

Engineering a Comeback

As the recovery of the automotive industry transforms a glut of engineering talent into a shortage of skilled workers, corporate and civic leaders are scouting the world — and our own backyard — for prospects.

By **PAUL EISENSTEIN** // Photographs by **JOE VAUGHN**

The pint-sized car tucked into the corner of Cobo Center during the 2012 North American International Auto Show was easy to miss. Yet the eMo concept vehicle, developed by Tata Technologies, was one of the annual event's more important debuts.

While the \$20,000 eMo likely will never make it to a local showroom, it's designed to demonstrate that electric vehicles can compete on price with traditional, gas-powered automobiles. But more significant to the region and state is that while Tata Technologies is the R&D arm of India's giant Tata Motors, much of the development work on the eMo, which will be sold in Asian markets, was performed in Michigan.

Tata is just one of dozens of foreign-based manufacturers, suppliers, and research firms that have been setting up shop or expanding their engineering base in metro Detroit over the last two years. The list is a virtual automotive who's-who, ranging from Japanese giant Toyota, which opened a huge test track and research center near Ann Arbor, to French software firm Dassault, located in Auburn Hills, whose CATIA is the computer-aided design technology of choice for much of the automotive industry.

In the process, the companies have taken what was a glut of engineers and turned it into a severe shortage. Today, it's not unusual for companies to be offering rock-star wages and benefits to the right people. On a related front, there are plenty of reports of companies raiding rival firms for engineering talent.

How times have changed, says Della Cassia, media communications manager at the Engineering Society of Detroit in Southfield. She recalls a gloomy afternoon a few years back when "Chrysler let go of 3,000 (engineers and support staff in one move), and our phones wouldn't stop ringing with people looking for jobs. Many had families and were desperate."

Various industry and trade organizations estimate more than 10,000 (of Michigan's 225,000) engineers were let go by the Big Three automakers during the second half of the last decade. "It was a very dark time," says David Cole, chairman emeritus of the Center for Automotive Research and who co-runs the AutoHarvest Foundation.

Now, the days of doubt and uncertainty seem a distant memory. Cassia points to an ESD job fair in the spring of 2011. At the time, the trade group had 40 companies participating, and 1,038 unemployed engineers lined up for interviews, resumes in hand, for few openings. In contrast, last autumn, when the next fair was held, 59 firms signed on, with 2,000 job openings to fill, but only 789 potential employees greeted them.

Neil De Koker, president and CEO of the Original Equipment Suppliers Association in Troy, tells a similar tale. Two years ago, Altair Engineering in Troy "had plenty of applications and no jobs." But a few months ago, they put out the word that "they had 700 engineering slots and no one to fill them," he says.



REBOOT Jayson Pankin and David Cole co-founded the AutoHarvest Foundation in Ann Arbor, which helps automakers, suppliers, and universities create, commercialize, and license new technologies. The foundation has a presence in innovation hubs such as TechTown's campus at Wayne State University, which includes a former Cadillac dealership at Cass and Amsterdam.



Several factors contribute to what has triggered various regional efforts to lure talent from other parts of the country and the rest of the world. A lot of engineers, especially younger workers who were relatively mobile, either left the market or shifted from automotive to another industry. Meanwhile, the bulk of the qualified engineers released by the struggling Big Three consisted of older workers nearing the end of their careers. Most received buyouts that helped nudge them into a less painful retirement. "And now," laments De Koker, "they just aren't interested in coming back."

There are other factors at work, too, according to Cole, who is on the board of Carz, an Indian firm. He says the company is planning to shift operations to the United States. That might seem counterintuitive, but "with labor costs going up in places like India," and other factors at play, "they found it cheaper to do work here," he says. But hiring has been a challenge. Of the 700 resumes the vehicle service and repair company received, Cole notes there were only six with the needed qualifications.

The change reflects the nature of today's auto industry. Consider that as recently as the early 1980s — when many of today's older engineers began their careers — the average car had perhaps \$50 to \$100 worth of electronics content onboard. Today, even entry-level vehicles offer hundreds of dollars of digital technology such as anti-lock brakes, stability control, airbags, and emissions control systems. On high-end models, there are advanced infotainment systems, active cruise control, blind-spot intervention and park-assist that, combined, easily run \$10,000 or more.

The problem, says Cole, is that "the changes in technology are happening so fast that, in many cases, the skill sets are missing."

That's one reason Ford Motor Co. recently announced plans to open a small R&D center near Stanford University in Palo Alto, Calif. The facility has the advantage of being close to established technology firms such as Microsoft, which developed the underlying software behind Ford's popular Sync system, as well as the startups that help constantly refresh the digital world, says Paul Mascarenas, Ford's chief technical officer.

Ford isn't the only automaker betting on the talents of Silicon Valley. General Motors, the Renault-Nissan Alliance, BMW, Volkswagen, and Mercedes-Benz have research centers on the West Coast to take advantage of engineers skilled in infotainment and autonomous driving systems, says Dieter Zetsche, CEO of Mercedes' parent, Daimler AG.

On the other hand, Zetsche quickly adds, "We still do a lot of engineering work around Detroit, mostly related to issues like homologation" — the challenging work of bringing products into compliance with increasingly stringent federal regulations. That makes sense, considering the Environmental Protection Agency's National Vehicle and Fuel Emissions Laboratory is located in Ann Arbor.

Going forward, global manufacturers, suppliers, and R&D firms will likely fragment their research work to reflect the fact that skill sets often vary by region. The increasing globalization of the auto industry is also, somewhat ironically, leading to regionalization.

At one point, GM might have done the majority of engineering work on a vehicle like the redesigned Chevrolet Malibu or its all-new Sonic hatchback entirely at the Warren Technical Center. But today, such work is divided up worldwide. For example, the 2012 Malibu is sold in more than 100 countries. As a result, more projects are parsed out to a mix of engineering facilities — perhaps Germany is handling design, Korea is working on the powertrain, and Detroit is in charge of the suspension.

At Ford, local engineers played a supporting role in developing a new subcompact crossover called the EcoSport, but the automaker's Brazilian team took the lead — no surprise, since that's one of the

emerging markets where the vehicle is likely to be successful.

Foreign automakers, meanwhile, are increasingly looking to expand in the U.S., with some coming to Michigan. Toyota is adding 100 jobs at its sprawling engineering center in Washtenaw County, says Jim Lentz, the OEM's lead American executive. "There'll be more in the future," he adds. "Detroit is the hub of our engineering operations in North America." A significant plus, adds Lentz, is the proximity of so many schools, like the University of Michigan, with major engineering departments.

In January, Nissan, which operates an R&D center in Farmington Hills, announced plans to add 150 engineers to handle a steadily increasing workload, with more to follow in 2013. Some will be replacements for talent cut in 2008, as the industry began its downturn. "We have a lot of very good senior engineers. But we need to bring on new and emerging talent," says Carla Bailo, president of Nissan Technical Center North America, which has more than 800 employees.

Hyundai recently announced it would invest \$15 million to expand its technical center in Superior Township; setting up, among other things, a 50,000-square-foot facility that will be used for extreme hot- and cold-weather testing. With construction set to begin by May, as many as 50 engineers and other workers will be hired when the facility opens next year. It's the first time the automaker has built such a facility outside of Korea, says Sung Hwan, president of the Hyundai American Technical Center. The project was helped along by a \$2.5 million state subsidy to cover the cost of a power substation.

Such efforts complement recruiting strategies by the Engineering Society of Detroit, which is aggressively working to lure more companies and projects to the region. A big selling point is the fact that Detroit traditionally has the highest number of engineers per capita of anyplace in the U.S. "So why wouldn't they come here?" asks Darlene Trudell, an ESD executive vice president. The organization also is developing programs aimed at highlighting the engineering sector to regional K-12 students.

Cole, long associated with U-M, has helped create a nonprofit called Building America's Tomorrow, which aims to not only increase the number of students who go into engineering but also to lure them, along with established engineers, to Michigan. Ford CEO Alan Mulally is among the project's advisers.

In turn, the Detroit Regional Chamber recently launched MICHauto, a trade association that seeks to grow and promote the region's automotive design and engineering assets and workforce. One hurdle is that the Obama administration has been slow to grant visas to foreign workers and students attending American universities. The reason is more political than practical, as Obama doesn't want to be seen as favoring foreign workers over American laborers.

Gov. Rick Snyder takes the opposite approach. In recent weeks, he's been touting immigration as a way to boost economic activity in the state. He's already tasked agencies to do what they can to attract well-educated, skilled foreigners to Michigan. "I view it as education, to explain the facts to people," Snyder says. "They're not taking jobs; they're creating jobs."

Snyder, a former venture capitalist and past chairman of Gateway Inc., wants Obama and Congress to ease the entry process for people with advanced degrees, especially in science and technical fields, and allow more foreign graduates, either trained here or around the country, to work in the United States. The late Steve Jobs, of Apple, expressed frustration with Obama, saying the computer giant had to locate most of its engineering workforce in Asia due to a lack of available visas.

Meanwhile, employers with skilled jobs have seemingly no one to fill them. Three years ago, they were paying people to leave. "Now we have to put even more money on the table to get them back," says Gerd Kleinert, CEO of KSPG Automotive, a supplier in Auburn Hills. **db**



WOODWORK Doug Wood, a former advertising creative director transitioned to an arts and culture coordinator for the city of Detroit by tapping into Michigan Shifting Gears, a program which helps executives switch careers.

found himself in what has become an increasingly common predicament for executive workers: loaded with experience and skill sets, but no place to use them. Employers that were hiring were looking for young grads with digital experience, Wood says, and seemed to view his portfolio as an anachronism instead of a reason to hire. “They’d look at my book and they’d say, ‘Wow, you’ve done all this stuff, but not an L.L. Bean website,’” he says.

To bridge the divide, Wood went back to school to bone up on his digital skills. He also helped a friend launch a barn construction company. All of it, he says, generated a sense of stability. But he had no idea that the next step in his journey would include getting up front and personal with the very unstable world of entrepreneurs.

Through a neighbor, Wood discovered Michigan Shifting Gears, a four-year-old program that aims to transition executives from the structure and regimen of the corporate world to the frenetic, aspirational ecosystem of entrepreneurs and small businesses.

Launched by Ann Arbor Spark, a nonprofit business incubator, the program was adopted last year by Michigan Economic Development Corp., a quasi-public economic growth agency. The curriculum provides participants with various tools to help them transition between careers — a host of workshops, networking opportunities, practice interviews, and skilled training. The program’s centerpiece is an 80-hour pro bono internship with a startup or small business that often operates on little more than willpower and an idea. Wood and others are

also paired with an executive mentor, with the expectation that the relationship be real and substantive. Gov. Rick Snyder, who helped start Shifting Gears during his years as a venture capitalist, served as a mentor during its inaugural run.

The end goal, says Faris Alami, entrepreneurial talent champion at TechTown, the Wayne State University-affiliated technology business incubator, is to retain executive-level talent in the state by teaching individuals how to shift from chasing scarce opportunities in the corporate world to finding those in smaller business environments. Startups and small businesses that participate in the program and hire graduates benefit from a wellspring of top talent that can help them grow or attract funding from venture capital firms and other lending sources.

So far, the program’s stats are impressive. About 35 percent of its 100 graduates have landed a new job within three months, 55 percent found work within six months, and 80 percent were hired within nine or more months. By this summer, another 100 people will have graduated from the program. As for Wood, he landed a job as arts and culture coordinator for the city of Detroit via TechTown’s Talent Placement Program.

Even so, Alami says, Shifting Gears, also available at Oakland Community College in Auburn Hills, is “not a job placement program.” Instead, it’s a crash course in how to trade in the comfort of a corner office for the adrenaline rush of growing basement startups. Being uncomfortable comes with the territory, he says.

Metro Detroit has no shortage of talent, says Diana Wong, a business professor at Eastern Michigan University in Ypsilanti who helped found the program. But there’s no easy way to connect the right talent with small

Shifting Gears

Moving from the corner office to the startup basement, laid-off executives are trading in their comfort zones for the frenetic, mercurial world of entrepreneurialism. By MICHELLE MARTINEZ

For more than 20 years, Doug Wood worked as a high-powered creative director for ad houses that helped build venerable brands like Mazda, Jaguar, and Volkswagen. But when the recession hit four years ago, Wood’s job evaporated as ad dollars and marketing budgets all but disappeared.

Wood, who had been gainfully employed since graduating from college,

business owners. And even when they do connect, owners have a growing reluctance to hire pedigreed executives because of repeated anecdotes about the problems that come when corporate expectations and small-business realities collide, Wong says.

One example: A solar battery company hired a marketing executive who, on paper, was the perfect hire. Within weeks, however, the perfect hire withered in the think-on-your-feet, fast-moving environment of the company. "He came out of a large corporation and had always been given orders from above," Wong says. "He couldn't just take a whiteboard and think and do. ... That exec left after nine months and set the company back two years. We have dozens of these stories."

Performing under pressure and in the face of ambiguity are priority lessons in the program.

Participants are immersed in hands-on sessions and workshops, intensive simulation exercises that hammer home small business fundamentals, and the 80-hour pro bono internship. Participants switch tasks frequently and are asked to handle situations that require skills well outside of any previous job description.

Not to be denied, Wood dove in and completed five, two-week internships helping startups do everything from designing basic marketing materials and websites to reminding hard-charging associates to sleep after 48-hour work sessions, lest they become incoherent.

"For some, you end up becoming the voice of reason," Wood says.

The experience is disorienting at best, but well worth it, participants say. "You really need to check your ego at the door," says Ramiro Ramirez, an engineer-turned-sales-executive who climbed the corporate ladder making stops at such companies as GM, Hewlett-Packard, and IBM.

Last June, Ramirez was hired as a global business development manager for Plymouth-based Link Engineering Co., a mid-market, family-owned vehicle parts testing equipment manufacturer. "One of the things I learned is that, first and foremost, you're working for the company; you become a part of that family, and you're willing to do anything to push the company forward," whether you get credit for it or not, Ramirez says — a sharp turn from his experience in corporate culture.

Despite its rigor, the program has had full classes (or cohorts, in Shifting Gears parlance) since its inception. Participants pay \$500 (10 percent of the \$5,000 program) to undergo the mental retooling and career overhaul. The state subsidizes the rest.

Participants, who have been searching for jobs for months or even years, often come to the program depressed and isolated, says Amy Cell, MEDC's senior vice president of talent enhancement and an early champion of Shifting Gears. Finding and bonding with a group of people undergoing similar challenges is an intangible, if vital, benefit, she adds.

"When you're looking for employment, you forget you have valuable skills," says Cynthia Peele, a veteran human resources executive with experience in senior positions at companies such as ConAgra Foods and



Ford Motor Co. under her belt. "The program reminded me of my value."

MEDC officials are now working to instill the program with a statewide geographical presence — something that would have been unimaginable even one year ago, Wong says. The program initially ran on the midnight oil and elbow grease of a small but dedicated staff of volunteers. Now state officials are working to create similar courses for software programmers, and to transition veterans from life in the military to that of the business world.

For programmers, MEDC launched Michigan Shifting Code in January, Cell says. The effort aims to transition workers with IT degrees into new careers as professional coders. The demand for the programs is incredible, she says. Employ-

ers had talked about a need for more high-level coding talent, and IT workers were hungry for the opportunity. Case in point: A recent informational session on the program at an Ann Arbor bar was expected to draw 50 people, but more than 600 people registered. And most of those who registered did, in fact, attend the session.

"We're kind of an umbrella that meets the unique needs of employers (in the state)," Cell says. "Applying at least some of these elements to other problems is a good opportunity to stretch the lessons learned."

Even if recession-spurred demand dwindles, Cell says the program can still provide a structured way for people to switch careers, or move to new areas of the state. Anecdotally, several people who moved to Michigan from other states and countries, including New Zealand, entered the program as a creative way to acclimate to metro Detroit's business environment. "People will always be making transitions," Cell says.

Startups are reaping the benefits.

"(The program) is a time-saver and a competitive advantage," says Eric Stief, senior vice president at AutoHarvest Foundation, a nonprofit that aims to help automakers, suppliers, and universities create, commercialize, and license new technologies and other industry innovations.

AutoHarvest, led by automotive analyst David Cole and Jayson Pankin, Delphi's former venture creation specialist, didn't have the resources to hire an agency to create graphics for their website or produce key marketing materials. But Wood was able to help them with both challenges.

The key, Stief says, is to nail down what the executive intern needs to do in a way that meets their expectations. Eighty hours breaks down to two weeks — the amount of time it takes most new employees to figure out where the bathrooms are and learn how to remotely access their e-mail. "It's not lost on me that they're working for free," Stief says. "We want them to feel passionate and work on something they're interested in."

At the same time, Stief adds, "We don't spoon-feed anything to anybody. We're too small of an organization. I give them much more latitude than they would probably normally receive, and push them past their comfort zone." db

YING YANG Following completion of Michigan Shifting Gears, a program which transitions corporate executives to entrepreneurialism, Cynthia Peele became a contract communications worker at Ford Motor Co. and co-founded Inspiration Yoga in Ferndale. Opposite page: Ramiro Ramirez traded in corporate stints with IBM and Hewlett-Packard for an opportunity to grow a family-owned vehicle parts testing equipment manufacturer, Link Engineering Co. in Plymouth.



Undergraduate Business Schools in Metro Detroit*

CLEARY UNIVERSITY, ANN ARBOR, HOWELL | Private

Undergrad programs: Associate's degrees in accounting, event/meeting management, business enterprise, information technology, and e-marketing. Several BBA programs.
www.cleary.edu
800-686-1883

DEVRY UNIVERSITY, SOUTHFIELD | Private

Undergrad programs: BBAs are offered online and on-campus, with 13 concentrations including: accounting, business information systems, finance, and management programs in numerous fields.
www.devry.edu
248-213-1610

EASTERN MICHIGAN UNIVERSITY, YPSILANTI |

Undergrad programs: BBAs in accounting, computer information systems, economics, entrepreneurship, finance, general business, international business, management, and marketing.
www.emich.edu
734-487-2344

HENRY FORD COMMUNITY COLLEGE, DEARBORN |

Undergrad programs: Associate's degrees in technical communications, accounting, administrative and information management, automotive service management, business administration, sports management, general and international business.
www.hfcc.edu
800-585-HFCC

LAWRENCE TECHNOLOGICAL UNIVERSITY, SOUTHFIELD | Private

Undergrad programs: BBAs with concentrations in business management, economics, and information technology.
www.ltu.edu
248-204-3160

LEWIS COLLEGE OF BUSINESS, DETROIT |

Undergrad programs: Associate's degrees in business administration including marketing, management, and more.
www.lewiscollege.edu
313-862-6300

MACOMB COMMUNITY COLLEGE, WARREN |

Undergrad programs: Associate's degrees in business administration in accounting, business management, entrepreneurship, finance, general business, hospitality management, and marketing.
www.macomb.edu
866-MACOMB1

MADONNA UNIVERSITY, LIVONIA | Private

Undergrad programs: Associate's degrees in business administration. Bachelor's in accounting, business administration, hospitality management, international business, human resources, marketing, and more.
www.madonna.edu
734-432-5354

MARYGROVE COLLEGE, DETROIT | Private

Undergrad programs: Associate's degrees in accounting and business. Bachelor's degrees in business with concentrations in accounting, business administration, financial planning, and marketing.
www.marygrove.edu
313-927-1572

MICHIGAN STATE UNIVERSITY, EAST LANSING |

Undergrad programs: Bachelor's degrees in accounting, finance, general management, hospitality, human resource management, marketing, and more. Specialize in entrepreneurship, environmental studies, information technology, international business, and more.
www.broad.msu.edu
517-335-7605

NORTHWOOD UNIVERSITY, MIDLAND | Private

Undergrad programs: Bachelor's degrees in accounting, advertising and marketing, aftermarket management, automotive marketing/management, computer information, economics, entertainment/sport/promotion management, entrepreneurship, fashion marketing/management, finance, and more.
www.northwood.edu/mi
800-622-9000

OAKLAND COMMUNITY COLLEGE, BLOOMFIELD HILLS |

Undergrad programs: Associate's degrees in business administration, culinary arts, hotel management, international commerce, restaurant management, and more.
www.oaklandcc.edu
248-341-2000

OAKLAND UNIVERSITY, ROCHESTER |

Undergrad programs: Bachelor's degrees in accounting, actuarial science, economics, finance, general management, human resource management, management information systems, marketing, and more.
www.oakland.edu/undergrad
248-370-2100

ROCHESTER COLLEGE, ROCHESTER HILLS | Private

Undergrad programs: Bachelor's degrees with concentrations in accounting, interdisciplinary management, and sports management.
www.rc.edu
248-218-2000

SCHOOLCRAFT COLLEGE, LIVONIA |

Undergrad programs: Associate's degrees including accounting, general business, marketing/applied management, small business for entrepreneurs, business information technology, cosmetology management, and culinary arts.
www.schoolcraft.cc.mi.us
734-462-4400

SOUTH UNIVERSITY, NOVI | Private

Undergrad programs: Bachelor's degrees in business administration, accounting, construction management, finance, hospitality management, human resources management, marketing, real estate, and more.
www.southuniversity.edu/novi
877-693-2085

UNIVERSITY OF DETROIT MERCY, DETROIT | Private

Undergrad programs: Bachelor's degrees in accounting and business

administration finance, international business, management, and marketing. Qualified students can attain a BSBA/MBA in an accelerated, five-year program.
www.udmercy.edu
313-993-1200

UNIVERSITY OF MICHIGAN, ANN ARBOR |

Undergrad programs: Bachelor's degree in accounting, business information technology, business law, history, communication, entrepreneurial studies, finance, management/organizations, and more.
www.bus.umich.edu
734-763-5796

UNIVERSITY OF MICHIGAN-DEARBORN |

Undergrad programs: Bachelor's degrees with concentrations in accounting, finance, general business, human-resources management, information technology management, management, marketing, and more.
www.cob.umd.umich.edu
313-593-5460

UNIVERSITY OF PHOENIX, TROY | Private

Undergrad programs: BS in business including accounting, administration, finance, human resources, and other management programs.
www.phoenix.edu
800-676-6089

WALSH COLLEGE, TROY | Private

Undergrad programs: Bachelor's programs in accountancy, accounting processes, business information systems, business information technology, finance, general business, management, and marketing.
www.walshcollege.edu
800-WALSH-01

WAYNE STATE UNIVERSITY, DETROIT |

Undergrad programs: Bachelor's degrees with concentrations in accounting, finance, global supply-chain management, information systems management, and marketing.
www.wayne.edu
877-WSU-INFO

Graduate Business Schools In Metro Detroit*

CLEARY UNIVERSITY, ANN ARBOR, HOWELL | PRIVATE

Graduate programs: MBA degrees are offered both online and in an online/on-campus blend and include: financial planning, green business strategy, management, nonprofit management, organizational leadership, public accounting, and more.
www.cleary.edu
800-686-1883

DEVRY UNIVERSITY, SOUTHFIELD | Private

Graduate programs: 16 different MBA concentrations, including accounting, e-commerce, finance, health services, hospitality management, human resources, and more.
www.keller.edu
248-213-1610

EASTERN MICHIGAN UNIVERSITY, YPSILANTI |

Graduate programs: MBA degrees in e-business, enterprise business intelligence, entrepreneurship, finance, human resource management, internal auditing, international business, and more. Graduate certificates in business.
Executive Education: Several customized programs.
MBA: www.cob.emich.edu; 734-487-4444
PEC: www.ep.emich.edu/pec; 734-487-2259

LAWRENCE TECHNOLOGICAL UNIVERSITY, SOUTHFIELD |

Graduate programs: MBA courses include: finance, global leadership/management, project management, nonprofit management, health IT management, and more. Certificate programs and project management can be scheduled on campus, offsite, or on-location sites.
www.ltu.edu
248-204-3160

MADONNA UNIVERSITY, LIVONIA | Private

Graduate programs: Online MBA programs are offered in cost management, criminal justice leadership, e-commerce, general business, human resource management, information technology

management, international business, marketing, nonprofit leadership, and project and quality management.

Executive Education:

Professional studies offers non-credit certificates in e-commerce.
www.madonna.edu
734-432-5354

MICHIGAN STATE UNIVERSITY, EAST LANSING |

Graduate programs: Full time MBA programs in finance, human resource management, marketing, and supply chain management. Weekend MBAs are available, with campus locations in East Lansing, Grand Rapids, and Troy.
Executive education: A wide range of non-degree, open-enrollment programs are available, specializing in business tools and techniques, finance, leadership, and more.
www.broad.msu.edu
Full-time MBA: 517-355-7604
Weekend MBA: 517-355-7603
Executive Education: www.execed.broad.msu.edu; 517-353-8711

OAKLAND UNIVERSITY, ROCHESTER |

Graduate Programs: Concentrated MBAs in accounting, business economics, entrepreneurship, finance, human resource management, international business, and more.
Executive education: Offers career-advancing educational opportunities both online and at various on- and off-campus locations.
MBA: www.oakland.edu/sba; 248-370-3287
PACE: www.oakland.edu/pace; 248-370-3177

SOUTH UNIVERSITY, NOVI | PRIVATE

Graduate programs: MBA courses available in eight specializations in a mixture of on-campus and online formats. MBA programs include: accounting, entrepreneurship and small business, finance, hospitality management, human resource management, international business, marketing, and sustainability.
www.southuniversity.edu/novi
877-693-2085

UNIVERSITY OF DETROIT MERCY, DETROIT |

Graduate programs: An MBA program geared toward working professionals is offered evenings and weekends, and may be completed in one year on a full-time class schedule. Graduate degrees in business administration with concentrations in healthcare administration and business turnaround management are also available.
www.business.udmercy.edu
313-993-1245

UNIVERSITY OF MICHIGAN, ANN ARBOR |

Graduate programs: In addition to a full-time global MBA program, part-time evening and weekend programs are available in Ann Arbor and Southfield.
Executive Education: A wide range of customized and open-enrollment programs tailored to specific business needs are designed to develop individual specializations and strengthen organizations.
MBA: www.bus.umich.edu; 734-763-5796
Executive Education: www.execed.bus.umich.edu; 734-763-1000

UNIVERSITY OF MICHIGAN-DEARBORN |

Graduate programs: Earn an MBA with courses on weekday evenings, online, or a combination of the two. Concentrations are offered in accounting, finance, human resources management, international business, management information systems, marketing, and supply-chain management.
www.som.umd.umich.edu
313-593-5460

UNIVERSITY OF PHOENIX, TROY | Private

Graduate programs: MBA programs are offered at the Detroit campus and online. Concentrations are available in accounting, energy management, global management, health care management, human resource management, marketing, project management, and technology management.
Executive Education:

Six-week individual master's courses are available to enhance leadership and critical thinking skills and advance knowledge in particular subject areas. Offered online and on-campus.
www.phoenix.edu
800-676-6089

WALSH COLLEGE, TROY |

Graduate programs: Online and on-campus MBA programs with specializations in accounting, business information technology, economics, finance, health services administration, human resource management, information assurance, international business, marketing, project management, strategic leadership, and taxation.
Executive education: Many for-credit business certificate programs are offered.
www.walshcollege.edu
1-800-WALSH-01

WAYNE STATE UNIVERSITY, DETROIT |

Graduate programs: Several flexible MBA program options are available, with courses offered on multiple campuses and online. Concentrations in accounting, business administration, finance, global supply chain management, information systems management, and marketing.
Executive education: A wide variety of short courses and certificate programs are available in business training, executive education, consulting, and entrepreneurship through the Executive and Professional Development Department.
MBA: www.business.wayne.edu; 313-577-4510
Executive Education: www.execed.wayne.edu; 313-577-4449

*Listings reflect programs offered by a college's business school, where such business schools exist. This list does not include certificate programs or minors; only associate's, bachelor's, and graduate's degrees. All universities are public unless otherwise noted.