

# INNOVISION

Magazine



## **Faculty Researcher of the Year**

*Find out about the research that landed this professor the prestigious award.*

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## **Entrepreneurship Week**

*A week long event with workshops and panels for entrepreneurs from all walks of life.*

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## **Featured Speakers**

*Another semester, another list of amazing featured speakers providing insights into the business world.*

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## **Weinman Cup Winners**

*A team of KU students took home top honors at a supply chain management case competition.*

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## LETTER FROM THE DEAN

I TRUST THAT YOU ARE AS IMPRESSED AS I AM BY THE ENGAGEMENT, INNOVATION, AND IMPACT OF THE COLLEGE'S FACULTY, STAFF, AND STUDENTS. I WISH YOU A PRODUCTIVE AND HEALTHY SUMMER!

- Dean Dr. Martha M. Geaney

Welcome to InnoVision, the College of Business newsletter turned magazine. This is the voice the COB will be using to tell the stories coming out of the college. We think in stories, and when we share stories, we create a community.

Special thanks goes out to CD undergraduate design assistant Alexandria Shope for her legwork, overall assistance and enthusiasm; MSW graduate assistant Felicia Loughery for her superb copy editing; and a warm thank you to the Professional Writing program for providing me the necessary skills and motivations to create and complete this magazine. Everything being held together by the glue that is Stacy Gambler and Leslie Scoble. This is our third edition of the reimaged publication, and none of it would have been possible without the people above and Dean Geaney's vision for a brighter future.

Shawn Gamez  
Managing Editor

Please consider supporting the College of Business with an [online donation](#) today, or contact **JULIE BRINKER**, COB Development Officer.

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# INNOVISION

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## Dean's Service Recognition

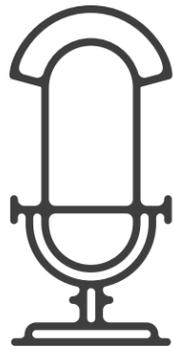


Professor David Wagaman, Department of Business Administration, received the Dean's Service Recognition Award.



Dr. Dina Hayduk, Department of Sport Management and Leadership Studies, received the Dean's Service Recognition Award.

## Research Workshop



Dr. Victor Massad (3<sup>rd</sup> from left) presented his workshop "How to Use Camtasia to Create Powerful Podcasts," accompanied by Dr. Donna Steslow, Dr. John Walker, Dr. Mostafa Maksy, Dr. Ashwini Gangadharan, and Dr. Gary Chao.

## Networking Event



The College of Business and the Career Development Center hosted an event to enhance student networking skills. Students learned to properly shake hands and make introductions. "Break the Ice" as they entered a group, and how to make a polished exit. How to engage in appropriate, professional dialogue and avoid common mistakes. All of the essential skills for expanding a personal professional network.



# TAX REFORM

## & THE FEDERAL DEFICIT

RESEARCH & WORKSHOP BY  
DR. ROBERT DUQUETTE



I see your workshop was about the role that tax reform could have on cutting our annual federal deficits. Let's start with the subject of tax reform. You've been writing about this since at least 1996, what started you on this focus?

When I became a partner in 1990 I thought I would do my own tax return again that year as I always had done. This was before TurboTax, and after all, I was trained in how to do these tougher ones supposedly. But I couldn't believe how long it took me to be able to prove just \$20 in available "foreign tax credits" that had been withheld by some bank in some foreign country on a foreign account my firm, EY, had at the time, and was clearly documented on the bank's information form sent to the IRS already! It took me over 4 hours to claim that \$20 credit I already knew I was entitled to!

Well, I was running our Central PA tax practice at the time and decided to have the staff prepare for each tax return they did the rest of that busy season, a breakdown as to exactly where their time was being incurred, i.e. which schedules and tax law concepts took up most of their time. (Recall, even back then, there was automation to at least have the math computer processed and forms printed, so our professional time was exclusively for understanding the law and the instructions to the forms.)

Our study disclosed that over 80% of the time incurred to prepare and review tax returns was caused by only a dozen various tax laws (out of hundreds of thousands of possible issues and topics in the actual Tax Code, e.g. the foreign tax credit, the alternative minimum tax, depreciation, etc.) That's when it hit me, the old 80/20 rule was at it again, just a handful of topics took up over 80% of our time and was the majority of the hours being billed to our clients. That was my moment of epiphany...how inefficient our tax receipt collection was and a gross waste of private and national resources. I then decided to actively be involved at our state and national professional certified public accountant (CPA) societies to try to lobby for a simpler tax system. This led to numerous published articles, meetings, and conferences over the past 25 years.

Considering all your efforts and many others nationally since then, have you seen any positive movement in reforming the tax code these past 25 years?

With one minor exception, unfortunately not. In fact, every time Congress announces they are "simplifying" the code, they actually make it more complex. Quite simply, although almost everyone wants a simpler tax system, and in fact both Democrats and Republicans generally support it, none of the more than a dozen truly simplifying comprehensive proposals submitted over the decades has made its way out of Congressional tax writing committees.

I submitted this is due to several factors: the sheer complexity of the existing tax code; misconceptions about many of the provisions as to their usefulness or purpose; the very loud and deep pocket vested interests in preserving the thousands of preferences and loopholes (i.e. the "losers" of any major reform who would make sure money goes to defeat anyone running for office who threatens to take away those preferences they now depend on); the lack of active lobbying by the groups that would actually benefit under a reformed tax code; a lack of consensus on whether the tax code should be used to help redistribute wealth, or just raise needed federal receipts; and a lack of consensus on which type of tax system to replace it with.

Specifically, on that last point, there is no overwhelming obvious choice e.g. a simpler system with substantially fewer deductions and preferences starting at a lower rate, but that still taxes wealthier Americans at progressively higher rates; or a simpler system with fewer deductions and preferences that uses one flat rate for all. Or should we abandon trying to tax income and switch to taxing the spending side, such as a national sales tax or other consumption based or value added tax as some Presidential candidates have proposed?

And by the way, I did say above that there was one minor exception to the overall lack of substantial tax reform. Remember the foreign tax credit calculations that were so exasperating to me back in 1990? My state level task force and I travelled to DC in the mid 90s to lobby for simplification of that credit and to consider just allowing taxpayers to take whatever small amounts the brokers had already reported to the IRS without all those computations to prove the amount. We succeeded! Starting in 1997, the instructions to individual tax returns now say that taxpayers do not have to provide supporting computations if the total credit is under \$300 per person or \$600 married filing joint.

In the workshop, you inferred that reforming the tax code could also be useful in reducing the federal deficit. So now let's turn to the debt matter. Why is the size of the debt a concern and, briefly, how could the tax code be used to alleviate that concern in the long term?

First understand that the total national debt, including about \$5 trillion we owe our social security trust fund, federal retirees, and other US government agencies we borrowed from, is currently more than \$19 trillion. That's larger than our total annual GDP. If you back out the \$5 trillion we "owe ourselves", the remaining amount of \$14 trillion (i.e. the debt held by the public), that's still a high 77% of GDP. Most economists say when a country's national debt begins to approach or exceed the value of its annual output as measured by GDP, then historically those countries soon face a fiscal crisis. This usually means a default on its debt, a significant increase in the interest rate than needs to be offered, severe and immediate cuts in



Dr. Muhammed Dalgin, Dr. Ashwini Gangadharan, Dean Dr. Martha Geaney, Professor Robert Duquette, Dr. Mostafa Maksy, Dr. Keshav Gupta & Girma Zelleke

discretionary and critical government services, steep tax increases, and/or, much higher inflation rates.

By 2025, the bipartisan Congressional Budget Office (CBO) projects that, primarily because of the increasing number of baby boomers retiring and collecting Social Security and Medicare benefits and not being replaced by enough new workers who could pay into the system, and assuming annual GDP growth rates at an optimistic 3%, inflation of 2% annually, and interest rates relatively low at around 3.5%, that the total “debt held by the public” will be close to \$30 trillion, or about 85% of GDP. The total debt will significantly exceed 100% of GDP, and will be close to 300% of GDP by 2050. Needless to say, this would be unprecedented.

Almost every expert who has written about this, including the CBO, has concluded and advised that this path is unsustainable and that the sooner we begin to address this, the less painful the remedies would be, and the better chance there is that today’s small changes in policy can have a dramatic impact over the long term to avoid a fiscal crisis. As an example, they cite that although the trust funds that manage Social Security and Medicare are short by over \$40 trillion as of now - that is the present value of all expected obligations to be paid out to all living Americans over the next 75 years, after considering all the payroll taxes under current rates that are expected to be paid in over that time - and that the underfunded status of those funds can be remedied by adopting one or more of well known “fixes”, such as increasing the payroll tax rates, or raise the ceiling at which payroll taxes stop, or increase the retirement age, or cut back a bit on benefits to wealthy recipients, or cut back a bit on the automatic inflation increases of the payouts, or any combination of these.

In the words of the Congressional Research Service in a recent report to Congress entitled “The Sustainability of the Federal Budget Deficit: Market Confidence and Economic Effects” dated December 2012, it stated that:

“Some economists worry that if the public debt keeps rising, it will become unsustainable. By definition, the debt becomes unsustainable when private investors are no longer willing to hold it, at least at normal interest rates. Private investors become unwilling to hold a nation’s debt when they become convinced that the government will either default... or monetize the debt (in other words, finance it through money creation)

in a way that would result in rapidly increasing price inflation that reduces the existing debt’s relative value. Although it is not possible to establish a threshold level at which a country’s debt becomes unsustainable, the trend that causes unsustainability is well known: a country cannot continually increase its debt at a rate that exceeds the growth rate of the economy. When it does, it causes debt service to absorb more and more of national income. As private investors observe that the government is unable or unwilling to make policy changes to prevent the debt burden from increasing, they will decide to flee the country’s debt before the point where the government is forced to default or monetize.”

Fortunately, it appears that investors still currently believe in U.S. Treasuries and that for the foreseeable future our debt level seems sustainable. However, much more can be done for the long term to prevent the point of unsustainability. Clearly, the sooner we start, the less painful it will be. In short, to fix this, we need to start addressing the debt problem now! Experts have suggested that we either need to immediately consider a) increasing tax rates; b) cut spending significantly; and/or c) find ways to grow the economy beyond 3% a year so that more tax receipts come into the treasury.

That’s where reforming the tax code comes in. First, we need to lower our 35% corporate tax rate—it’s the highest rate in the world, and the complexity leads to “aggressive” strategies to achieve much lower effective rates. Next, we need to adopt what is referred to as a “worldwide” approach to the taxation of foreign earnings. U.S. corporations face an additional net U.S. tax on the repatriation of their foreign earnings. Contrast this with a “territorial” approach, used by most other countries, whereby such earnings are taxed only in the country earned. It is widely believed that our current approach substantially discourages investment in the U.S. and contributes to substantial tax base erosion by many large U.S. companies. Furthermore, it has created a “lock out” effect of having US multinationals keeping their foreign earnings offshore, not available to invest in the U.S., since they don’t want to bring those earnings back and be taxed the high 35% tax rate. When Professor Wagaman and I wrote about this last year in the Pennsylvania CPA Journal, we said that if properly structured, tax reform could:

1. Lower the stated corporate rate with appropriate taxable base broadening thereby generating more tax revenues by encouraging additional foreign investment in the U.S., as well as keeping U.S. businesses and jobs here. It also could lower spending by allowing Americans to be less dependent on entitlement programs by creating more jobs and encouraging Americans to work longer.

2. Adopting a more territorial approach to taxing foreign earnings so that the current \$2 trillion (and future) “locked out” foreign earnings can be brought back for reinvestment and job creation in the U.S.

3. Adopting tax simplification in the process, freeing up the productivity drain caused by the existing 6 billion hours a year compliance burden on Americans and their businesses trying to understand over 75,000 pages of tax code language, (not to mention the millions of pages of regulations, IRS rulings, and court cases), and constant controversy with tax authorities, and have that compliance effort deployed instead towards developing new intellectual capital that the world could use, and thus creating jobs.

4. Closing the IRS’s own estimate of the “tax gap” of approximately \$500 billion to \$1 trillion a year, of uncollected tax revenues from basic noncompliance.

[You’ve often written about how significant misconceptions about our tax policies and the federal deficit fuel resistance towards progress in addressing both of these concerns. Why do you think these misconceptions perpetuate?](#)

Several reasons. First, these two topics, tax reform and the federal debt problem, are both extremely confusing, even to most “experts” and the media, let alone the average American. Most taxpayers do not specialize in the area, and have no patience or time to understand this, as they are busy living paycheck to paycheck, just trying to get through their busy stressful work life and personal family responsibilities.

Second, political candidates also either don’t appropriately understand the related issues, or if they do, they are reluctant to educate voters about them because of the gravity of the problem.

Also, our leaders and the new candidates generally believe these topics would turn off voters who prefer to be in denial or are bored by the topic. And since they need money to run, and they need to run every 2 years, they don’t really have the resources to study these issues properly, nor the political backbone to be truly objective about how to address them.

As just one example, let’s take “entitlements”. This usually refers to the social security and Medicare promises of a certain amount to be paid out after retirement. But because life expectancies are significantly higher than when the payroll tax rates were established decades ago, and because of the rising costs of medical care, and because of the demographics of so many baby boomers retiring without enough younger workers replacing them, the trust funds, as mentioned above, are short about \$40 trillion in present value dollars compared to what is projected to be paid out over the next 75 years. When you inform the older generation of this problem, which will eventually bankrupt this country, they respond that they are “entitled” to this money because they paid into the system all their working lives. However, when one looks at how much the average household ac-

tually paid into the system, credited with a rate of return of inflation, plus 2%, versus what the present value of what they are expected to collect over their lifetime, it turns out that the studies show that almost all type of households, poor or wealthy, will be taking out about \$500,000 more than they put in, with some taking out close to \$750,000 more !

[Are you optimistic that the U.S. can solve its national debt problem?](#)

I heard all living former treasury secretaries and Federal Reserve chairmen on a Meet the Press episode a few years ago when the total federal debt was about \$14 trillion, and they were all asked the same question about the prospects of successfully taming the growing federal deficits. I will never forget their responses. In particular, and the first to lead off, was Dr. Alan Greenspan, who paused a few seconds, then said, to the best of my recollection, “I don’t think we have the institutions in place to be able to address this problem in time.” I was stunned. Here was the former Fed chairman, arguably the world’s leading expert on the subject, and he did not see how to get out of this. And then all the other expert guests agreed.

As for me, I am actually optimistic that we will conquer this problem. It may take some time though. We will need more Americans to understand the problem and the implications if we don’t begin to address this. We will need Congress working again, and be able to compromise with the new President.

I’ve studied our own history. I can easily count over a dozen national “crises”, each probably worse than our debt challenge. They all had something in common. We survived them. And we survived because, in my opinion, as we like to think, it’s in our “DNA” as Americans to solve whatever national problem we face. But I suspect it’s also something more. It is a combination of first, our constitutional right to free speech so we can have the appropriate national discourse about the best path forward regarding our challenges and then our ability, although quite “messy”, to eventually elect the right people for the job. Next is our capitalist economy in which private capital can be put at risk to try to solve our problems in the hopes of a greater return on that investment; in turn leading to new technologies coming along to help us address those challenges. And regarding this last item, do not underestimate the potential of new and emerging technologies in the fields of biosciences, robotics, nanotechnologies, and countless other new technologies that could derive from those. From what I read in the scientific press, any one of those technologies could greatly revolutionize our standard of living in ways that could even surpass what the electronic age did for the world. Perhaps even enough economic growth to not only narrow the growing income and wealth inequality, but to also reduce the deficits to more manageable levels.

All this together, in my opinion, as with all our other crises, will allow us to again get through this new national problem that indeed threatens our future standard of living for decades. My hope is that we start soon, while the remedies can be most effective and less painful.

To quote Ronald Reagan here: *“There are no constraints on the human mind, no walls around the human spirit, no barriers to our progress, except those we ourselves erect.”*

# DR. MUHAMMED DALGIN

## FACULTY RESEARCHER OF THE YEAR



### Can you go over the research projects you have undertaken over the years? Also, what did you work on in 2015/16?

**Dr. Muhammed Dalgin:** I was born in Turkey and went to school there and I graduated from the Middle East Technical University in Ankara, Turkey. I came to the United States to get a graduate degree in probability theory but I ended up getting a PhD in Economics from Syracuse University, although my fascination with probability theory has never gone away. After graduation I went back to Turkey to teach at a Turkish University, but having spent a couple of years there, I decided to come back for family reasons. I taught at several universities around the area, including the University of Scranton and King's College in Wilkes-Barre. Later I joined the faculty at College of Business here at Kutztown University to teach economics. While I was teaching at the University of Scranton, I tried to get a degree in software engineering, which I thought would aid me to rationalize and economize on the decision making process. Yet, it provided me with a perspective economics that helped me to think about economics in a different way.

I wrote my doctoral dissertation on income inequality and economic growth and international trade. At that time, inequality was not such a huge concern, but it was getting worse. In Turkey and later here, I continued my research in the area of inequality and international economics. I was concerned about the global trade imbalances and the position of the United States in the world economy. I did my research on the central position of the US dollar in propagating these imbalances and questioned how long these imbalances could continue and what would be the consequences. I also did research on the chronic current account deficit of Turkey, which seems to be on an unsustainable equilibrium path. Of course, the reasons and consequences of these current account deficits, United States versus Turkey, are so different and makes us realize that things happen for very different reasons.

In the past, I also worked on the meaning of color, with my colleagues here at Kutztown and elsewhere. It was a fun project for me.

*I cannot say that doing research helps me understand the world better because I end up with more questions than I started with and the world ends up looking much more complex than we began with especially in the social sciences.*



My current research project is about financialization of commodity markets and increased volatility in those markets as a result of financialization. Noticeably, volatility in the commodity prices don't lead to negative supply shocks as they did in the past because commodities have rather become financial assets. But, still for many developing countries that depend on commodities as the most important source of export earnings increased volatility is not good news and farmers in those countries who cannot hedge their products suffer most. Moreover, financialization is a very powerful transformer of social and economic structures. I think it is very important, for me at least, to try to understand this process.

Also, one of the projects that I am currently working on is the economic forecasting for Berks County, which I have been doing for the last three years for the Reading Eagle newspaper.

### What is your favorite part of the research process?

I should say that finding surprises along the way of research. I cannot say that doing research helps me understand the world better, because I end up with more questions than I started with, and the world ends up looking much more complex than we began with, especially in the social sciences. I think this has always been that way, but scientists, social or not, have always ridden roughshod over wrinkles of social complexity and erected their rational and functional science in place, for good or for worse.

### Do you find it hard to find time for research scholarship while teaching?

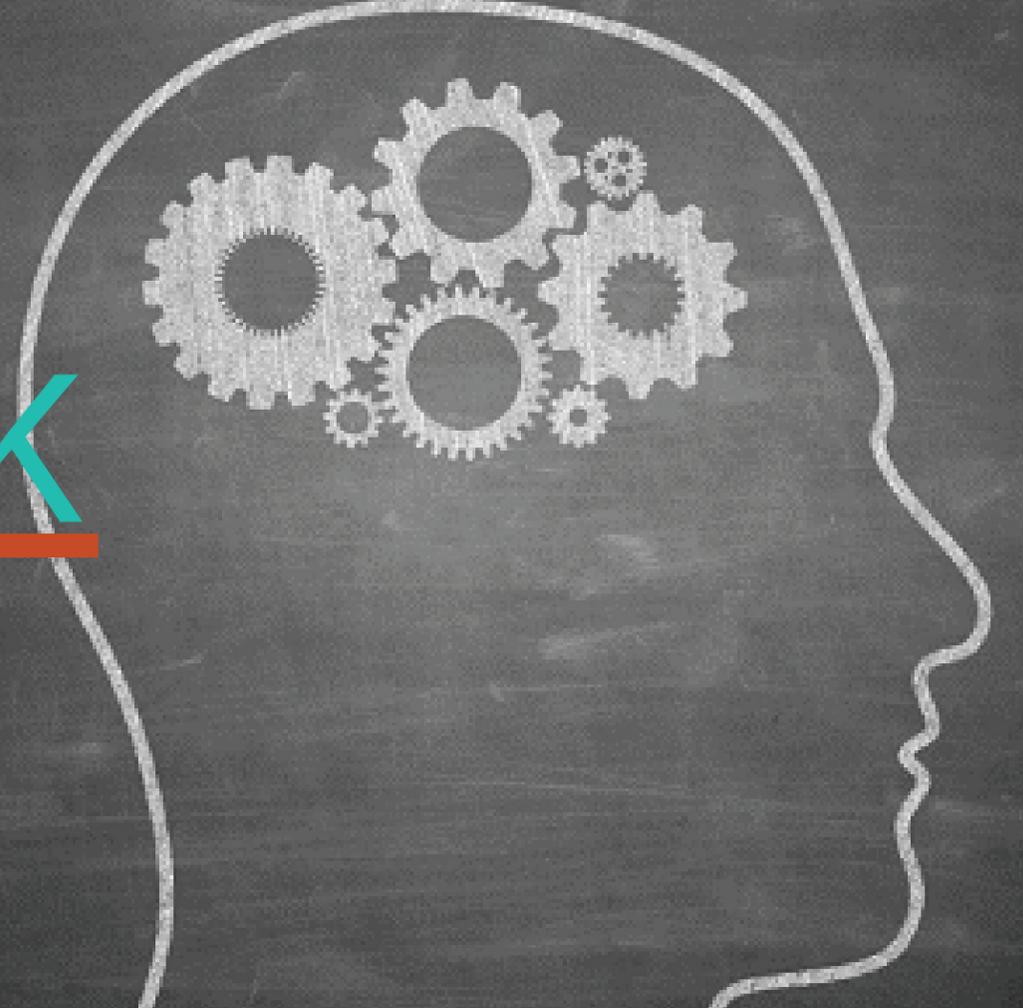
Yes, I do. Per semester we have to teach four classes along with other responsibilities. That takes away a lot of time from research and correspondence; but then research, in its turn, takes away a lot of time from family and friends. Research requires a dedication time and it is a slow process. I think many of my colleagues end up spending a lot of time on their work: well at least we like it.

### Do you have any topics planned for future research?

Yes, as I mentioned above, I am hoping to continue my work on commodity markets. Financialization of these markets, as well as many other markets, I think, is one of the most important phenomena of the global capitalism. Goods and services that used to have only use value are becoming more and more fungible, exchangeable, and disposable as a result of this process, of which, of course, technology is another driver. I would like to find out more about the rifts and conflicts that these shifting paradigms will cause.



# ENTREPRENEURSHIP WEEK



Q  
"EACH AND EVERY ONE  
OF YOU CAN BE A JOHN D.  
ROCKEFELLER"  
-Jay Sidhu

Kutztown University hosted a week of activities, workshops, and panels for students and community business leaders looking to get into the mindset of an entrepreneur and take their ideas to completion. Entrepreneurship Week, which ran March 22nd – 25th, was a free and public celebration of innovators who want to change the world, bring new creative ideas to life, or launch a new business.

Students learned from Jay S. Sidhu - previously named Most Admired CEO by Philadelphia Business Journal and Chairman and CEO of an \$8.4 billion asset high-performing bank - about taking the journey from idea to success. KU alumna and successful entrepreneur Jen Groover, a serial entrepreneur who has gone from guest-hosting spots on QVC to inking deals with some of the industry's biggest heavy-



weights, ran a panel of women entrepreneurs and went over the psychology behind becoming a successful entrepreneur.

Not only did the list of high caliber professionals continue, but the week found KU's own students and recent alumni stepping up to the mic to discuss their experiences and motivations.

The community admired the determination and encouraging thoughts from the fledgling student entrepreneurs presenting their talents and products for the first time. We learned how social media and social entrepreneurship is changing the modern business environment. It was a network of speakers, panelists and students that brought a variety bag of experiences, interests, and talents. The week was a call to the passionate, innovative and creative person that lives in all of us.

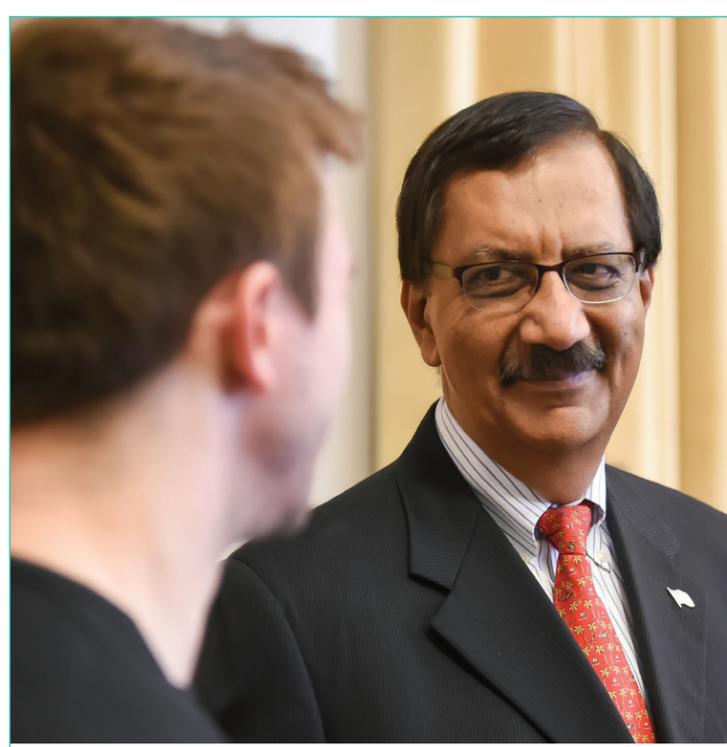


*A celebration of student innovators who want to change the world, bring a creative new idea to life, or launch a new business! This week long event was filled with various activities, workshops and panels for students and business leaders that were looking to get into the mindset of an entrepreneur and take their ideas to completion! The campus and the community joined The College of Business and the multitude of experienced and innovative speakers in some fun and educational activities designed to inspire the entrepreneur in all of us!*

# Jay Sidhu

Jay Sidhu, who turned a \$250 million asset-troubled bank into an \$8.4 billion asset high-performing bank, presented his speech entitled "Journey from Idea to Success", and in it, weaved his personal success story with four essential principles for entrepreneurial success.

- **Have a Vision:** "You must have a vision," he said. "You must have a plan to achieve that dream. Every entrepreneur is involved in creating the future."
- **Emotional Health:** "Leadership is being an authentic person," Sidhu said. Be honest with yourself and others.
- **Master Internal and External Environments:** "Know your strengths and weaknesses." Play to your strengths and improve your weaknesses where necessary.
- **Will to Improve:** "You must have a passion for continuous improvement," Sidhu said. "You should love feedback. Anyone who tells you how to be a better person is your friend."



# Jen Groover

Jen Groover, creator of the multi-million dollar Butler Bag brand, facilitated and led a panel of entrepreneurial women on how their ideas came to fruition. Later, she led a workshop entitled the "Psychology of a Successful Entrepreneur." In all of the years Groover has been teaching entrepreneurship, she sees the psychology of the process as critical for success. People are focused on the tactical skills, such as getting a product to market or using social media, but they are not asking themselves, "How can I be the best version of myself so I can accelerate all of the skillsets I already have."

If we are not working on ourselves enough, and really getting into the psychology of us, our environments, our fears, our emotional goals, and what success means to us, than we are clipping our own wings. If we don't identify these personal things "No matter how hard you work, no matter how smart you are, no matter how many things you learn about tactical business skill sets, you will be constantly working against yourself." Your underlying beliefs drive your successes and your failures, and knowing your psychology is essential to succeeding the way you really want to.



The Small Business Development Center hosted a workshop for those who were considering starting a business called "First Steps to Starting Your Own Business". This workshop covered a number of critical issues relevant to starting and operating a small business. Professional presenters included attorneys, insurance agents, accountants, financial specialists, zoning, and codes staff. The workshop was designed for both entrepreneurs thinking about opening their first business and existing business owners looking for a "checkup." Attendees learned about accounting, financing, and resources involved with both; risk continuation and risk mitigation; legalities involving structure, IP, and trademarks; and understanding local zoning and codes.



During the workshop, each person in the room had to answer the question, "Why are you here?" The range of answer were anywhere from I'm here for extra credit, I'm here to learn, I'm looking to start my own business, and I already have my own business. The panel talked about the zoning and types of businesses that can be run out of your own home. But, the biggest conversation and question base came from the idea of insurance. Audience members talked about their business' or ideas for a business, and the panel talked about the type of insurance that would be necessary based on the product you are making, and also by what type of building (house or otherwise) the business would be run out of. This informative Q & A was an essential visit for anyone seriously considering starting or continuing their own business.

The Student and Alumni Entrepreneurship Panel honored and recognized student, current and former, entrepreneurs in various fields. Olivia Knowles, co-creator of the independent Brain Bug science magazine for kids that features tons of comics and interviews with credible experts, was on the panel. Along with Stephen Hilborn, president of the Entrepreneurship Club and panel facilitator; Caitlyn Persing, marketing and client consultant for the KU Small Business Development Center; KU alumni Bala Peterson and Jonathan Moyer who formed Cast&Crew Digital, a technology consulting firm that specializes in web and mobile applications; Francois Bessing who is using his history of business creation and knowledge of music to create a music publishing, production, talent management, and distribution company; and Devin Peterson, winner of Student Entrepreneur of the Year award, whom created the automotive digital marketing group BitMoto.

The panel discussed the balance between life, school, and working on your own business. The students offered advice on starting your own endeavor, including Bala's: "Don't do it." The final question, taken from Twitter, had the panelists discussing their books of inspiration which included The Alchemist by Paulo Coelho.



# Social Media & E-Commerce

The workshop "Let's Get Social" was an introductory social media training workshop designed to help small businesses that are not familiar with, struggling with or need a refresher on how social media can help their business reach its full, online potential.

As a small to medium sized business in today's digital age, it's important to create and maintain a strong online presence for your consumers accessing your information online.

Some items the workshop focused on were: different platforms and those who utilize them, best times to reach your consumers, the payoff, how to effectively engage your audience and how to develop a strategic social media plan.

The workshop was run by [Caitlyn Persing](#) (far right), a senior at Kutztown University graduating in May with a dual B.S.B.A in Marketing and Management, a minor in Industrial/Organizational Psychology, and a certificate in Advertising. Joining her was [Peter Hornberger](#) (right), who has spent the last 10 years in the roll of Blended Learning and Consulting Specialist and Online Marketing Strategist for the KU Small Business Development Center.



# KU Women's Entrepreneurship Panel

The KU Women's Entrepreneurship Panel, facilitated by [Jen Groover](#), was a group of KU alumna who have started their own businesses and paths. [Sherry Fuhrmann](#) (far left) talked about the birth and growth of an idea leading to the creation of Pure Wild Tea, which stemmed from the death of her mother and the coming together of family. Jen Groover pointed out that overcoming pitfalls and hardships is a pivotal step in entrepreneurship. [Pam Gockley](#) (left) co-founded a small technology company which focused on graphic design and website development. Gockley pointed out the necessity of having a good reputation as a business owner.

[Patricia Shermot](#) (below) is a change agent with background as a credit union marketing evangelist, a public television host, and a senior leader. Shermot highlighted the necessity for self-improvement, teaching oneself, and finding and fixing the weakness in a company. KU marketing student [Caitlin Bodner](#)



found [Magnificent Candles](#), a company that provides a healthier burning candle. Bodner spoke to the commitment and sacrifice needed for starting your own business by explaining her tight schedule of school and company work.



The Student Marketplace showcased student innovators and entrepreneurs, from jewelry makers, to craft creators, artists, musicians and more. It was a one-stop shop to experience a refreshing introduction to Kutztown University's most ambitious and innovative individuals. This years market place had Brain Bug Magazine (top left), Magnificent Candles (top), Adair's Curiosity Shop (bottom), Office of Veteran Services (bottom left), and Alexandra Morgan Designs (left).



Thursday started with a powerful panel on social entrepreneurship. Social entrepreneurship is the idea that business should not just be about making money; there is a responsibility to the community. Many businesses consider a "triple" bottom line when they consider their strategic plans for the future. These bottom lines are companies measuring their financial (profit or loss) and at the same time measuring a company's performance in terms of positive social impact. Many businesses have sprung up to help people with in communities. Some are non-profit and some are for-profit, but in the end, they are all about working together to improve the community.

The panel involved Jamie Gauthier, the executive director of the Sustainable Business Network which is a 400+ member business organization working to build a just, green, and thriving economy. Stan Pokras, founding Vice President of Electronic Networking Association which has created several local telecommunication projects, helped bring over 20,000 low cost or free refurbished computers and laptops to local agencies and thousands of low-income families. Facilitating the panel was KU College of Business Professor CJ Rhoads with 25 years of experience that runs the gamut from entrepreneurial startups to being Vice President in established Fortune 500 companies.





OPPOSITE:  
Elizabeth Rogol, Featured  
Speaker Liz Dilullo Brown, and  
Dr. Lorri Engstrom

LEFT:  
Featured Speaker Craig White

BOTTOM:  
Dr. Judith Smith, Professor  
Kerri Cebula, Speaker Tyler  
Wuensche, Featured Speaker  
Eric Cole, and Dr. Christine  
Lottes.

# FEATURED SPEAKERS

[Craig E. White](#), President and Chief Executive officer of the Philadelphia Gas Works and KU alumnus, Craig shared how he was able to move up the ranks at PGW to become CEO in 2010. Philadelphia Gas Works is the nation's largest municipally owned natural gas company serving some 500,000 residential, commercial and industrial customers. He serves on the Board of Directors of the American Gas Association, Aria Health System, and the National Petroleum Council. Also, he sits on the Board of the Energy Association of Pennsylvania and is the past Chairman, as well as former Executive Board member of the American Public Gas Association.

Last semesters speakers included UGGs creator [Brian Smith](#), Major League Baseball executive [Joseph McIlvaine](#), and CEO and President of MetLife Stadium [Brad Mayne](#).

Kutztown University hosted another set of distinguished featured speakers this semester. [Eric Cole](#), Inside Sales Manager for the Philadelphia 76ers, joined by [Tyler Wuensche](#), Account Executive for the 76ers and KU 2015 Sports Management graduate, spoke to a standing room only crowd about their experience in the high energy, fast-paced, competitive environment of marketing and sales in the sports industry. Cole is responsible for hiring, training, developing, coaching, motivating and growing the careers of the sales associate staff. When he was with the Indiana Pacers priorly, he worked on the organizations partnerships with youth basketball, schools, businesses, and outfits for the Pacers fan group.

[Liz DiLullo Brown](#), Vice President of Marketing and Communications for Little League Baseball International, shared her experiences in marketing, communications, digital media, sponsorship, licensing and retail, and merchandise operations. Little League Baseball is the world's largest youth sports organization. Prior, she was the Senior Director of Marketing Partnerships for the organization and supervised the relationship between Little League and its corporate marketing partners, including those in sponsorship, licensing and merchandising.

The College of Business and The Department of Sport Management and Leadership Studies continues to bring in a line of prestigious speakers.



# RESEARCH {POSTER} COMPETITION



Kutztown University students [Alex Plate](#), [Dakota Hirst](#), and [Laurie Segreaves](#) from the Department of Sport Management and Leadership Studies recently participated in the Sport and Recreation Law Association Undergraduate Research Poster Competition in New Orleans as a part of the 29th Annual Sport and Recreation Law (SRLA) Conference. The students were under the advisement of [Professor Kerri Cebula](#).

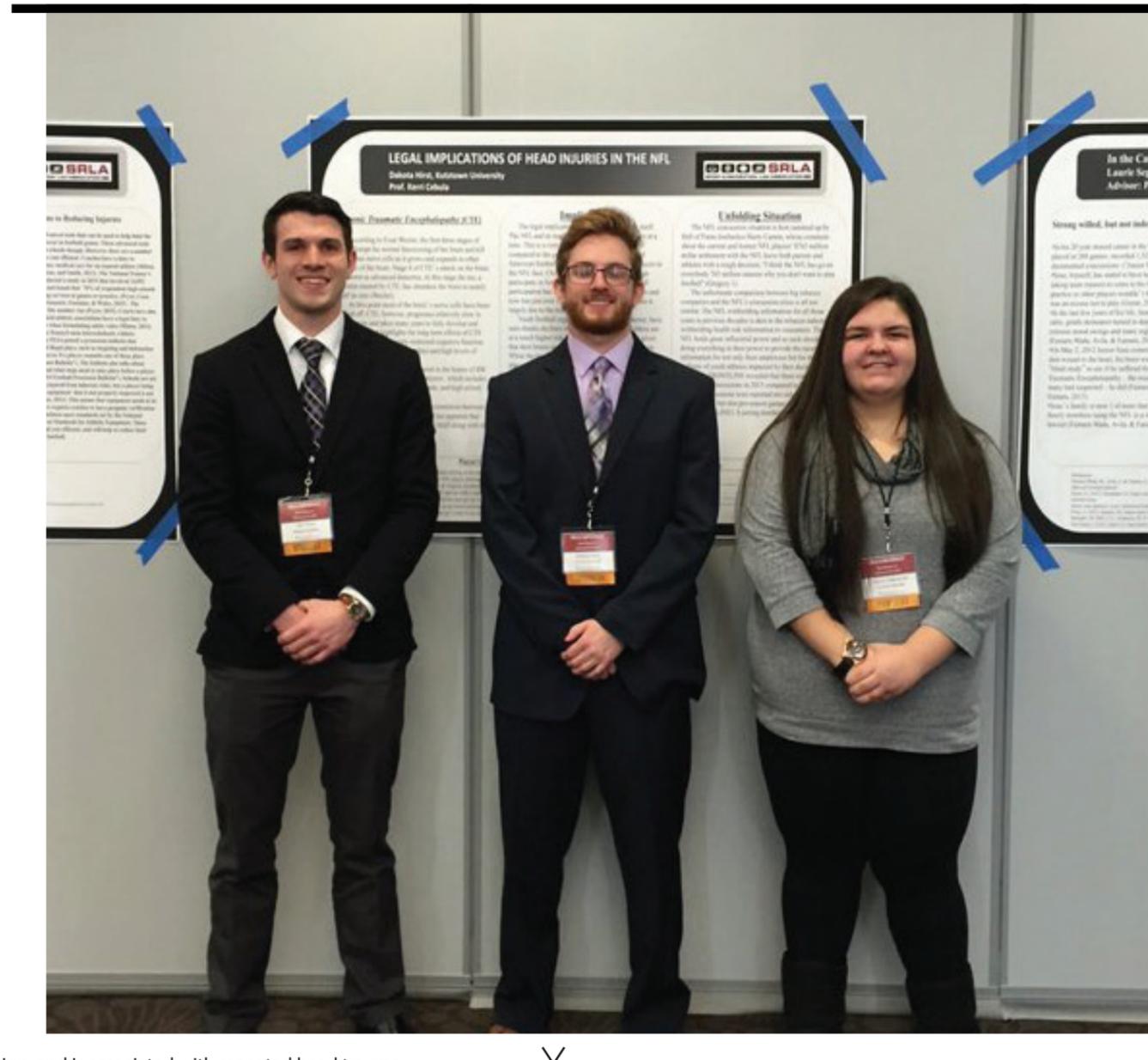
Alex Plate won the competition with his poster *Legal Implications of Injuries in High School Football*. "I decided to do high school football because I felt like it isn't talked about as much as injuries in the pro or college level are," said Plate. The prize was \$250 cash and recognition during the awards ceremony.

Laurie Segreaves focused on the specific case of the tragic death of Junior Seau whose brain had tested positive for chronic traumatic encephalopathy (CTE), a neurodegenerative disease that can lead to dementia, mem-

ory loss and depression, and is associated with repeated head trauma. Since the case is ongoing, the legal implications and ramifications have yet to be seen.

Dakota Hirst's poster was *Legal Implications of Head Injuries in the NFL*. Hirst had done research on the subject before, but this time his approach was to analyze the effects of CTE on the brain and how it can be caused by steady incidental hits to the head. He theorizes that once the NFL, the most powerful and influential entity in the sport, makes changes to their procedures to safe guard the players, and youth, high school, and college level football will also be forced to change their procedures.

Posters were limited in size - information and research sources had to be concise enough to be clear in the space. All participants had a little bit of a struggle condensing the information down to a poster. "I found an overwhelming amount of information about injuries in high school football, especially with concussions, and found it difficult to have to cut out some



▼  
Alex Plate, Dakota Hirst, and Laurie Segreaves from the Department of Sport Management and Leadership Studies.

information," said Plate.

The students were lucky enough to attend some great presentations by law professors and graduate students from all over the U.S., including representation from Texas University, Texas Tech, North Carolina, Coastal Carolina, and more. Some of the presentations included "Legislative Efforts Designed to Reduce Sport-Related Concussions: A Review of State Concussion Statutes", "An Analysis of Mental Health Policies for Student-Athletes at NCAA Division I Member Schools", "Determining Sport Law Course Student Learning Outcomes Utilizing Backwards Design", "Daily Fantasy Sport (DFS) and the NCAA: Gambling Laws and NCAA Athletes' inclusion in Daily Fantasy Sports", and more.

The Sport and Recreation Law Association aims to further the study and dissemination of information regarding the legal aspects of sport and recreation. The Association addresses legal aspects of sport and recreation within both the public and private sectors.

The SRLA Conference is an annual event that provides quality, peer-reviewed scholarship in the area of sport and recreation law. scholarship is disseminated through 25 minute presentations, 75 minute symposium sessions, and poster sessions. Conference attendees also have the opportunity to interact with scholars and practitioners from across the country. The conference is beneficial for professionals, academics, and students. "It was a blessing to hear so many amazing professors present their ideas and research on the sport industry," said Segreaves.



## Montrez Lewis, MBA 2016

Graduate Assistant  
 KU Small Business Development Center  
 Berks County Community Foundation



### Can you give us an overview of your academic life?

I started my academic career as an undergraduate in the College of Business here at KU in 2011. I wanted to major in business management because I've always felt that this was one of the most applicable majors in college all together. With a background in business management, one could go into many different fields and still have a solid understanding of how to be successful. Having a degree in something with such a broad scope allows management majors to have an abundance of opportunities after graduating, and I wanted to ensure I did not limit mine.

As I went through the beginning stages of the program, taking classes in accounting, economics, marketing, etc. helped me decide which specific area I wanted to focus on. This was very useful as it not only allowed for me to see what areas I was good at, but helped me see what I would actually enjoy to do in a career.

Learning and growing in subsequent years within the College of Business provided me with a number of great experiences in and out-

side of the classroom. One of the greatest tools that the Business School provided to the students was the opportunity for us to meet and attend a number of prominent guest speaker sessions. These speakers came from numerous industries with a vast amount of experiences to share with us. This was rewarding as it allowed us to take all the knowledge learned in the classroom and see how it can be applied to current leaders in the business world.

### Why did you choose the KU MBA program?

I was fortunate to graduate the College of Business, Magna Cum Laude, in the fall of 2014. As graduation was approaching, the desire for me to continue my education was growing more and more. As I started looking for possible MBA programs to apply to, a major criterion that I evaluated my decision on was the availability of grad assistantships. This was vital for me as I wanted to gain real-world work experience while working towards my M.B.A. When attending the grad school fair hosted by the university, I was able to check out a few qualified business schools that met all of my expectations. Great education, ideal location, grad as-

“ INVEST TIME, ENERGY, COMMITMENT, ETC. INTO IT AND YOU'LL SEE THE PERPETUAL VALUE THAT COMES AS A RESULT. ”

sistantships, etc. however; one thing that Kutztown could offer me that the others couldn't was a family environment. Coming up in the College of Business, I was able to build relationships with many professors and faculty members that helped make my education experience a joy. They each cared greatly about the success of the students, and I knew that this environment was one I could thrive in. After taking a closer look at the M.B.A program offered here, I knew without a doubt what my decision would be.

### What have you found to be your most useful class(es)?

There was great value in all of the classes I've taken here at Kutztown, but the one that I have found the most useful thus far is Writing for the Workplace. Ironically, this is not a class offered in the College of Business, but I believe it's a class that every student should take regardless of their major. Business majors can benefit tremendously from this class as it helps with communication professionalism in the business world. Topics ranging from resume/cover letter writing, using memos in the workplace, and presenting research effectively in front of an audience are all elements that are crucial when working in the real world. Writing for the Workplace teaches how to master each of these, as well as other skills, that help aid students as they become working professionals.

### Can you tell us about the SBDC and the work you do for it?

We help entrepreneurs and small businesses with many different tasks. My job at the SBDC is to help provide assistance to many of the clients we have. This assistance can range anywhere from helping formulate business plans, conduct marketing research, or perform industry analysis. The SBDC has a number of resources that the everyday business owner may not have access to. What I do is use all of these resources to provide relevant information and assist the needs of these clients.

### Any immediate plans after graduation?

I'm scheduled to graduate at the end of this semester, spring 2016. My immediate plan after graduating is to take it all in for a moment. Not too long of course, but just a couple of weeks of relaxation. My ultimate goal after graduation is to be an administration or operations manager of a hospital. My hope is to take all the knowledge and experience gained here and throughout various internships, into my career as I advance in the hospital/healthcare administration field.

### Did you follow the AACSB accreditation process for the College of Business?

Yes, I did follow the AACSB accreditation process in the College of Business. I could see first-hand all the hard work that the faculty did when getting our program ready for review. It was great to see that we earned such a significant honor, and I am proud of the COB's wonderful accomplishment.

### Do you have any advice for students entering the MBA program?

My advice for anyone entering the MBA program is to put in what you expect to get out of it. Look at this opportunity as an investment... If you hope to get a great amount out of it, you have to be willing to invest a great amount into it. Invest time, energy, commitment, etc. into it and you'll see the perpetual value that comes as a result.



“OUR JOB IS TO PROTECT ALL THE PARTICIPANTS IN THE FINANCIAL MARKETPLACE.”

- State Secretary of Banking and Securities  
Robin L. Wiessmann

# MANAGING FINANCES

## WORKSHOP



**R**obin L. Wiessmann, State Secretary of Banking and Securities, came to Kutztown University campus to RRRevUP students on the state departments need for financially educated professionals. The “RRRevUP!” program has been designed to bring in young professionals with skills and an education in business and finances. Over the years Wiessmann has noticed the importance of building and retaining a “bench” of high-quality people.

“This is a really interesting time in finance, because of all the changes that are being brought about in the marketplace,” said Wiessmann. One of these changes, the marketplace moving towards the adoption of technology, brought Wiessmann into her current position. This combination of technology and finance is known as *fintech* (financial technology) and represents the economic industry being composed of companies that use technology to make financial services more efficient. “My colleagues at the Department of Bank and Securities are really interested in fintech because we are first and foremost, a regulator,” she said.

With the push for the introduction of technology, and the businesses involved, Wiessmann still calls for a word of caution. “We want to make sure the institutions you’re working with have safety and soundness.” The goal of the department is consumer and investor protection in this growing age of cyber security and the risks involved.

With the new risks associated with the business, Wiessmann sees plenty of job opportunities in the field for graduates or undergraduates looking for an internship. Wiessmann told the Reading Eagle that the public service internship program includes six months of paid internship with

any state government agency which pays (about) \$14/hour. Interns must be full-time students and have completed a minimum of 60 college credits.

After assuring the audience that public sector work is satisfying on many levels, Wiessmann introduced **Doug Hassenbein**, Assistant Investor Education Coordinator for the Department of Banking. Hassenbein presented an informational session entitled “Save & Invest: Managing Your Finances.”

Hassenbein went over the basics of setting up a budget plan that starts *NOW* by managing monthly expenses through percentage allocation of funds to various priorities in life (i.e. car, student loans, entertainment). To showcase what happens when you invest in the long term, Hassenbein provided the example of a parking lot attendant who never earned more than \$12/hour or \$20,000 per year, but now has a net worth of over half a million just from small investments and patience through the years.

The information session closed off with a direct look at what happens when you start investing money now, and what your savings could look like down the road. Hassenbein likened the commitment to investing to running a “financial marathon,” and as investors we need to prepare ourselves for a long race with a patient and sound pace.



College of Business Dean Dr. Martha Geaney talks about the importance of finances before introducing the speakers.



State Secretary of Banking and Securities Robin L. Wiessmann talks about building a financial expert workforce.



Doug Hassenbein teaches students on how to set up a budget plan, manage monthly expenses, and build for the long term.

# A NEW APPROACH TO IMPROVING ETHICS



**Dr. William Roth:** *I attended Jenkintown High School, then Dartmouth College where I majored in Economic Geography. In my mid-thirties I returned to school and earned my Masters in Social Work from the University of Pennsylvania, then my PhD in Social Systems Sciences from The Wharton School. After graduating I taught for a year at LaSalle, then worked for a year with the International Paper Co. before returning to academia and teaching at Moravian College during which time I was also made a Senior Fellow with The Wharton School. After a year in Saudi Arabia as a consultant, I began teaching at DeSales University where I occupied the McCabe Endowed Chair for Business and Society before coming to Kutztown.*

## Can you summarize the idea that was proposed at the workshop (and in the book)?

For centuries philosophers have been searching for a universal standard against which to judge ethical behavior. Four main schools of thought - utilitarian, egoism, deontology, relativism - have evolved. All have strengths and weaknesses. More recently a fifth, based on Aristotle's "development ethic" has been proposed that incorporates the strengths of the traditional schools and eliminates the weaknesses.

It says that the purpose of life is to develop and enjoy our positive potential to the fullest possible extent and to use that potential to enhance the potential of society. Ethical behavior is that which encourages such behavior.

## You have had many publications over the years regarding ethics in the workplace, have you seen a change in the environment since then? Have your perspectives changed on the issue?

I have seen very little change in terms of ethics. It seems that, increasingly, ethical decisions are based on relativistic considerations, on the involved situation so that different cultures, different individuals can interpret the same situation in different ways.



✓ The faculty from left to right: Dr. Keshav Gupta; Dr. Victor Massad; Dr. William Roth; Dr. Mostafa Maksy; Professor Robert Duquette

## Why do you decide to revisit this topic of research?

It has become increasingly clear to me that a universal standard is necessary, one that sets parameters but at the same time is flexible.

## What got you involved in the world of ethics in the workplace?

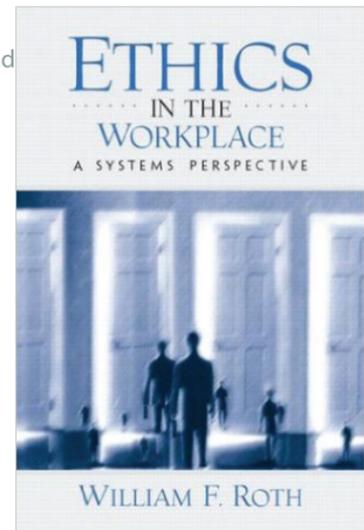
The book is really about ethics in general. I added "in the workplace" because it was going to be used in a business department ethics course. What I came up with has definitely shaped me as a professor, a researcher, and as a just plain person.

## Can you give an overview of what the writing/research process is like for you?

It is one of ten books I have published on management theory. Basically, I come up with an idea, think about it while I'm walking in the woods, do some research on the key concepts involved, then start writing, doing more research as called for.

## Ethics in the Workplace: A Systems Perspective

Comprehensive and clear, this book introduces readers to a generic, universal standard by which to judge and encourage ethical behavior in the workplace and life in general. It begins by exploring the philosophical roots upon which the field of ethics is based and springs, and then discusses the four basic current approaches to ethics—their strengths and weaknesses, and how they can be pulled together under the new standard. A



focus on organization ethics places the standard into the workplace, and shows that its successful implementation there requires the correct design of organization systems, rather than an attempt to change the individual employees. For corporate training programs, and the creation of more ethical individuals in the workplace.

**“YOUR KNOWLEDGE AND PROFESSIONALISM SHOWN DURING THE PRESENTATION WAS INCREDIBLE.”**

The 2<sup>nd</sup> annual Weinman Cup Invitational Case Competition took place at Towson University in February with Kutztown University taking top honors in front of Towson, Shippensburg, and 2<sup>nd</sup> place winners Morgan State University. The Weinman Cup competition was created with the help of the Toby and Melvin Weinman Foundation, Inc., to provide students the opportunity to exercise their business savvy while networking with local business leaders.

This year's case competition was a company named BlueStar having trouble with their supply chains. The company was spending too much money on transportation costs which in turn was lowering overall customer satisfaction. “It was our job to come up with solutions to help bring back trust in their customers, and more importantly lower their transportation expenses,” said **Eric Steadman**, senior Business Administration major with a minor in Supply Chain Management. Last year's competition had students determining the assortment and quantity of shipments for a family of gas grills.

“At first we solely analyzed the data and once we broke it down, we started brainstorming and developing solutions,” said **Dominic Ganchoso**, junior Accounting major with a Spanish minor. It took a lot of time to go through the data because it was an “Excel file that contained 50,000 lines of shipment details which included every truck that left one of their many facilities, its destination, the size of the shipment, and so on and so forth,” explained Steadman. “There was no cut and dry answer to their problem because a lot of our recommendations were based off of our qualitative analysis.”

The team only has 30 days upon receiving the case to come up with a viable solution. The team discussed the numerous meetings that were multiple hours long, and the extensive amount of effort that was involved. It paid off because the Kutztown University team made an impressionable and strong showing at the event. Steadman recalled, “One judge in particular stated at the



## SUPPLY CHAIN MANAGEMENT 2016 WEINMAN CUP WINNERS

Left to Right: Prof. Stephen Hensler, Dominic Ganchoso, Eric Steadman and Eugene Krim.



end of our presentation that, ‘I felt as though I was having a conversation with one of my own employees, your knowledge and professionalism showed during the presentation was incredible.’”

The 15-minute presentation (with 10 minutes of Q & A after) was a PowerPoint highlighting their research and suggestions. Most of their suggestions could not be shown during the time allotted, but the team relied on their industry knowledge to explain their case, and used the PowerPoint for some visual representations. “In brief, our solution was to move away from the brokerage market and develop contractual relationships with the top carriers,” said Ganchoso.

The team focused on the customer experience by combining shipments instead of bidding out every single truck that left BlueStar facilities. They also found cheaper providers based off of geographic analysis of destinations. “From my point of view, every team had great suggestions. I think our team had the best advantage because we studied the industry and the terminology used...this showed our knowledge and our hard work because we went the extra mile,” said Ganchoso.

Congratulations to **Professor Stephen Hensler** for his involvement in the case competition and for getting the team invited; and **Dr. Gary Chao** for contacting and advising the team.

On the subject of next year's competition, Eric Steadman will be graduating this year and will not be returning to defend the cup, but Steadman will be keeping busy beginning his career with DHL Supply Chain. “This competition surely will help me with my career as I begin it, and I would recommend any student from Kutztown to partake in this event, whether or not you have an interest, as you may leave the event with a passion for the industry, as I did.”

Dominic Ganchoso, on the other hand, will be energetically returning to the competition. “As the youngest member on the team, I will be getting a team together to go back to Towson and defend the title.”



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**INNOVISION**

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