eager to work with the college to establish a faculty experience, the Faculty Internship program became a reality in summer 2006.

To participate in the program, faculty members submit a statement of interest, which includes a description of the type of organization with which they would like to be involved and how they think the experience will enhance their teaching. Those approved are then paired with a host organization for a paid, one-week internship during the summer.

Montagno says that one of the goals of the program is to encourage faculty to innovate their teaching methods—creating student learning materials and establishing student visits, internships, and immersive learning opportunities.

A 2006 faculty internship with Jarden Home Brands, located in Muncie and Independence, Missouri, provided Marilyn Chalupa, associate professor of information systems and operations management, with multiple opportunities that have benefited both her and her students.

Chalupa learned how Jarden applies SAP, a software program used by many Fortune 500 companies and others to manage their business processes online. She says the experience helped her more effectively teach the program to students in her Advanced Enterprise Resource Planning course (ISOM 430).

"The faculty internship gave me a chance to learn some new things that I could bring back and share with my class," says Chalupa.

In addition, following her internship, Chalupa arranged for her ERP students to visit the company to see SAP in action and to meet with a representative of the company who explained how the program worked in the industry setting.

"It validated how this is actually used in a business and that what we are learning about in theory is actually practiced," Chalupa says. "These students have learned to rethink how business is accomplished."

The internship experience created a business partnership that also benefited Jarden. Chalupa says, "They know we are teaching SAP. They know that our ISOM majors know how business has changed because of it. And they know we can supply knowledgeable employees." She hopes there will be future opportunities for students to intern at Jarden and to develop immersive learning experiences.



Students in the Cluster Computing Research Project course meet with their real-world clients in the Delaware County Emergency Management Agency.

CREATIVITY + INNOVATION



Guided by faculty mentor Fred Kitchens, far right, student teams in the ISOM capstone course are paired with a sponsoring client. This year, students consulted on a new STAR Financial Bank branch with the bank's Muncie region president Tom Miller, back row, and vice president Teala Shideler, front right.

community entrepreneurship analyses.

"The course is unique because students get a chance to spend several hours with entrepreneurs and get a deeper understanding of what they go through—the specific needs and struggles they experience," Hornsby says.

Senior Anthony Reiss said the course is different from any other class he has taken

in the business school. "There were no tests, no lectures, no notes. You just get out there, find out what the client is looking for, and use the resources available and the knowledge you've learned over the past few years to address the challenge at hand," he says.

Reiss, whose senior capstone business plan envisions a bicycle commuter shop, says he's pleased that his education has immersed him in the real-life pursuit of that goal. "You don't just get principles shoveled into your noggin," he says, "You have to go out and do it. You have to do your market research. You have to build intricate financials. You have to design your strategy. It's very kinetic, very hands-on."

Building confidence based on experience—not a textbook—is common to business students, including Brittany Garrett, who says the opportunity to learn

from an industry sales coach in Ramon Avila's Advanced Selling course (Marketing 425) proved invaluable.

The course, which Avila has taught for nine years, begins by requiring each student to secure a sales coach from the industry in which he or she wants to work. Companies for which the coaches work have included

ADP, Sherwin-Williams, Cintas, Eli Lilly, and the Indianapolis Colts.

"The student has to go out and sell the salesperson on the time commitment," says Avila, who notes that's not as easy as it may sound. The coach's commitment is significant, since he or she becomes an integral part of the class, even assisting during the midterm exam by playing the role of a buyer.

Students job shadow their coaches in the field for one to three days, in which they are expected to learn all they can from the coach and their clients on how to succeed as a salesperson in their particular industry. And there's more.

"We take this process one step beyond by having students go into the industry and sell the coaches' products to one of their companies," explains Avila. In addition, each spring, the students receive training from the Indiana Pacers organization and sell thousands of dollars worth of tickets.

With the assistance of Avila and their coaches, students learn selling from the ground up—from negotiating with buyers and handling sales resistance to closing the deal. For Garrett, actually getting out there and making the sale was what made her believe she has a promising future in sales.

"Now I have a good idea of the challenges I'll face when I begin my career, but more importantly, I know how to overcome those challenges," says Garrett. "I'm confident that I'll excel in sales because I have been given the tools to succeed."

Ball State's business college is committed to providing all its students with tools for success by fine tuning existing immersive projects and developing new opportunities. "Our immersive programs partner with businesses to allow students to immediately apply theory from the classroom to real-world problems," says Brien Smith. "I believe this level of student responsibility and accountability puts Ball State graduates at a distinct advantage in the marketplace."

Miller College of Business Dean Lynne Richardson notes that in its first year alone the new Business Assistants program will allow 28 students to gain access to local business executives who will serve as mentors as they solve business problems. "The faculty members involved are top notch, the business community endorses it, and the plan is solid," says Richardson. "This is exactly the kind of experience we want our students to have prior to commencement." ●

Carmen Siering is a Muncie-based freelance writer.

A Rising Star in Business

With a confidence that belies his 25 years, Lucas Frank is quite comfortable in his new role as one of the youngest cost analysts at Otis Elevator in Bloomington, Indiana. But moving into highly competitive positions already has become standard operating procedure for this 2004 Miller College of Business graduate.

Frank, who majored in finance and minored in economics at Ball State, was a 2004 recipient of a Governor Bob Orr Indiana Entrepreneurial Fellowship, which each year matches outstanding new alumni of Indiana colleges and universities with the most entrepreneurial, progressive, and fast-paced organizations in the state.

Established in 2001 as a measure to reverse Indiana's "brain drain," the prestigious private-sector fellowship program offers participating companies the opportunity to work with some of Indiana's top graduates, while fellows benefit from full-time, salaried, two-year positions that are anything but typical entry-level jobs.

Frank's fellowship placed him with AuthorHouse, a self-publishing firm in Bloomington. As a business analyst, his primary responsibilities included maintaining the key performance indicators for the company and finding ways to increase the efficiency of the organization.

"The fellowship program works with a lot of young, successful, fast-growing compa-

nies," he says. "As for our jobs, we get to learn more about management. We have more responsibility. Right away, we see a broader view of the business."

In addition, Orr fellows meet regularly with each other, and have opportunities to network with local and state business leaders.



Those connections are an essential part of the program, says Frank.

"We were introduced to the top business leaders in the state, which is important, but in the Orr Fellowship program you also get to know your most talented peers," he says.

"The idea is that, over the years, we'll build a network of the best and brightest people. And once we develop that network, it makes it tough to leave Indiana. Or maybe I should say it makes it easy to stay."

Frank admits that despite his confidence, he was surprised when he recently was offered his current position with Otis Elevator.

"I didn't think I would get the job because not a lot of people my age have this type of position," he says. "After they offered it to me, I went back and interviewed them to make sure I was up to doing what they needed done."

Once he realized that the experiences he had acquired in his two years as an Orr Fellow had made him uniquely qualified for the job, he felt confident that Otis Elevator had made the right decision.

"At AuthorHouse, I had built systems and models, since it is a new company. So the experience I had was just what they needed," he explains.

Frank credits the experience that has placed him ahead of the pack in his career to a series of opportunities that began with his decision to attend Ball State.

"Ball State gave me opportunities for success that led to the fellowship; the fellowship led to my position at AuthorHouse, and that led to this new position at Otis Elevator," he says. "It really is all connected." ●

by Carmen Siering

Carmen Siering is a Muncie-based freelance writer.

Carol Abner, BS Accounting, 1979, is an assistant vice president at Fifth Third Bank. She also serves on the Miller College of Business Finance Advisory Board.

Susan Arford, BS Marketing, 1994, is the human resources manager for Norwood Promotional Products. She is enrolled in Ball State University's executive development master's program.

Marchal Armstead, AA Business Administration, 1995; BS Management, 1998, is the coordinator of University Computing Services Workforce Development at Ball State University. She is an adjunct faculty member, teaching marketing and management.

Ted Baker, BS Marketing, 1980, is the president and managing partner of Worldwide Technologies, a Muncie-based manufacturing company. He also owns two Sport Clips Haircuts businesses in Muncie and Fishers, Indiana.



Nora Bammann, BS Management, 1984, is the company owner of Professional Home Details, Inc., in Carmel, Indiana. She currently serves on the Miller College of Business Executive Advisory Board.

Jenny Budreau, BS Accounting, 1984, is the senior vice president at FORUM Credit Union and was elected chairman of the board of directors of the Indiana Credit Union League. She also was selected as a member of the Credit Union Executive Society's Rising 100.

Mark Clark, BS Marketing, 1980, is the manager of corporate recruiting with Lowe's Companies, Inc. in Mooresville, N.C.

Glenn Dunlap, BS Entrepreneurship, 1991, is the managing director and co-founder of Milestone Advisors, a consulting firm that provides business strategy, management, accounting, and corporate finance services.

Denise Harvey, BS Business Management, 1992, recently joined Mercer Health and Benefits as a consultant and analyst.

John Kaufeld, BS Management, 1985, is the communications manager at STAR Financial Bank. He also is a best-selling author and one of the guest speakers at the Fort Wayne Business Expo in May 2007.

Karen Mangia, BA International Business, 1997, and MS CICS, 1998, works as the Indiana commercial regional manager for Cisco in Carmel, Indiana. She continues to be involved at Ball State University as a guest speaker and mentor.

Edward Matthews, BS, Business Administration, 1976, is the president and owner of Edward Matthews Insurance Associates, which specializes in working with mid to large commercial business opportunities.

Mike Newbold, BS, Marketing, 1976, has been named the new president for the central Indiana region of Sky Financial Group, Inc. of Indianapolis and part of the leadership team involved with the transition process following the conversion of Union Federal Bank to Sky Bank.

Donald Noffsinger, BS Accounting, 1974, and MBA, 1980, is the author of his second book, *What is Eternity?* a Christian perspective on eternal life, published in January.

Kathryn Parkins, BS Management, 2001, is the first vice president of investments at Wachovia

Securities and is a partner at Freed-Parkins Financial Consulting Group.

Jennifer Pferrer, BS Marketing, 1989, is the executive director of the American Diabetes Association, Indiana area.

Larry Robinette, BS, Mathematics, 1969, MA Management, 1976, is CEO of the CFM Corporation, a building products corporation specializing in hearth, heating, and outdoor products with operations around the world.

John Scheidler, BS Business Administration, 1976, is the associate general counsel for Duke Energy Corporation in Plainfield, Indiana.



Anthony Schneider, BS Finance, 1980, managing director of Schneider Huse & Associates, was recently elected chairman of the Ball State University Foundation Board of Directors.

Scott Swaney, BS Sales and Marketing, 1990, is a regional sales manager for Computershare Communication Service's financial print and online filing division in Lakewood, Colorado.

Tony Walker, BS Finance, 1994, is the CFO of Monument Advisors, Inc. and is treasurer of People's Burn Foundation, a nonprofit organization located in Indianapolis.

Vesta Whisler, BS Business Education, 1988, and MA Adult Education, 1994, is an assistant professor at Valdosta State University in Georgia, in the adult and career education department. She teaches business education and is helping the department move to hybrid and online delivery.

Howard White, BS, Marketing, 1977, is the senior network project manager at AT&T Payphone Services in Chicago, Illinois.

Name _____

Address _____

City/State/ZIP _____

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Degree/Major/Year _____

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Position/Title _____

Here's my news for *Ball State Business*. (Use separate sheet if necessary.) _____

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BALL STATE business | e-news



The Miller College of Business recently launched Ball State Business e-news, an electronic newsletter designed to provide business alumni and friends with timely information about the college.

In addition to *Ball State Business* magazine, which you'll continue to receive twice a year, Ball State Business e-news arrives via email every month—delivering news, updates, and opportunities, as well as brief articles of interest.

If you'd like to receive our e-newsletter, please send your email address to us at business@bsu.edu. You also may view Ball State Business e-news at: www.bsu.edu/business/e-news.

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