

# REAL.

COLLEGE OF BUSINESS | SUMMER 2010



Roberto Curci  
introduces MBA  
students to business  
in Brazil

REAL life. REAL business.™

# REAL.

When asked to describe our *real life, real business* approach to education, I explain it this way: *In the College of Business, we've made the global business community our classroom and invite the best businesses to step forward and help us learn.*

You'll notice that I emphasize the word **global** and that's the focus of our cover story. You'll read about our efforts to infuse more globalization into the curriculum at both the graduate and undergraduate levels. A group of faculty is leading the charge in beefing up international study in the curriculum, conducting related research and taking students overseas. You'll learn about a particularly innovative MBA class that is helping Indianapolis-based logistics firm Langham Logistics expand markets in Brazil.

Butler offers over 110 study abroad programs in over 40 countries and nearly one-third of all business students participate (more than any other college on campus). In addition to the University's study abroad program, the COB has direct business exchange programs with universities in Germany, France, the Netherlands, Canada, Hong Kong, New Zealand, Taiwan and Chile. You'll also read about the Leadership London class, which is the first of what we hope are several new summer study abroad options for our undergraduates.

Students also occasionally participate in international internships, combining a study abroad experience with an internship. Business students have participated in internships in Taiwan, Germany, Chile and Ireland. While one student worked with Merck in China, another worked for the Indiana Economic Development Corporation in Taiwan and was responsible for attracting Taiwanese investment to Indiana. Now that's *real life, real business.*

Our alumni, students, faculty and corporate partners have long known that the COB provides a superior business education and we are now being recognized nationally for our efforts. In November, *BusinessWeek* ranked the Butler MBA program #36 in the nation and #8 in the Midwest among part-time MBA programs. In March, we received double honors from *BusinessWeek* and were ranked #63 in the nation among business undergraduate programs. We were also ranked #13 in the nation for Academic Quality, ahead of all other Indiana schools. We are the only business school in Indianapolis that is nationally ranked at both the undergraduate and MBA levels.

In addition, the Butler MBA is one of 15 graduate schools of business named to *The Princeton Review's* second annual "Student Opinion Honors for Business Schools" list in the marketing category. Schools on the list were highly rated by students in a survey about classroom and campus experience. It's been quite a year and I thank you for taking the ride with us.



Chuck Williams  
Dean





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# Soundbites.

REAL life.  
REAL business.

## Top High School Students Participate in Butler Business Scholars Event

The COB held its Butler Business Scholars (BBS) event in February and hosted approximately 110 families, setting an all-time attendance record. BBS is a prestigious scholarship and visit event, open by invitation only to high-achieving high school seniors who have been admitted to Butler. Each year, approximately one-third of the incoming COB class is comprised of these top quality, high-achieving students.

## COB Quality: Just Look at the Numbers

From rankings and reputation to faculty research, the quality of an academic program can be measured in many ways. In the COB, one measure of quality can be seen in the most recent Major Field Test (MFT) results and graduate placement rates.

MFT, which is supported by the Educational Testing Service, the world's largest private, nonprofit testing and assessment organization, tests nine functional areas of business. The results provide information on how an institution's students perform — overall and in each of the nine areas — in relation to students at other institutions.

Butler business students who graduated in May, August and December of 2009 scored, on average, in the 90th percentile on the test. In each of the nine business areas, student's scores were as follows:

- 95th percentile in economics, information systems and international issues
- 90th percentile in finance, legal and social environment (including ethics)
- 85th percentile in management, marketing
- 80th percentile in accounting
- 75th percentile in quantitative business analysis

"These scores are especially impressive when you compare them with our student's SAT scores," stated Dean Chuck Williams. The average SAT score for an incoming COB student is in the 75th percentile. "Essentially, we are bringing students in at the 75th percentile and graduating them in the 95th percentile."

Another indicator of a quality program is its placement rate. For 2009, Butler's COB had an impressive placement rate of 95 percent. This means students were either employed in the field of their choice, attending graduate school or participating in a gap-year experience such as the Peace Corps or Teach for America.

## Butler Business Days for Prospective Undergraduate Students

Butler Business Days are scheduled for October 9 and October 11 and offer prospective students and their families an opportunity to learn more about studying business at Butler. The program runs from 8:00 – 1:00 and is repeated on both days. Students will learn about our "real life, real business" approach to business education and will interact with faculty, staff and students. The event concludes with an optional campus tour. For more information, visit [go.butler.edu/visit](http://go.butler.edu/visit).

## Go Behind the Scenes at Vera Bradley with a Marketing Intern

Marketing major Libby Bates is spending her summer interning at Vera Bradley in Fort Wayne. Libby is working as a web/retail marketing intern and, among many other things, has traveled to assist with new store openings. To read Libby's colorful blog, visit [www.butler.edu/career-development](http://www.butler.edu/career-development) and click on "Intern Blogs". Don't miss the photo of the giant Queen Bee parade balloon.

## Board Fellows Program Pairs MBA Students with Local Non-Profits

In this year-long program, MBA students are paired with the executive director and board chair of a nonprofit organization and work with them to enhance the functioning of the board and the organization. Students take two related classes and have a mentor with nonprofit experience.

Each organization designates a board member to serve as a liaison to the student fellow. In addition to helping the student understand the organization, the liaison works closely with the student to identify and complete a project for the organization.

Students are currently paired with the following organizations: the 2012 Super Bowl Committee, Central Indiana Corporate Partnership, Goodwill Industries of Central Indiana, the Indianapolis Chamber of Commerce, United Way of Central Indiana, the Indiana Repertory Theatre, the Indianapolis Symphony Orchestra, the Indianapolis Museum of Art, Indiana Blood Center and Indiana Health Industry Forum.



# Dean's Newsletter and Perspectives

## Sierra Club Partners With COB for Research Study

The Sierra Club is America's oldest grassroots environmental organization. Subsequently, many of its older members, who are now in a position financially to make a planned gift, have seen the organization go from focusing primarily on public land preservation to addressing global warming through its current promotion of smart energy solutions.

In fall 2009, the Sierra Club partnered with the College of Business to help understand whether this gradual increase in scope of mission was having any effect on the organization's older membership, and if so, would donations suffer.



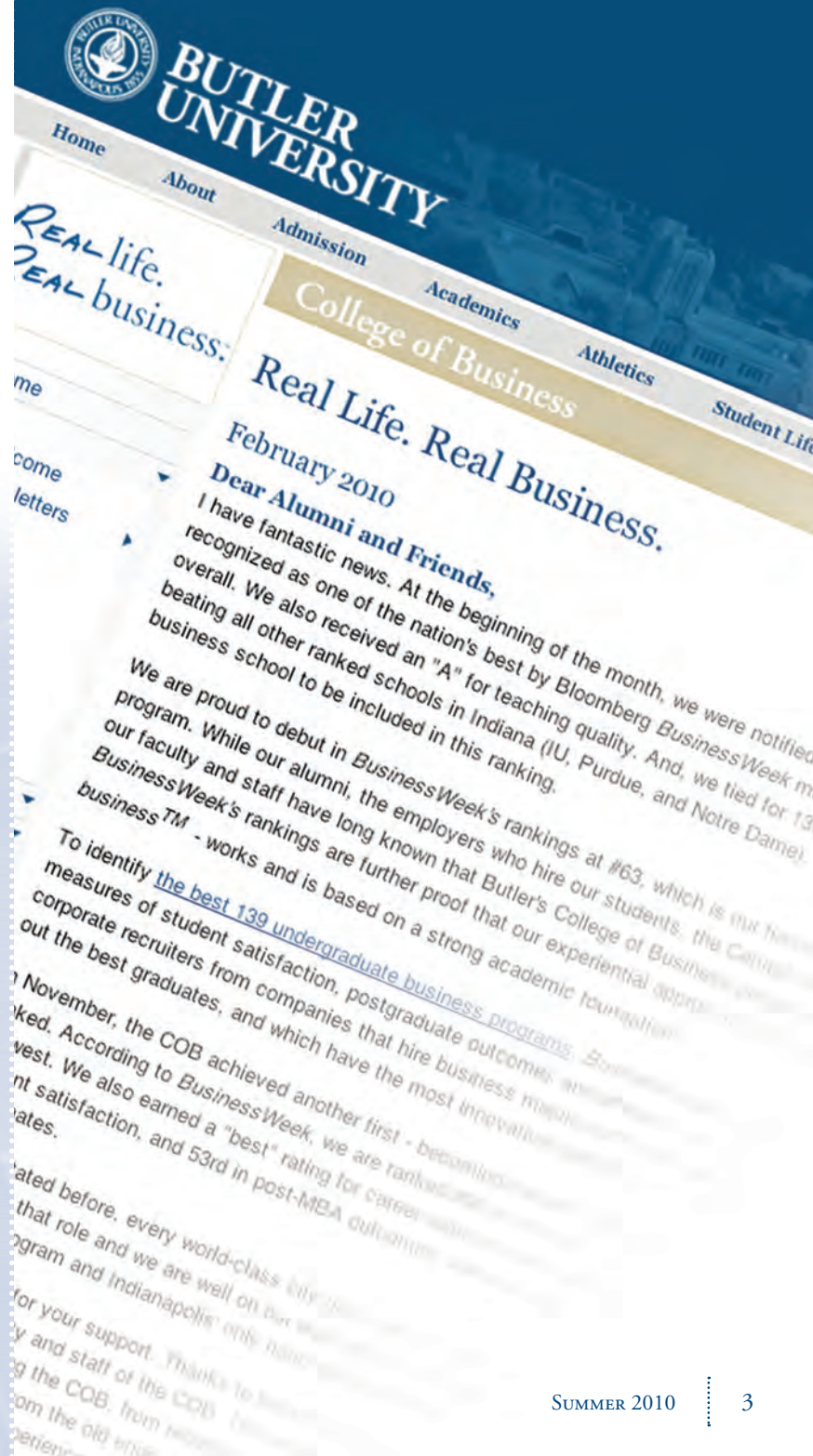
Bob Mackoy, professor of marketing, created a two-hour MBA course, "Research Applications for Strategic Planning in Not-for-Profit Organizations," to perform a market research study for the organization.

Mackoy and his six students performed 14 depth interviews by phone. Results of the depth interviews were used to shape a quantitative on-line survey that was sent out to 4000 members who are 60 years and older. A total of 786 members completed the survey, yielding a 19.5 percent response rate.

Responses showed that members did perceive that the mission had expanded over the years but that this perception did not appear to have a direct effect on the likelihood of contributing to the club through a planned gift. In fact, 13 percent of respondents said they already planned to make a gift, while another 27 percent said they were considering it. Sierra Club Foundation's Deputy Chief Advancement Officer John Callaway has used these findings to secure additional marketing resources from the foundation's board.

"This was the first time we had worked with an entire university team of students and a professor," he said. "I thoroughly enjoyed the collaborative nature of the project, and the information gained from it has been invaluable to us."

Keep up on what's happening in the College of Business by subscribing to the dean's monthly e-newsletter. Be sure to also read the dean's monthly Perspectives column in the Inside Edge, a daily e-newsletter from Inside Indiana Business. Visit [www. ButlerRealBusiness.com](http://www.ButlerRealBusiness.com) (under News & Events) to sign up for the newsletter and to read archived issues.



## Career Tea Introduces Students to Successful Women in the Business Community



Rhoda Israelov, career mentor, established an annual scholarship 10 years ago that was originally intended to encourage female business students to enter the financial services field. Starting this year, the scholarship funds a new annual event to

introduce students to successful female members of the Indianapolis business and nonprofit community who can serve as role models and mentors.

The first event was held in April and included a formal tea service and a panel presentation. Panelists included Elaine Bedel, president, Bedel Financial Consulting Inc.; Alpha C. Blackburn, president and CEO, Blackburn Architects; Barbara Branic, retired group president, Regions Bank, Greater Indianapolis Region; Sally Bassett Brown, president and co-founder, Women Like Us Foundation; Alecia Decoudreaux, vice president, deputy counsel, Eli Lilly & Company; Teresa S. Lubbers, Indiana Commissioner for Higher Education, and Barbara K. Milton, vice president of community relations, Buchanan Group.

## Juniors Participate in the Ben Lytle Forum

Juniors in the College of Business participated in the annual Ben Lytle Forum in late March as part of the L. Ben Lytle Professional and Career Development Program. Lytle is chairman of Univita LLC, and is the former chairman and CEO of Anthem. During the forum, Lytle offered advice on achieving life success beyond career success. He shared his personal experiences as he was starting out and climbing the corporate ladder, as well as his perspective as a CEO and now as an entrepreneur.

**Ben Lytle**  
Chairman, Univita Health

## Leadership Coaching for MBA Students

One of the most important objectives of Butler's MBA program is to help students grow their leadership capabilities. The Butler MBA now offers a formal leadership development program for all students, beginning with the MBA510 Leadership class. Following an assessment of their leadership strengths, weaknesses and styles, each student works one-on-one with a coach as part of the MBA510 course. Coaches are also available to them throughout the entire MBA program. The coaches work with students to integrate peer input and other assessments and to formalize personal action plans that guide their future development as leaders. As they complete the MBA program, students collaborate with their coach to write a final draft of their personal leadership action plan in the MBA capstone course. Bill O'Donnell, director of graduate programs for the COB notes that, "This program is unique for MBA students. Offering one-on-one coaching support for leadership development provides a learning opportunity that adds tremendous value to our students' development."

Coaches include Myra Cocca, president and owner, Ironstrike; Charles "Skeets" James, COO/CFO, Associated X-Ray Services; Lisa Robinson, director of talent management, Finish Line; Scott Troyer, COB executive partner and business consultant, and Jerry Toomer, COB executive partner, adjunct professor and coordinator of coaches for the MBA Program.

## Welcome New Board Members

**Jon Jacobson**, president of Bo-Witt Products Inc., is the newest member to join the college's Board of Visitors.



**Meagan Rater**, program development manager for Rolls-Royce, is the newest member of the College's Strategic Marketing Board.

The Accelerator Advisory Panel recently added three new members shown, from left: **Jim Jay**, president of TechPoint;



**John Perry**, senior vice president of Morgan Stanley Smith Barney and **Greg Stanley**, managing director of PricewaterhouseCoopers, Indianapolis.

Jay, Perry, Rater and Stanley are Butler alumni.



## Butler Business Accelerator Hires Business Development Manager



The Butler Business Accelerator has hired Katie Abernathy as business development manager, a new position. Prior to Butler, Abernathy served as the business development/marketing manager for Oxford Financial Group Ltd. Abernathy held management consulting positions with Bearingpoint (formerly KPMG Consulting) and Illinois Business Consulting, a consulting firm within the University of Illinois. She also worked as the director of communications for international women's fraternity Alpha Gamma Delta. Abernathy earned a bachelor's degree in marketing and advertising from the University of Idaho and a master's of business administration degree from the University of Illinois.

## Pacers President Jim Morris Talks to Students

Jim Morris, president of Pacers Sports & Entertainment, visited campus in the spring and spoke with students as part of the MBA Association Speaker Series. Morris holds an MBA from Butler University. In his current role, Morris oversees the business operations for the Pacers, Indiana Fever and Conseco Fieldhouse.

## Big 10 Commissioner James Delany Visits Sports Marketing Class

During March Madness, Jim Delany, commissioner of the Big 10 Conference, visited the Sports Marketing and Management class to speak with undergraduate students. Delany gave his perspective on the world of college sports.

## MBA Students Study in Japan

MBA students traveled to Japan in mid-May for an international study trip as part of an MBA elective course. Students participated in business seminars and field-trip visits to corporations, government agencies and historical and cultural sites in Tokyo and Kyoto.

# Butler MBA Named to Princeton Review's Student Opinion Honors List

The Butler MBA is one of 15 graduate schools of business named to The Princeton Review's second annual "Student Opinion Honors for Business Schools" list in the marketing category. The complete list can be found in the April 2010 issue of *Entrepreneur* and online at <http://www.princetonreview.com/student-opinion-honors-marketing.aspx>.



## New Trading Room and Real Business Experience Park

In March, a new trading room was opened for the Student Managed Investment Fund class. An office park was also created for the student-run businesses in the Real Business Experience class.



## COB Partners with Key Community Organizations

As part of its branding and community outreach initiatives, the College of Business has partnered with the following organizations this year on events and sponsorships:

- Techpoint Innovation Summit
- Women's Economic Development Outreach Conference
- Vistage Annual Meeting
- The Economic Club
- The Alliance
- Indiana Venture Club
- Healthcare Businesswomen's Association
- IndyHub
- Institute for Real Estate Management
- Indianapolis Business Journal's 40 Under 40 Event



## COB Branding Efforts Recognized by AACSB

The COB branding initiative was highlighted in the article "The Power of Branding Your Business School" in the winter issue of AACSB e-Newsline. To read the article, visit <http://www.aacsb.edu/publications/enewsline/branding.asp>.



## Butler Partners with Ice Miller and Inside Indiana Business on Fourth Annual CEO Survey

The College of Business partnered with Ice Miller and Inside INdiana Business on the fourth annual statewide survey of Indiana's chief executive officers, senior executives and business owners. The survey, "*The State of Our Business – A Perspective from Indiana Executives*," provides insight and understanding on the significant issues facing the state's business leadership.

The partners addressed several themes to examine in greater detail including: CEO challenges and issues, Indiana's economic climate, the state's role in economic development, human resources and workforce issues, Indiana's education system, and planning, managing and assessing information technology.

The project partners will continue to benchmark the results from the 2010 survey and monitor, discuss and analyze the state's progress. A full summary of the report can be found online at: <http://www.inceosurvey.com/>.

## MBA Program Partners with Indianapolis City Market



It's one of Indianapolis' most historic landmarks, but throughout its 123-year history it, like many businesses, has experienced its share of problems.

Looking for some solutions, City Market leaders turned to Butler's MBA program for help.

The collaboration between City Market and Butler's MBA program began last summer with the Gateway Experience, a one-day immersion with a local business where students work in teams to find solutions to a problem currently faced by the company. That engagement was followed by the semester-long Integrative Capstone Experience in the fall.

In contrast to the brief experience that the Gateway provides, the Capstone involves a long-term consulting project and is the last required class for MBA students.

To address the problems facing City Market the students were divided into four groups with each group looking at a different area — a Four C's Analysis, vendor research, potential customer research and how to make the mezzanine profitable.

At the end of the semester, each group presented its findings to City Market executives — Jim Reilly and Stevi Stoesz — as well as members of their board. Of the many recommendations provided to City Market, they are currently looking into two — developing a dedicated parking area for customers and leasing the mezzanine level for private events.

"What we were looking for from the students were nuggets of information and we got that," said City Market Executive Director Jim Reilly. The students provided us with 27 pairs of consultant eyes that we could never afford."





## Derrickson Financial Group Becomes COB's First Corporate Partner



Derrickson Financial Group, part of the Northwestern Mutual Financial Network, has a long history with Butler's College of Business (COB). Derrickson has offered internships to COB students, and hired many of them. Currently, 10 percent

of their workforce consists of Butler graduates. So when the opportunity came for Derrickson Financial Group to become the College's first Corporate Partner, the decision came easily.

"Becoming a Corporate Partner was a natural fit given our history with the College and the fact that

Butler students are looking at Fortune 500 companies, like Derrickson Financial Group, for employment opportunities," said Branden Renner '02, a financial representative/field director for Derrickson Financial Group.

The COB launched the Corporate Partners Program in fall 2009, modeling it after a similar program in the College of Pharmacy and Health Sciences called the Professional Partners Program. Benefits of the Corporate Partners program include visibility within the COB and access to its best and brightest students. Giving levels range from \$10,000 to \$50,000 per year.

"Participating in this program is our way of saying 'thank you' and 'keep up the great work'," said Renner. "My colleagues and I look forward to our ongoing relationship with Butler as it continues to change and grow."

More information on the Corporate Partners Program can be found online at <http://www.butler.edu/cob/support/corporate-partners>.

# REAL Results.

*The Butler Business Accelerator drives real results for Central Indiana, mid-market companies.*

The Accelerator has successfully completed 73 projects with 29 clients in the three years since its inception. Through service offerings that include Business Strategy, Operational Discipline, Organizational Development, Marketing Services, and CFO Services, the Accelerator has helped clients achieve **real results**.

- One client yielded a 35 percent year-over-year sales increase after partnering with the Accelerator
- Through execution of targeted campaigns affecting awareness, knowledge and point of sale intent/trial, the Accelerator helped another client see a sales increase of 16 percent over a nine month period and 25 percent over 12 months
- The Accelerator revealed over \$2 million in inventory reduction opportunities to another client

[www.butler.edu/accelerator](http://www.butler.edu/accelerator)

**Butler Business Accelerator**

(317) 940-6500



# Butler MBA Students Travel to Brazil

## to Research Market Opportunities for Langham Logistics

by Steve Hall

On her way to helping develop a Brazilian market strategy for Langham Logistics, Butler MBA student Kimberly Kurtz learned an important lesson about Brazilian business: It's all about relationships.

"The Brazilians want to have a personal connection with you before they will do business with you," said Kurtz, 34, who graduated in December. "They want to learn about you and your family, talk about their family, and discuss soccer. You have coffee and snacks. Even important business meetings are very laidback and never start on time. They have to get to know you first."

Adam Townsend echoed her comments. "You are expected to put in the effort to become friends before you do business," said the West Lafayette resident, 28, who also graduated from Butler's MBA program in December. "Trust is very important. They put a tremendous amount of value on how they feel about you as a person."

Learning such market traits firsthand is part of Butler's Applied International Business (AIB) course. MBA students spend a semester studying a Central Indiana company and researching an international market the company would like to enter. The class is part of the COB's internationalization efforts, which includes a leadership series

taught in London by COB Dean Chuck Williams; efforts to beef up international study in the curriculum; and research on the internationalization of Central Indiana companies.

The AIB class is guided by Roberto Curci, associate professor of finance and the Eugene Ratliff Endowed Chair of Finance; Brian Landis, managing director of the Butler Business Accelerator; and Scott Troyer, managing partner of ST Group Consulting and an executive partner for the COB.

After researching the country involved in the market study, the students spend a week visiting businesses there — in this case, both Brazilian as well as Central Indiana companies with plants and subsidiaries in São Paulo and Rio de Janeiro in 2009. They also have seminars about particular business issues with professors at partner universities, and they soak up the culture. When they return to Indianapolis, they develop a comprehensive evaluation of the business development opportunities in that market.

"We serve the client in much the same way as if they went to a top consulting firm such as Accenture or Boston Consulting Group," Townsend said. "Data collection, competitor analysis, field research — we even toured Customs and met with the U.S. consulate in Brazil. The class is a very challenging and rewarding experience."

"Students use everything they have learned during the





MBA program in this class,” Curci said.

AIB students journey to Hong Kong, Guangzhou and Singapore in October. Future AIB trips will be planned for other premier emerging markets such as India.

The study trips help give students a global mindset as well as practical experience in developing a framework to do business in a foreign market, according to Curci.

“It’s very important for students to learn these markets have a lot of potential,” he said. “To be competitive in the years to come, companies will need to be global players. That’s where the growth is going to come from.”

As part of its growth strategy, Langham Logistics was looking to expand into Brazil. Headquartered in Indianapolis, the 23-year-old global freight management organization specializes in supply chain optimization and consulting services, domestic and international transportation, fulfillment, warehousing and distribution operations.

Representatives from Langham Logistics met with the AIB students several times during the semester. In addition, Margaret Langham, VP of Operations and co-owner with siblings Cathy and John, accompanied the group on the Brazil trip.

The days were packed with meetings — with Brazil’s American Chamber of Commerce (AMCHAM), the U.S. Commercial Service and Brazilian representatives of such Indiana companies as Eli Lilly & Co., Allison Transmission and Cummins. The group also met with representatives of Brazilian companies such as Braskem, a thermoplastic resins leader in the Latin American market, and H. Stern, the largest jeweler in South America.

“It’s a demanding schedule, just as I imagine a business trip to Brazil would be if I was a consultant for a top firm,” said Townsend, who hopes to land an international consulting job. “It’s just amazing how these companies opened their doors to us, let us take tours and

*continued...*



Roberto Curci

## COB Receives Grant from Department of Education to Enhance Its International Curriculum

The COB is the recipient of a \$175,000 grant from the U.S. Department of Education’s Business and International Education (BIE) Program that will be used to enhance its international curriculum and travel opportunities for COB students and faculty, as well as provide outreach to Central Indiana businesses. This is the third grant the COB has received from the Department of Education’s BIE program.

Grant activities will be broken down into the following three objectives: provide more internationalized curriculum and opportunities for students; strengthen the international business knowledge and experience of COB faculty; and provide outreach activities to the Central Indiana business community to better enable them for competition in the global economy.

Templeton said for undergraduates, the grant will result in new courses, many with study trips. One such course is an elective called “Doing Business in the European Union” that will include a 10-day trip to Europe. A similar course will be taught in Asia. The College is also investigating teaching some of the business core classes abroad.

At the MBA level, the grant will support existing courses like Applied International Business, where students spend a semester studying a Central Indiana company before researching and traveling to the BRIC market (Brazil, Russia, India, and China) the company would like to enter. The grant will also support faculty-led study trips, which in the past have gone to Chile, Brazil, China, and most recently, Japan.

Among the activities planned for the Central Indiana business community will be seminars on international topics, the focus of which will be coordinated with the MBA study trips, allowing up to five seminar participants to join in on the trips.



talked about their Brazilian operations.”

The group attended seminars on Brazilian multinationals, business ethics and infrastructure — which poses issues for any U.S. company wanting to break into the Brazilian market. “They have a lot of infrastructure problems,” Kurtz said. “Many roads are not paved, and certain parts of the country don’t have a railway system. Supply-chain management is a big factor for any U.S. company there.”

When they returned to Indianapolis, the students, in teams, developed presentations with recommendations on how Langham Logistics should enter the Brazilian market.

Kurtz served on Team 1, whose 29-page report said that Langham Logistics could work toward a strategic objective of increasing Brazil and China revenue to \$9 million by year-end 2014. Team 1 recommended expanding Langham Logistics’ domestic footprint and its 3PL (third-party logistics) networks in Brazil and China. (3PL is a supply chain practice where one or more of a company’s logistic functions are outsourced.)

Townsend served on Team 2, whose 102-page report recommended that Langham Logistics develop and advance key alliances by networking through AMCHAM; promote value-added services; and leverage the strengths of Langham Logistics’ domestic expedited services to focus the customer on international services.

“The students provided “excellent recommendations and business cases for Langham growth in Brazil through a formal presentation to the Langham Leadership team,” said John Langham, co-owner and vice president of finance. The interaction of Curci, Landis and Troyer ensured a “high-quality output.”

In “broad strokes,” according to Margaret Langham, Langham Logistics decided to implement student recommendations including:

- Hiring a trade specialist in the markets of Houston, Texas, and Long Beach, Calif. (jumping-off points for Brazilian trade)

- Continuing to develop relationships with a Brazilian liaison and AMCHAM
- Setting up a methodology for developing Brazilian partners
- Developing an international marketing brand
- Following up with eight Brazilian businesses visited during the trip, and
- Updating the Langham Logistics’ website and brand.

In addition, as the AIB instructors recommended, the company is pursuing five new customers based on their

Brazilian ties and working on persuading Brazilian companies that Indianapolis can be as an effective distribution point as Miami.

Thanks to face-to-face meetings that Margaret Langham and the AIB team had in Brazil, Langham Logistics developed and enhanced key Brazilian business relationships at the executive level, according to John Langham.

While Langham Logistics benefited from participating in the AIB class, the students did too. Townsend found it incredibly helpful to take the perspective of a client and think through every functional aspect of doing business in another country: the financial aspects, hiring, marketing and

supply-chain management. “It was a very demanding but also rewarding experience,” he said.

Kurtz, who works as a benefits administrator in Butler’s Human Resources department, hopes to expand into global benefits and recruiting. “I saw the importance of realizing and understanding a market before you go into it,” she said. “Having a problem, coming up with solutions and writing a strategic plan — I can transfer all these skills into my career.”



John, Cathy and Margaret Langham



# LEADERSHIP London

*Using London's rich history to teach leadership*

by Steve Hall

To teach Butler students about leadership, COB Dean Chuck Williams takes them into Winston Churchill's bunker war room ... the jail cell of Queen Elizabeth I in the Tower of London... and Westminster Abbey. Westminster Abbey?

"It's a Benedictine abbey, and the Rules of St. Benedictine were among the first writings on leadership," Williams said. "Monks were not homogenous. Some were educated, some were not, some were deeply religious, some weakly committed to their vows. Yet the abbey had to pay for itself. St. Benedictine put down ideas on how to lead such a disparate bunch. After reading the Rules, the students are always incredulous: 'Oh my gosh, there were people problems in organizations 950 years ago!'"

These visits to historic sites are part of Leadership London, a three-week-long seminar-style course taught by Williams in London, England, each summer. The course is open to all Butler undergraduates. Each afternoon the students visit a historic site, which ties into a leadership case study they discuss the next day.

The students study Hartwick Classic Cases, which combine excerpts from classic works of history, philosophy and literature with cases on contemporary business leaders. So the students read about Prince Hal's drinking and carousing during his uneasy progress toward the crown in Henry IV ... and about Apple Computer co-founder Steve Jobs. They read about Churchill's leadership of wartime London ... and William Agee, former CEO of Bendix Corporation and Morris Kudsen Corporation. And so on.

"The idea is that the leaders and thinkers in other eras and cultures discovered the solutions to fundamental leadership questions still relevant today," said Williams. "Being in these sites helps students have a better understanding of the conditions and challenges these leaders faced."

Some aspects of the trip don't have a tie-in to the class. "I take the students to the National Gallery, one of the world's premiere art museums, because I want to plant a seed of art appreciation," he said. "Hopefully years from now those students will go to Chicago or to the Indianapolis Museum of Art or New York and say, 'Oh, I saw stuff by that painter when I was in London. I really like his work.'"

Likewise, while the class studies Henry IV and Henry V for a discussion of how early life experience can influence a leader, a trip to the rebuilt Globe Theatre is really about the experience of seeing a Shakespeare play performed in the open-air playhouse for which he wrote.

"We get there early and rush in so we can stand and lean against the stage," Williams said. "We're so close that we look up at the actors; when they scuffle onstage, sometimes we have to move our arms back. It just engages you in a way that you can't get while sitting in a seat. Students come away with a love of Shakespeare."

During the trip, students live in flats, do their own food shopping, and get to plan two three-day weekends where they can travel to other cities such as Paris, Athens or Madrid. (Planning is good: One group of students who made a spontaneous trip to Amsterdam found all the city's hotel rooms booked and ended up sleeping under a bridge in the rain the first night.) In London, they often have evenings free so they can experience culture (such as relatively inexpensive theater).

"It's a true liberal arts experience," Williams said. "In addition to learning about leadership, they come back aware of the culture and diversity of languages throughout Europe and more appreciative of what they have here in the U.S."



# *Accelerator*

helps Mosser's Shoes Get

to  
the

# *Sole*

of Its Business

by Steve Hall





Tom Mosser admits Mosser's Shoes Inc. wasn't a natural choice for a consulting project with the Butler Business Accelerator. After all, during the worst of the recession the company's business was up, not down, by half a percent.

"That's like being up five, six, seven percent in good times, and other businesses would have been thrilled with half a percent in recessionary times — but I wasn't satisfied with it," said Mosser, president of the 56-year-old Central Indiana company with about 40 employees. Mosser's Shoes Inc. sells a variety of brands through five stores in Central Indiana and through a website, [www.englinsfinefootwear.com](http://www.englinsfinefootwear.com).

"I wanted us to shine this spring after having a rocky spring" in 2009, Mosser said. "My partner, Rob Englin, and I wanted to make sure we were positioned to take advantage of other business opportunities — especially our internet business. That category is growing faster than brick-and-mortar stores." His son, Bobby, is a Butler senior who majors in marketing and plays on the baseball team. When a newsletter from College of Business Dean Chuck Williams talked about the Accelerator, Tom Mosser saw "a golden opportunity" to build bridges with the University and tap the experience and insights of professors and the Accelerator's business professionals to earn more customers. The consulting project began in December.

The Butler team included students Kimberly Huber, Kristin McCurdy and Nina Abraham; Marketing Lecturer Kate King; and Accelerator Executive Director Lawrence O'Connor, Managing Director Brian Landis, CFO Services/Project Manager J. Chris Stump and Project Manager Melissa Beckwith.

Envisioning a company's future means understanding its past. Mosser's grandfather and father, Clarence and John Mosser, had a retail store in Illinois. Bob Englin of Kokomo was a sales representative for Freeman Shoes. The Mossers had a good relationship with Englin and decided to go into business together. In 1954 the trio bought a shoe store in downtown Kokomo and also leased shoe departments in stores in Kokomo and Lafayette.

In 1964 Mosser's Shoes Inc. opened its first Englin's Fine Footwear in a Kokomo mall. In 1973 the company opened another Englin's Fine Footwear in the Tippecanoe Mall and Naturalizer Shoes in the Castleton Square Mall when partner

Rob Englin came back from Vietnam. In 1985 the company opened Mosser Florsheim Shoes in the Tippecanoe Mall — two doors down from the company's Englin's Fine Footwear location. In 1988 another Englin's Fine Footwear opened, this time at Keystone at the Crossing.

"Having the different names for our stores may sound strange to the general public, but it's really about judging the market and what we think will sell in a particular market," Mosser said. "Florsheim and Naturalizer, for example, have been longtime best-selling brands in the footwear industry. Simon Property Group wanted a Florsheim store in Tippecanoe Mall, and we were the Florsheim dealer in town. So we put Mosser Florsheim Shoes in the mall."

With five stores under different names, branding was an issue for Mosser's Shoes Inc. In part because the company wanted to ramp up its internet sales, Butler's King zeroed in on the Englin's Fine Footwear brand. A slogan for the process became "going from fine to finer."

"Because they brand themselves as 'fine,' we went through what 'fine' means in terms of customer service, store layout and design, merchandise assortment and other elements," she said. "Is your signage 'fine'? Could it be 'finer'? How can you take the next step with your presentation, people, pricing, product, promotion and place to become finer and differentiate yourself from other retailers selling fine footwear?"

For Huber, 22, a marketing major from Clarksville, Ind., examining these different elements meant going into the stores, talking to managers and doing a sales-by-square-foot analysis.

"We talk in our business classes about inventory and how to reduce it, but here I was physically counting boxes and seeing what was in stock," she said. "I got to see a side of the retail business environment that I'd never experienced before."

Members of the Mosser team, from executives to store employees, were open and provided information and store data that normally wouldn't be shared with others. "They took constructive criticism as well as compliments," Huber said. "It was good to collaborate with them and give my perspective."

McCurdy, who is pursuing a master's in professional accounting, helped analyze the company's financial data — what type of shoes sell best, which store has the most sales, etc. — and analyzed different strategies to see how to get the

*"Hearing the different perspectives of the Accelerator staff, the students and the professors was very valuable and a call to action for our company."*

best results. She and Stump also traveled to Danville, Ill., to meet with Beverly Royce, the chief financial officer of Mosser's Shoes Inc.

"It's always neat to see the dynamics of a company and get to know the people well," said McCurdy, a 23-year-old from Lebanon, Ind. "Not many college students I know have the cell phone number of a CFO or have gone to lunch with a CEO and two owners. That's what I have always loved about the Butler Business Accelerator — Butler students do more than the grunt work on these projects. We get to provide value."

Becoming comfortable dealing with management and executives through her Accelerator work helped her turn an internship at Ernst & Young International into a full-time job, McCurdy said.

As part of the consulting process, the Accelerator team ran two focus groups on two popular brands sold by Mosser's Shoes Inc. A Bible study group of middle-aged women talked about why they like Dansko shoes and their experiences in buying and wearing them. Members of the Tri Delta sorority discussed the allure of Ugg boots, the unisex sheepskin boots lined with wool on the inside and a tanned outer surface.

"That was interesting because while all of them wear and love Ugg boots, none of them buy them," King said. Because most college students don't have enough discretionary income to afford true \$200 Uggs, their parents buy them or relatives give them gift certificates.

"Englin's has a huge selection of Uggs, broader and deeper in models and sizes than Nordstrom's," King said. "For them to capture a larger piece of Ugg business among college students, the key will be getting the word out."

Ultimately, the Accelerator team presented Mosser executives with a final presentation involving 60 PowerPoint slides and 150 recommendations.



Mosser declined to talk about specific recommendations for business reasons, but said his company divided those initiatives into three categories by action code. "Code Blue" are actions to be taken within the next six months, "Code Red" within nine months and "Code Green" are more long-term projects.

The recommendations "made us question everything," he said. "Sometimes in business we can't see the forest through the trees, but the focus groups revealed that our customers pay attention to the details. We are now seeing things as the customer sees them. By tweaking product assortment and presentation with store layout, we've seen immediate results."

Since beginning the consulting project with the Accelerator, Mosser's Shoes Inc. sales have been up over three percent every month. In addition, the company has added a new line of merchandise that is anticipated to generate an additional \$50,000 in sales this year alone.

Mosser and Englin are enthusiastic about their company's experience with the Accelerator.

"I would say to other business people: If you think you know everything about your business, you're wrong," Mosser said. "Hearing the different perspectives of the Accelerator staff, the students and the professors was very valuable and a call to action for our company. If you want to grow your business, adding this kind of talent pool to your payroll has tremendous benefits."



## Butler Alumni Involved in New MBA Advertising Campaign

You may have noticed the new spring advertising campaign for the Butler MBA, which includes a combination of print ads, radio, billboards and an increased online presence. The campaign theme is “Challenge. Flexibility. Value.” The prior campaign ran for three years and achieved its objectives of increasing awareness about the Butler MBA and positioning it as a high quality program in the marketplace. The new

campaign communicates how the Butler MBA differs from competitor offerings. Butler alumni were involved in the development of the campaign. Greg Perry '83, radio and TV major, developed the copy for the ads through his creative firm Epigram. Theresa Patrick '02, theatre and music major, is the female voice in the radio ads. Theresa's father is Wayne Patrick '75, Butler MBA alumnus and current member of the Board of Trustees, and her uncle is Harold Patrick, who is affiliated with the COB.



Greg Perry '83



Theresa Patrick '02  
Wayne Patrick '75

# REAL Return.

T H E B U T L E R M B A

Combining challenge, flexibility and value, The Butler MBA will provide a significant return on your investment. Attend an information session to learn more.

Sept. 21, 6-7:30 p.m.  
Butler University campus

Oct. 27, 6-7:30 p.m.  
Butler University campus

Oct. 6, 6:30-8 p.m.  
Ritz Charles, Carmel

Nov. 16, 6:30-8 p.m.  
Ritz Charles, Carmel



# Ecotourism in Latin America: A Decade of Research

REAL life.  
REAL business.



Ecotourism is nature-based travel that is sustainable and educational. It is managed to conserve the natural area on which it depends, engage and benefit the local community, provide financial benefits for the owners, and satisfy and educate tourists. Ecotourism typically occurs in developing nations with high levels of biodiversity including charismatic or unusual wildlife species, such as howler monkeys, toucans or flamingos.

Greg Osland, professor of international management and marketing, has been researching ecotourism for over a decade and has visited 80 ecolodges in seven Latin American nations as either a researcher or tourist. This is applied real business research. Osland analyzes lodge strategies and performance, as well as interviews managers, tourists, nature guides and government officials, in both English and Spanish. He has traveled to Costa Rica four times to conduct research, including during his sabbatical last year.

According to Osland, Costa Rica has some of the “best practices” of ecotourism in the world. The Costa Rican government embraces ecotourism as a sustainable method to help develop its economy and has developed a number of policies to encourage private conservation of natural areas.

Osland’s research findings include the following:

- Ecolodges that are positioned as “more for more” (with high levels of amenities and daily tours with personal nature guides) and that charge high prices, have weathered recessions better than lodges with middle and lower-end positioning. Overall, successful ecolodges are becoming more upscale.
- Nature guides play a key role in customer satisfaction and return rates. Guides provide guests with a personal connection with nature and with the lodge.

- Guides who seek to accomplish multiple levels of education goals, including understanding and appreciation, are perceived as the most effective and produce the highest levels of satisfaction, rather than those who merely identify species.

Osland has published articles in several academic and trade journals including “Ecolodge Performance Goals and Evaluation” with Bob Mackoy, associate professor of marketing, in *Journal of Ecotourism*. With other COB professors, he has written and used a case study in MBA and undergraduate classes on an ecolodge in Mexico and is writing a new case on a lodge in Costa Rica. Osland also has upcoming presentations at conferences in Chicago and San Antonio. He was named the “Mortar Board COB Professor of the Year” in April.





# Research Briefs.



*Jim Sander*, associate professor of accounting, recently published two papers that he co-wrote with COB undergraduate honors students. The first paper was written with Jillian Snyder, as her honors thesis. The paper addressed critical accounting policy and estimate disclosures and was co-presented at the Ohio regional meeting of the American Accounting Association. They were among the finalists for the best paper presented in the meeting. The second paper was written with Scott Higgs, as his honors thesis. The paper addressed the impact of cultural environment on entry-level auditors' abilities to perform analytical procedures. Susan Hughes, former Butler accounting professor, collaborated on both papers.



*Yulia Tolstikov-Mast*, former instructor in management, and *Kate King*, instructor in marketing, received a Presentation Excellence Award at the International Conference on Learning and Administration in Higher Education in Nashville. Mast and King presented

a paper about the experiential learning approach in the Freshman Business Experience (FBE) course. Mast is the coordinator of the FBE course and King is an instructor in the course. In their presentation, Mast and King recommended that several items should be considered before designing and administering experiential learning activities, such as the skills valued by employers and the most effective ways to teach and assess these skills.



*Priscilla Arling*, assistant professor of management information systems, is studying the social networks of clinicians and hospital staff involved in efforts to reduce MRSA transmissions in hospitals. Hospitals in Toronto, Maine and Indiana are targeted for study. The study has the

potential to identify ways to reduce the spread of the life-threatening virus and is part of ongoing research by the Indiana University School of Medicine and the Regenstrief Institute.

Arling also conducted separate research that sought to better understand how social networking technologies can aid a firm's efforts to establish a knowledge management environment that facilitates the creation of new knowledge. The research study closely followed one of the United States leading aerospace and defense firm's efforts to utilize new information and communication technologies in order to facilitate knowledge exchange and communications within the organization.



*Sunran Jeon*, assistant professor of operations management, has been doing research in the areas of web 2.0 business models and mobile internet service. The study of web 2.0 business models focuses on developing new internet business models using web

2.0 applications. The study of mobile internet service investigates the relationship among service quality, customer satisfaction, and intention on continuous use of mobile internet service. A paper on the web 2.0 business model has recently been accepted for publication by the "International Journal of Information and Decision Sciences" and the paper on mobile internet service will be submitted to the "International Journal of Services Sciences."



*Hongjiang Xu*, assistant professor of management information systems, recently published two papers. The first paper addresses the importance and impact of information security, particularly in the banking industry. Xu developed research frameworks

for information security measurements, especially from the end users' perspective. The second paper focuses on data quality issues for the implementation of an accounting information system. In the publication, Xu addresses the important systems, stakeholders, and organizational factors that influence the data quality in the implementation of such systems.



*Craig Caldwell*, assistant professor of management, and *Jerry Toomer*, executive partner and adjunct professor, are researching the

concept of “leading from the middle.” A common example of their research in the sports world has been called the “Battier Effect,” based on Houston Rockets player Shane Battier. Battier does not score a lot of points or grab many rebounds and can be considered to be an average NBA player but when he is on the court, all the pieces start to fit together. With NBA games usually decided by a small point differential, little things — such as the defensive position that keeps a top scorer out of his comfortable shooting areas — really count. Some of each team’s most valuable players may rarely appear in box scores and often fall under the radar. They are the selfless athletes who make teams better by their presence and their encouragement of teammates. They “lead from the middle.”

The concept is present in sports, and we see it play out in business and in the arts as well. Leadership can occur “from the middle” as well as from the front. Toomer and Caldwell have recently interviewed representatives of Butler athletics, the Indianapolis Symphony Orchestra and area businesses for the research.

Included in these interviews was Butler’s Athletic Director Barry Collier. He noted that he has seen individuals who stand out as leading from the middle. He said these players represent The Butler Way — which demands commitment, denies selfishness, accepts reality and yet seeks improvement everyday while putting the team above self. Julian Bekto and Thomas Jackson were two such players. Collier said that while they were quality players, their leadership contributions were really notable.

According to Caldwell and Toomer, leading from the middle involves extraordinary preparation, intensity, all-in commitment, selflessness or humility and the ability to bring energy to a room. Initial research indicates that this seems true whether on the court, in the boardroom or on the concert stage.



*Mike Koehler*, assistant professor of business law, specializes in the Foreign Corrupt Practice Act (FCPA) and has recently been interviewed by the *Wall Street Journal*, *Forbes*, *Time* and the BBC. According to Koehler, the Foreign Corrupt Practice Act is

a hot topic in the business community and is the most important U.S. law governing business conducted overseas.

The FCPA is a U.S. law which, among other things, makes it a crime for U.S. companies (public or private), U.S. citizens, foreign companies with shares listed on a U.S. exchange, or any other company or person while in the U.S. from paying money or anything of value to a foreign official in order to obtain or retain business. The Department of Justice and the Securities and Exchange Commission have FCPA enforcement authority and FCPA enforcement actions have significantly increased over the past decade due, in part, to certain controversial enforcement theories.

Before coming to Butler, Koehler worked as an attorney in private practice at a major U.S. firm and conducted FCPA enforcement actions around the world, negotiated resolutions to FCPA enforcement actions with government enforcement agencies, and advised corporate clients on FCPA compliance and risk assessment. He has been featured as a source in numerous publications including: *Corporate Counsel*, *Main Justice*, *Inside Counsel*, *Treasury & Risk Magazine* and *Los Angeles Daily Journal*.

Upcoming publications on the topic include articles in the “Georgetown Journal of International Law,” the *Indiana Law Review* and the *Ohio Northern Law Review*. Other recent publications include “The FCPA Year in Review: 2009” for the BNA White Collar Crime Report. Koehler also frequently makes FCPA presentations to business and academic audiences including: “Combating Global Corruption” at the Georgetown Journal of International Law 2010 Symposium and “Legal Aspects of Doing Business in India” at the University of Wisconsin Law School Global Legal Studies Center.

For more information about the FCPA, read Koehler’s blog at <http://fcpaprofessor.blogspot.com>.





# Living the Dream

## The Sweetest Revenge

by Marc D. Allan

Marlo Scott '93 likes to say she's cutting edge because she got laid off from Time Inc. in early 2007 — before the recession truly hit.

But even prior to that, Scott knew she needed “a path out of the corporate rat race.” So during her off hours, she worked on her cupcake recipes and business plan and prepared for the day when she would be her own boss.

That day came in July 2008, when she opened Sweet Revenge in New York's West Village. Inside the space formerly occupied by a legendary record store called Vinyl Mania, her cupcake, wine and beer bar specializes in world-inspired ambiance, artisan cupcakes and imported wines and beers.

“It's a ton of work,” she said. “It's just relentless. But the business is growing. I'm up dramatically in a tough year, and I'm on pace to have a blowout year this year. I'm really blessed and am thankful for the support of my patrons, staff, friends and fam.”

Sweet Revenge — named for all the bosses who made her corporate work life hell — is styled like a European bistro. There's a zinc metal bar with a beaded motif, aged subway tiles, dark hardwood floors, vintage mirrors and salvaged doors from the early 1900s with wavy glass. She has five tables plus bar seating, world music (“the sound of vacation”) playing over the speakers and a ready list of adjectives for the business: indulgent, escapist, sexy, adult, comfortable, inviting.

Scott grew up in Columbus, Ind., and attended Butler on a

full academic scholarship. She said her years as a Bulldog taught her to be a self-starter and resourceful.

After graduating with a dual degree in Spanish and international management, she started her career with Roadway Global Air. A few years later, she earned her MBA from the University of Michigan, then took a series of positions in business development and finance with companies that included NBC and Time Inc.

All that time, she put aside money to finance her business. After the layoff, she gave up things like her gym membership, home phone, home Internet and health insurance (which she still doesn't have) to manage her cash flow.

“You've just got to suck it up,” she said.

These days, when Scott is not working behind the bar, she can be found doing administrative work, supervising her staff of eight, planning and promoting Sweet Revenge through social media. (Read her blog at [www.SweetRevengeNYC.com/blog](http://www.SweetRevengeNYC.com/blog))

The entrepreneurial life suits her, and she envisions the day when Sweet Revenge is a brand of apparel, fragrances and more.

“To do this, you must have a healthy appetite for risk,” she said. “And you have to be comfortable with other people being completely uncomfortable with what you're doing. But I've never been one to not do something because I was afraid. I'd rather throw myself into it and figure out it didn't work than live with regret. I'm living the dream.”

Marlo was recently featured in TV and print commercials for Chase Bank.

# Spotlights.

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## Taking it Back to the Earth

by Marc D. Allan



On a late-winter Friday morning, junior Conner Burt gets into his Nissan Xterra to make the rounds for his business, Back to Earth Compost. Stopping at homes on Buckingham Drive, 52nd Street, New Jersey Street and elsewhere, he picks up biodegradable green bags filled with discarded food left in buckets by his customers. He ties the bags and leaves new ones, depositing the

used ones in the back of his SUV.

When he's finished, the bags will end up in a pile near Bulldog Park, the Butler baseball field, where they will biodegrade. The resulting compost will be returned to the customers as garden fertilizer.

What he's doing is part of the College of Business' yearlong Real Business Experience class, MG201 and MG202, where students learn to create and operate their own small business. Burt and partners Chris Clark and David Dolins created Back to Earth Compost in the spring of 2009.

"I remember in the first class, we had a preliminary vote and this idea didn't even make it," Burt said. "It wasn't till a couple weeks later when Professor McKnight gave us a chance to bring it up one more time and we got just enough people to do it. Then we refined it throughout the semester and ended up winning the best pitch and the best-written plan."

Now, they have 15 customers who pay \$5 a week for pickup service and the promise of compost.

Running a small business has been eye-opening for the partners, and there have been bumps along the way — from finding customers to discovering that a pound of garbage turns into significantly less than a pound of compost. But they've also learned a lot along the way about selling, customer service (they email their clients weekly to remind them to leave their buckets outside), the need to do a volume business and more.

And Back to Earth has made a small profit.

"They did an incredible job," said Dick Halstead,

coordinator of the Real Business Experience program. "What also needs to be considered is that they worked in collaboration with a number of other organizations — the Center for Urban Ecology here on campus and facilities, which allows them to use trucks and land. They've really taken the model and expanded it outside the classroom."

Now they're ready to turn it over to a new group of owners. Burt would like to see the next group expand the operation to add customers — especially restaurants and other large-scale food users — and equipment that would speed the pace of the composting process.

For Burt, who came to Butler from Elkhart, Ind., to study business and play soccer, operating Back to Earth has helped him focus his future.

"This experience will help me in the long run," he said. "I'm looking at graduate schools, and experiences like this are so different that they help you stand out."

## The Good Son Does His Father, and Alma Mater, Proud

by Marc D. Allan



Jay Sandhu '87 graduated from Butler with a degree in physics and biology. He'd been accepted to graduate school at Drexel University and planned to become a biomedical engineer.

Then life intervened. His father, Chain S. Sandhu, left General

Motors after 20 years and bought a small auto-parts manufacturer called NYX based in Livonia, Mich.

He suggested Jay pursue an MBA.

"In Indian culture, that was half request and half 'this is what you're going to do,'" Jay said with a laugh. "It really wasn't on my radar until the last couple of months of my senior year."

Being "the good son," he went on to the University of Detroit and received his MBA in 1990. Today, in addition to being a member of Butler's Board of Trustees, Jay Sandhu is president of NYX, which manufactures automotive components — interior door panels, center consoles, glove boxes and seat plastic, as well as hoses and HVAC systems — for GM, Ford, Chrysler, Honda and Nissan, among others.





The Sandhus have grown the business from \$2 million in sales and 60 employees to as much as \$250 million in sales and as many as 2,000 employees through a combination of organic success and eight acquisitions that increased engineering and manufacturing capability. (They've scaled back about 20 percent in the past two years as the auto industry struggled.)

Much like his father did at GM, Jay worked his way up the ladder at NYX — from production manager to plant manager to chief financial officer. “I’ve driven a Hi-Lo (a mobile scaffold used in maintenance work), done payroll — a lot of the jobs coming up,” he said. “So it helps me relate when people say what is possible and what is not possible. But it also gives me the credibility that people know you’ve worked your way up.”

Along the way — and to this day — he said he uses what he learned at Butler, even though he never took a business class.

“The four years I was in the College of Liberal Arts and Sciences and studying for med school, we never took a multiple choice test,” he said. “It was all essays. The teaching method was a lot of questioning and answering. From a student perspective, it greatly benefited me that you had to learn to defend ideas, you had to explain logic. As an executive, that’s what you often do. To try to understand a problem, you have to ask a lot of questions, you have to be able to explain why you’re taking certain actions and what your logic is. That development of the mind I would attribute highly to Butler.”

Sandhu praises the College of Business’ “real life, real business” approach, which enables students to discover what it’s like to work in a professional environment while also receiving the classroom education they need.

That kind of knowledge is useful whether you’re going to be a businessman or a biomedical engineer, as Sandhu had planned to be.

“I think I would have been pretty good,” he said. “But life had a different course for me. I think I enjoy being an executive more than I would have enjoyed being an engineer. A lot more.”

## Creating a Scholarship is as Easy as PwC

by Marc D. Allan



Greg Stanley '90

As an alumnus of the College of Business, Greg Stanley '90 appreciates the well-rounded education he received. And as managing director of marketing and sales for Ohio, Kentucky and Indiana at the accounting firm PricewaterhouseCoopers, he knows the importance of recruiting top talent.

Those two elements were the motivation for the PricewaterhouseCoopers Endowed Masters of Accounting Scholarship, which Stanley and a number of his colleagues created.

“We wanted a more substantial attachment to the University and were looking for different ways to do that,” Stanley said. “So, in collaboration with the dean and the administration, we determined it would be in our best interest from the business relationship perspective as well as have the highest level of impact to create an endowed scholarship.”

The PwC scholarship, which was established in 2007, typically goes to a student studying for a master’s in accountancy. But anyone studying accounting, finance or management information systems is eligible. The goal is to help students finance their education, add to the talent pool of future accountants and build the PwC brand on campus with both students and faculty.

The scholarship endowment now has nearly \$200,000, thanks to donations from virtually all PwC employees who have an attachment to the University — some of whom aren’t even Butler alumni. Stanley said out of 38 alumni and non-alumni who are members of PricewaterhouseCoopers’ Butler relationship team, 35 made contributions to the fund — including all six Butler interns. Stanley credited Aaron Schamp '93 and Brent Baumann '02 as key initial contributors to generating awareness and interest. He said Brad Hein '08, a former PwC intern and recipient of the scholarship who now works for the firm, “played a key role in helping



Aaron Schamp '93

(continued...)

REAL life.  
REAL business.

our team understand the personal connection between our scholarship and the students we are helping.”

“People were generous with both their money and their time on campus,” Stanley said.

Stanley’s colleagues have sat on Freshman Business Experience and Real Business Experience panels, helped out the Butler Business Accelerator, participated in mock interviews, served on the COB Board of Visitors and spoken to classes so that students would get “a more real-life feel of what the application of their degree is going to be.”

Additionally, three of the Butler alumni working for PricewaterhouseCoopers started their own endowed scholarship funds.

For Stanley, these efforts are payback for what he describes as the “tremendous experience” he had in Butler

classes and extracurricular activities such as the golf team, Tau Kappa Epsilon fraternity and as a founding member of the Entrepreneurship Club. He said many of the friendships he forged with classmates and professors remain intact.

He said Butler is among the key schools from which PwC recruits because the University develops well-rounded individuals.

“Butler students come out of school as technically competent as those from other universities,” he said. “But because of the well-rounded education they receive at Butler and the skills and tools they have as a result of the University’s size and the initiatives such as the ‘real life, real business’ program, however, they tend to progress quickly in our firm and are, generally, very successful.”

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# Butler intern helps Indianapolis expand its global reach

by Marc D. Allan

Jessica Otterman '10 calls her internship with the International Center of Indianapolis “one of the best experiences of my life.”

From August to December 2009, she helped revamp the center’s website, represented the organization at naturalization ceremonies for new citizens, increased its social media presence, used her Spanish in meetings with visitors to the city and recruited the next group of interns. And more.

“I felt like I was treated like a member of the team,” she said. “I never felt like an intern; I felt like I was doing something important, something that was going to further their organization and their reach in the community to make Indiana more international and more globalized.”

The International Center of Indianapolis defines its role as helping the greater Indianapolis community welcome and connect people of all cultures. Since Otterman is an international business major, the chance to gain some international experience while still in school was particularly appealing.

And with a lean staff of 10, the International Center needs interns. “We have far more work than we have resources,” Chief Operating Officer Kathy Humphrey said.

But the center strives to make sure the students get the experience they need. Humphrey asks new interns to make a list of the kinds of projects they’d like to tackle.

“A lot of times, they just say, ‘I’m flexible; I’ll do whatever,’” Humphrey said. “We try to nail it down so that we identify things they want to do or experiences they want to have.”

At the end of the semester, the center’s staff goes through the list and measures what the intern

accomplished. And the intern has bullet points ready to put on his or her resume.

Otterman points with pride to work she did on redoing [www.iccenterindy.org](http://www.iccenterindy.org). She saw the project through from beginning — holding internal focus groups to discuss what the center wanted from a new site — to writing the specifics for the request for proposals from web designers.

“She did a great job,” Humphrey said. “She has good writing skills, and that’s important with a lot of the different projects we had her do.”

In meeting with Latin American visitors to the city, Otterman was able to use her Spanish and interact in a professional setting. And she was there when Humphrey pitched the International Center’s internship opportunities to Butler students. By the time they finished, the center had four new Butler interns.

“It’s one thing to hear someone from the organization talk about what they can offer,” Otterman said. “But when I say what I’ve been able to do, they really listen.”

Otterman graduated in May. She’s undecided about what she wants to do as a career, but she knows travel will be involved. During her time at Butler, she studied abroad in Australia, and after commencement she went to London to meet up with an Australian friend.

But after doing the two internships required of all COB students — the other one was with the National Labor Relations Board — she has decided to specialize in working for either non-profits or a non-governmental organization.

“I loved feeling that what I was doing was helping the cause,” she said. “I was working for something and I could see the end results affecting people in the community.”



Kathy Humphrey, Chief Operating Officer,  
International Center of Indianapolis

# BUTLER STUDENTS WIN

PEARSON PRESENTS

THE

(RED)

CHALLENGE



A clever proposal to help eliminate AIDS in Africa with a new (PRODUCT) RED™ item targeted to college students won a group of students from Butler a trip to New York City on July 9 to present their idea to the (RED) team.

Sponsored by education company Pearson and PRODUCT (RED), the (RED) Challenge asked college students across the country to create their own marketing plan for a product that would fit into the (RED) product line, raise awareness of and drive contributions to (RED)'s mission to help eliminate AIDS in Africa, and be popular among college students.

Product (RED) has worked with companies like American Express, Apple, Converse, Gap and Starbucks to develop (RED) branded products.

The Butler team's winning idea — "Save Lives with Five" — incorporates Mead Five Star® notebooks, binders, planners and folders into the (RED) product line. Junior Kayla Wininger said she and her teammates chose Five Star because it's a familiar brand among college students.

"Every college student needs school supplies, and because of this, most know the Five Star brand," said Wininger. "However, Five Star tends to be a more expensive school supply brand so by partnering with (RED) students may be able to justify the extra expense knowing that a portion of the proceeds supports a good cause."

Wininger and her classmates learned of the (RED) Challenge from College of Business marketing instructor Kate King in their Principles of Marketing class. "I have my class do a semester-long project where they have to come up with their own product or service and then develop a marketing plan," said King.

"The (RED) competition allowed for the students to still do a plan but for a real company, which ties into the College's real life, real business approach to business education."

In total, five teams from King's class entered the competition, each with a different (RED) product proposal. In addition to submitting a formal marketing plan, each team posted a 90-second video clip highlighting their plan on the Pearson (RED) Facebook page. The top 10 ideas were determined by public vote with the final winner being chosen by (RED).

The story received a mention in the New York Times and in several other media outlets. King said that the organization has already scheduled a meeting with Mead to take the idea to the next step.

*Watch the "Save Lives with Five" winning video at [www.youtube.com/user/chuckyduck83](http://www.youtube.com/user/chuckyduck83). In addition to Wininger, other Butler team members include: Charlie Schmelzer; Erin Matthew; Mac Huffman; and Robert Hobson.*



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