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Distinguished Accountant:
Deidra Conner

COLLEGE of BUSINESS REPORTS

Business and Engineering Center open for learning and teaching

Spaces encourage interaction; classrooms provide state-of-the art facilities

The Business and Engineering Center is living up to its potential as an ideal facility for learning and teaching as well as an inviting space for interaction. Opened fall semester, the \$31.9 million building houses the College of Business and the Department of Engineering, including faculty offices, classrooms, and laboratories.

Dr. Mohammed Khayum, dean of the College of Business, said, “We had several aspirations in the design of the building. One was to make the space conducive to innovative and creative thinking by designing a space that would allow students’ paths to cross and at the same time create a sense of energy and activity. These collaborative spaces allow business and engineering students to find intersections across disciplines.”

Khayum said few institutions offer facilities and resources under one roof comparable to those in USI’s Business and Engineering Center. The building was designed to be part of a “smart space” philosophy that is focused on increasing the potential for the college. Classrooms are equipped with wall-sized whiteboards that allow for multimedia possibilities that have not been available for students on the campus previously. Most of the teaching spaces have unique technological capabilities designed to enhance the ways students learn and ways that professors teach. Specially equipped classrooms make possible distance education opportunities

Continued on page 3

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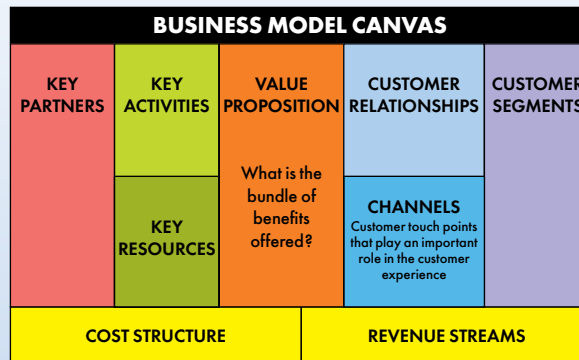
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The challenge: explaining a business model

Whether explicitly stated or not, every organization has a business model – a description of how an organization creates, delivers, and captures value. Yet, it is often a challenge for companies to communicate their business models. Much of this has to do with the gap between understanding how a business makes money and a simple way of sharing that understanding with customers, employees, partners, and suppliers.

After nearly two decades of effort, there are some emerging guidelines for explaining a business model (www.tbmdb.com). These frameworks make it relatively easy to evaluate business models, design different business models, and even manage the implementation of innovative business models within long-established organizations.

The business model concept gained traction in the 1990s with the rise of Internet businesses. The rapid growth, adoption, and market success of early stage technologies highlighted new ways to create, deliver, and capture value. This became evident in the novel ways that firms organized and engaged in economic exchanges within and across firm and industry boundaries. These new organizational configurations



Business Model Generation, Alexander Osterwalder and Yves Pigneur, 2010

quickly prompted a search for a unit of analysis that incorporated value creation and delivery in networked markets that extended beyond traditional firm and industry boundaries. The business model concept evolved as a way to describe the overall purpose of a business, understand the integration of the different activities of a company within new organizational configurations, and facilitate the redesign of an organization's business model.

Among the growing list of business model frameworks the Business Model Canvas approach has considerable appeal because of its simplicity and ease of implementation. Using nine recognizable building blocks

(see figure) this approach integrates techniques and tools for sketching, prototyping, simulating, testing, and re-interpreting strategy through the lens of the Business Model Canvas (www.businessmodelgeneration.com).

A useful application of the Business Model Canvas is its combination with the standard strengths, weaknesses, opportunities, and threats (SWOT) analysis to reveal alternative business strategies.

For example, in 2005, core strengths of Amazon.com resided in the Key Activities and Key Resources components of its business model. These strengths included its order fulfillment infrastructure and its web information-technology expertise. In 2006, Amazon.com incorporated these strengths in its growth strategies by allowing individuals and companies to use its fulfillment infrastructure in exchange for a fee.

The business model concept has been used to address different issues in different contexts. Our current understanding of this concept makes it more likely that organizations will be better positioned to conceive stronger, adaptive business models and communicate them more effectively.

Frans Johansson

Diversity drives innovation

Frans Johansson, photo at right, author of *The Medici Effect*, brought his insights on innovation in a regional setting to campus in the fall. Business and community leaders collaborated in small groups to discuss catalysts for regional innovation following his presentation. Working together, inset photo, are Dr. Sudesh Mujumdar of the College of Business; Lynn Miller-Pease of Leadership Evansville; and Kent Yeager of Indiana Farm Bureau Incorporated. The college organized the event to celebrate the opening of the Business and Engineering Center and to promote innovation and interaction among people with diverse perspectives.

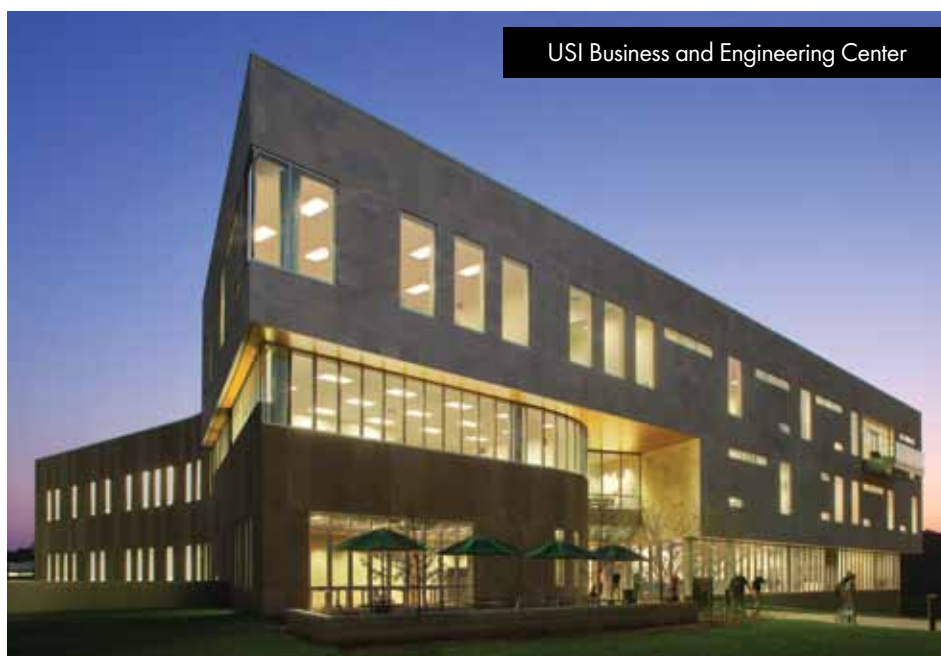


designed to extend the reach of the College of Business well beyond its new home. Student conference rooms and study spaces are outfitted for international videoconferencing so USI students can communicate and collaborate with students the world over.

Timothy B. Mahoney, instructor in economics, said the center's light-filled spaces make the building a popular gathering place. The atrium offers views of three floors and a variety of casual seating that promotes interaction.

"There's an excitement to this building," he said. "It sets itself apart in a positive way."

D. Patrick and Rosemary L. O'Daniel, photo near right, preview the Business and Engineering Center. The facility's O'Daniel Atrium, far right, bears the O'Daniels' name in recognition of the family's commitment to public higher education and USI. Classrooms, photo below, offer state-of-the-art technology for learning and teaching.



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Marketing students collaborate with universities abroad



Technology connects students to examine special topics from international perspective

Ben and Jerry's ice cream that would sell for \$3 in the United States would go for \$8 in Amsterdam. A Lexus four-door sedan that Americans could buy for \$74,000 would cost \$110,000 in the Netherlands.



Weiler

Technology offers new ways for students and faculty divided by oceans to collaborate. Students of **Virginia Weiler**, instructor in marketing, analyzed an international market basket of products last semester along

with students at the University of Applied Sciences in Amsterdam, Netherlands, and Business Academy Aarhus, Aarhus Tech in Aarhus, Denmark. Working in teams, students exchanged information by email and used Google Docs allowing members to create and share documents online. Weiler and faculty at the other two univer-



Dr. Chad Milewicz, facing camera, and students connected via videoconference at 8 a.m. twice a month with their collaborators in Osnabrück, where the time was 3 p.m. From left are marketing majors Lindsey Oakes, Courtney Mickel, and Shawn Parr.

sities videotaped lectures for all students to access online.

Finance major **Michaela Hahn** said her team worked around individual schedules and the time differences to put their project together. The teams selected both exclusive and everyday items for their market baskets.

Hahn's team concluded that while Ben and Jerry's brand of ice cream is rather expensive in the states, it is considered a premium brand in the Netherlands. They accounted, in part, for the difference in Lexus prices to the distance between manufacturing plants and markets.

Quick facts

U.S. Wireless

Topic	June 2010	June 2005	June 2000	June 1995
Wireless penetration % of total U.S. population	93%	66%	34%	11%
Wireless-only households % of U.S. households	24.50%	7.70%	N/A	N/A
Minutes of use (annualized)	2.26T	1.26T	194.95B	31.5B
Annualized text message total	1.81T	57.2B	N/A	N/A



Logan Henry's team also found that luxury cars cost more in the Netherlands. His team's market basket included a Porsche that sells for almost double its U.S. selling price in the Netherlands. "Over there the competition for higher quality cars is more steep," Henry said.

Weiler said the collaboration helped students develop intercultural communication and market-research skills and a globalized mind set.

"This course always has had an international component," she said, "but this was a heavier emphasis than in the past."

Faculty member **Sander Schroevers** at the university in Amsterdam wanted students to realize that in the field of marketing there is no "one size fits all."

"By comparing markets, students will be confronted with the similarities and differences between them," he said.

"By describing this in collaboration with Americans and Danes, I believe students will learn things that a normal class or book cannot give them."

Danish professor **Ulrik Bisgaard** believes more work of this sort — people working on the same project across borders and cultures — will be necessary and common in the future. "I think my students gained language skills, a better understanding of common problems in virtual project work, and also a view of two cultures different from the Danish," he said.

The Danish students developed a web site as their contribution to the project.

Dr. Mohammed Khayum and **Dr. Brian McGuire** of the College of Business visited universities in Amsterdam and Osnabrück in spring 2010 to promote collaboration of the business programs. Weiler's project developed from that contact, as did the following marketing partnership.

Dr. Chad Milewicz and **Dr. Carl Saxby** designed a project in coordination with **Dr. Kai Michael Griese**, professor of international marketing management at the

University of Applied Sciences in Osnabrück. The three met when Griese came to USI as a member of a delegation following Khayum's and McGuire's visit in Germany.

College of Business and Griese's students in Osnabrück participated in a virtual collaboration to compare the differences in how branding is used by corporations and politicians. The students communicated through Skype videoconferencing and through email.

USI students interviewed **Jonathan Weinzapfel**, Evansville mayor; **Dennis Avery**, former member of the Indiana House of Representatives; **Sue Ellspermann**, newly elected member of the Indiana House of Representatives; **Donna Milewicz**, brand manager for ThermaTru; and **Evan Lederman**, category manager for Escalade Sports. German students interviewed the mayor of Osnabrück, other local politicians, and corporate leaders.

Lindsey Oakes,

USI senior in marketing, said, "I had previously taken an international marketing class. However, partnering with students in another country gave me a real international experience that a traditional classroom setting could not provide."

The networking opportunity, particularly in the interviews with

corporate brand managers, was a bonus. Oakes said all the USI students in the class were near graduation.

The project allowed students to study simultaneously a business and political issue in their respective cultures. USI students compiled a marketing plan for managing politicians' brand image and presented a report of their cross-cultural comparisons and cross-industry comparisons. Final presentations were shared via pre-recorded videotape due to time differences.

Chad Milewicz said the project fit with the University's 2010-15 strategic plan. One of the goals is to enhance experiential learning opportunities, including more fully integrating community and global experience into the curriculum.

The Student View

International business is topic of summer course in Germany



Jessica Schwarz completed a course in international business taught by a professor from the University of Wisconsin-Oshkosh last summer during the

first International Summer University offered by the University of Applied Sciences in Osnabrück, Germany.

"We had eight students in the class," Schwarz said. "Two were from the United States, some were from Germany and South Korea, and one was from Vietnam. Having an opportunity to hear their opinions and understand their cultures gave me a better idea of what global business is like."

The three-week program included classes in German language and culture as well as excursions to famous German companies, weekend trips to Paris and Berlin, international cooking events, and other opportunities.

"Going to Berlin really opened my eyes," Schwarz said. "I could see the footprints of history. Paris was exciting and artsy, but Berlin was cold — like it still had a dark cloud over it."

Schwarz received the Robert D. and Mary Kay Orr Scholarship for Global Business Study to support her participation. Upon return, she presented a Lunch and Learn program to other students interested in study abroad and prepared information for the college web site about the 2011 International Summer University.

Schwarz was a member of a USI delegation: **Bethanie Roberts**, accounting major; three students in health services; and **Dr. Brandon Eggleston**, assistant professor of health services, who taught a course in international public health.

BIO Jessica Schwarz of Greenwood, Indiana, is a senior majoring in business administration with an emphasis in international business. Her career interest is international marketing and sales.

"I think my students gained language skills, a better understanding of common problems in virtual project work, and also a view of two cultures different from the Danish."

— **Ulrik Bisgaard**
Danish professor

Competition brings out students' entrepreneurial thinking

Throw-Copter game design wins USI-Escalade Sports Ideation Competition



Lucas Ball explains the action of the whirlybird-style game piece.



The winning team received \$1,000 in prize money from Escalade Sports. From left are Dr. Chad Milewicz of the College of Business faculty; Evan Lederman, category manager for Escalade Sports; team members Lucas Ball, Michaela Hahn, and Sarah Krampe; and Robert J. Keller, president and chief executive officer of Escalade Sports and the fall 2010 executive in residence.

Take a whirlybird-type projectile, toss it into a target with multiple scoring options, add teams of players, and you have "Throw-Copter." That's the working name for the game concept that won top honors for a team of three students in a game-design contest sponsored jointly by the

College of Business and Evansville-based Escalade Sports, Inc.

Members of the winning team in the USI-Escalade Sports Ideation Contest are **Sarah Krampe**, freshman, marketing, Evansville; **Michaela Hahn**, junior, finance, Evansville; and **Lucas Ball**, junior, marketing

and finance, Newburgh, Indiana. The team received \$1,000 and the opportunity for members to interview for an internship in the Product Development Group of Escalade Sports.

Robert J. Keller, president and chief executive officer of Escalade Sports, introduced



Robert J. Keller, left, brought Escalade air hockey tables, foosball tables, and indoor basketball systems for students to try when he introduced the Ideation Contest as executive in residence in fall 2010.

THANK YOU

A foosball table and basketball systems made by Escalade Sports are located in the Business and Engineering Center and in Ruston Hall, home of the business living learning community.

The College of Business expresses appreciation to Escalade for these gifts that promote interaction and competition and build community.

the competition while serving as executive in residence for the College of Business in September. The challenge was to develop a competitive outdoor game that Escalade Sports can produce and market. They hope to manufacture and sell one or more of the resulting ideas in the future.

Each student team designed a product concept and developed a marketing plan. Six teams were selected in preliminary judging by faculty to pitch their proposals to a panel of judges at Escalade Sports.

"Escalade Sports is privileged to partner with USI student teams in this game-design competition," Keller said at the final presentations. "It's amazing how well these young entrepreneurs have adapted the principles of product innovation and brand marketing to the outdoor game category. Clearly they

INTERNSHIPS

Lucas Ball and Sarah Krampe will complete internships at Escalade Sports in summer 2011 and summer 2012, respectively.

understand what people of their generation desire as an alternative to video games and other less social activities. Today we have witnessed the great potential this next generation of business leaders holds in shaping the future of consumer products."

The contest encouraged innovation and offered an opportunity for experiential learning. Students participated in the process of product development with mentoring by USI faculty and experts at Escalade.

Along with Keller, Lederman led the contest for Escalade. He facilitated contact with company engineers, marketing specialists, and other professionals who consulted with the students as they conducted research and developed their product ideas.

Hahn met her teammates through the Marketing Club. One of her goals was to get to know more students and business professionals by participating in the project.

Continued on page 8

Alumni at Escalade

Jason Pickerill – marketing in a sport he knows

The archery industry is always changing, said **Jason Pickerill '06**, marketing. "Bow hunters are into technology. They want the latest advancements," he said. "You have to introduce new products every year. Those products have to be innovative, and you have to market them."



Pickerill

Pickerill joined Escalade in May 2007 as associate product manager for the company's Bear Archery brand and later became product manager. He recently was promoted to marketing manager for Bear Archery and Trophy Ridge.

A bow hunter since age 14, he brings a love of the sport and enthusiasm to the job. "Everyone here is passionate about archery. You feel like you're working with your best friends and your family," he said.

Pickerill's experience with a career research project in the business communications course in the College of Business steered him to brand management, product management, and marketing management. "I had always been interested in the consumer-buying experience and the psychology behind why people buy things," he said. "That project led me to figure out what I wanted to do."

Pickerill worked previously at Home Depot and Kight Home Center.

Deborah Meinert – financial leader

Deborah Meinert's job with Escalade has taken her to Mexico, Europe, South Africa, and Asia. She joined Escalade in 2007 as corporate controller and was named to her present position as vice president and chief financial officer in 2009.

Meinert '94, accounting, advises accounting and finance students to be willing to challenge themselves to stay up to date if they plan to be financial leaders for global companies.



Meinert

Matters such as differences in currencies, transfer-pricing issues, communication, and cultural distinctions impact doing business internationally.

"We are looking at a lot of changes on the horizon with international accounting standards," she said.

A certified public accountant and certified valuation analyst, Meinert was previously associated with United Components and the public accounting firms of Brown Smith and Settle and Harding and Shymanski, LLC, all in Evansville. She enrolled as a nontraditional student at USI after a job as receptionist at an accounting firm fueled her interest in becoming an accountant.

She served on the student advisory board when the College of Business was working toward initial accreditation by AACSB International. "I feel proud to have been a part of that," she said.

Her team met with two engineers at Escalade. “We came to them with three completely different ideas,” she said. “We could tell there was one they liked best.”

Dr. Chad M. Milewicz, assistant professor of marketing, was the USI liaison for the contest. “The ability for students to interact with experts, ask them questions, and learn from their feedback is truly invaluable,” he said. “Experiential learning opportunities like this one allow students to unveil their unimagined potential.”

A global company, Escalade is the world’s largest producer of table tennis tables and one of the largest marketers of premium basketball systems, playground equipment, and archery products. The company also has a division that manufactures and distributes office products.

Fifteen teams with a total of 38 students from academic disciplines throughout the University entered the competition. Twenty-seven of the participants are pursuing the minor in entrepreneurship.



Runner-up Jared Neible designed a game that requires players to catch a plastic disc on a stick. He observed neighbors playing with the game equipment to refine the concept.

KUDOs!

Team is semifinalist in AICPA national case competition



Braun



Corbin



Schminke



Taylor

A four-member team of accounting students was selected as a semifinalist in the fall in a national case competition sponsored by the American Institute of Certified Public Accountants (AICPA).

Team members were **Katie Braun**, **Chris Corbin**, **Emily Schminke**, and **Melissa Taylor**. **Dr. Debra Hunter**, assistant professor of accounting, was faculty advisor. The USI team was among 10 semifinalists chosen from a field of 64 teams. This was the first year for the College of Business to enter the contest.

For the first round, teams prepared a proposal for an actual boutique hotel in North Carolina to undertake sustainability initiatives without sacrificing the quality of the guest experience. The second round required each semifinalist team to prepare a video presentation. Public viewers voted for their favorite video at the competition web site. Public voting counted for 15 percent of the judges’ scoring on the video presentation.

Other semifinalist teams represented The Citadel, Elms College, Ohio Dominican University (two teams), Pittsburg State University, San Jose State University, University of St. Francis, University of Tennessee, and University of Texas at Dallas. Three teams were selected for the final round of competition in January in New York City. The University of Texas at Dallas took the \$10,000 first prize.

Braun and Corbin are pursuing a post-baccalaureate certificate in accountancy. Taylor is a junior; Schminke is a senior.

Accounting students place third in state contest



Drew



Field



McBride



Shade

A team of accounting students won third place in the annual Indiana CPA Society (INCPAS) Case Study Competition.

The team includes junior **Celeste Drew** and seniors **Aaron Field**, **Patrick McBride**, and **Anna Shade**. **Jeanette Maier-Lytle**, instructor in accounting, was faculty coach of the team for the seventh year. The team made an oral presentation in Indianapolis November 19 and was recognized that evening at the INCPAS annual dinner.

Each USI team member received a \$500 award from INCPAS. The team from St. Mary’s College finished in first place; the team from Valparaiso University finished second. The case study for this year’s competition required students to develop a proposal to help an accounting firm with client retention.

Eye on Alumni

Animatopoeia

Michael Patzer '09, finance, is co-founder with Max Haddan, a Purdue University graduate, of Orange Group Apps, a company that develops innovative and user-friendly software for the iOS platform (iPhone, iPad, iPod Touch, and Mac).



Patzer

The company recently released Animatopoeia, an app that allows users to explore the world

of language through the use of animal onomatopoeia.

An intuitive interface displays images of 15 different animals overlaid with flags from 11 countries. By touching the flags, users can hear the onomatopoeia of that animal from a native speaker. For example, users can hear the sound for a rooster in Vietnam.

Distinguished Accountant Award

Deidra R. Conner '87, president and executive director of Evansville ARC, Inc., has been named USI Distinguished Accountant for 2010. Presented by the College of Business accounting program and the Accounting Circle, the award recognizes professional achievement, service to the region and/or the University, and service to the accounting profession.

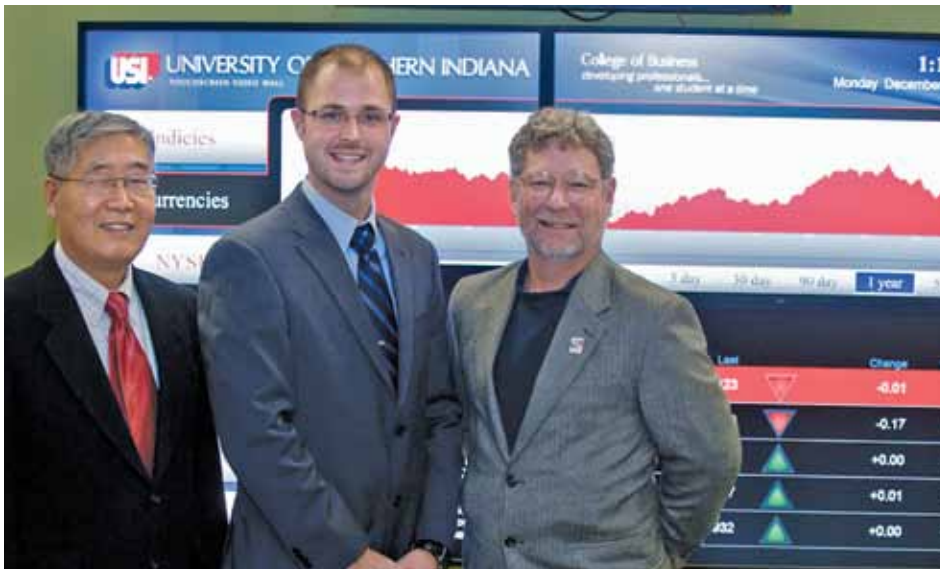


Conner

Conner joined Evansville ARC in 2001 as director of finance and was promoted to her present position in 2002. She has previous experience with Deaconess Hospital, American General Finance, and BKD accounting firm in Evansville.

(See her comments in *In Your Words* at right.)

Trent Christian speaks on global competition



Trenton Christian '07, center, sales representative for Asia and Australia in the International Operations Department of Red Spot Paint and Varnish, focused on global competition in his presentations as alumnus in residence this semester. His career preparation included courses in international economics and marketing taught by Dr. Sang Choe, left, and Dr. Peter Cashel-Cordo. Christian majored in business administration with an emphasis in international business.

In Your Words

Here is what you said...

"I was the first person in my family to go to college. The degree I received was just a small piece of what USI and the faculty/staff gave to me. I had the opportunity as a student to interact with people who saw talents and skills and strengths that I didn't yet recognize in myself. These individuals... encouraged me, challenged me, and pushed me to try things I didn't think I could ever be successful at — like taking the CPA exam, working in public accounting..."

"My experiences and my relationships at USI opened a whole new world for me. I truly believe that every experience, every success, and every accomplishment during the past 25 years are a direct result of my USI education and network of friends and supporters within the University."

"Volunteering at USI is a natural thing for me. USI is an important part of who I am."

"I was a sophomore when USI became an independent university. It was an exciting time to be part of the USI community. My excitement and my pride in being associated with the University have grown stronger year after year."

— Deidra Conner '87
President and Executive
Director
Evansville ARC

Conner is a member of the College of Business Board of Advisors, the Accounting Circle, and the advisory board for the USI Center for Applied Research. Her community leadership includes serving as a board member of the Boy Scouts of America-Buffalo Trace Council, United Way of Southwestern Indiana, and Albion Fellows Bacon Center. She is a member and co-chair of the Evansville Regional Autism Coalition.

Tell Your Story!

Everyone has a story. We want to know yours. Tell us what you have going on that the business community needs to know. Email Nancy Bizal at nbizal@usi.edu.

Give Us Your Thoughts

We want to know what information is important to you. Got a little more to add to a story? Contact us at nbizal@usi.edu.

New faculty

The College of Business welcomes three new faculty members.



Goyal

Dr. Sandeep

Goyal, assistant professor of computer information systems, recently completed a doctorate at the University of Arkansas, where he received awards for excellence in teaching and research. Goyal's teaching areas

of expertise include information systems, management of information technology, and database management. Goyal holds a master's degree from California State University, Sacramento, and a bachelor's degree from Thapar University in India.

Goyal received a certificate of appreciation from the Information Systems Department at the University of Arkansas for his contributions to the department from 2005-10. The certificate goes to one doctoral student each year.



Kim

Dr. Sang Kyun

Kim, assistant professor of management, completed a doctorate in strategic management in 2010 at Washington State University. His teaching interests include strategic management, international business,

innovation management, and entrepreneurship. Kim received a Huber Innovation Research Award in 2008 and an award in the Wiley Research Exposition in 2009, both at Washington State. He earned a master's degree at Washington State and a bachelor's degree at Keimyung University in Korea.



Shemroske

Dr. Kenneth

Shemroske, assistant professor of computer information systems, earned a doctorate in management information systems in 2010

and a master's in business administration in 2006 at the University of Houston. The university's Bauer College of Business recognized him with an award for teaching excellence. He earned a bachelor's degree in electrical engineering in 1990 from Southeast Missouri State University.

Outstanding reviewer



Yu

Dr. Andy Yu,

assistant professor of management, has received the Outstanding Reviewer Award from *Family Business Review*, a scholarly publication devoted to exploration of the dynamics of family-controlled enterprises. He was recognized in October at the annual conference of the Family Firm Institute in Chicago.

Best paper



Milewicz

A paper by **Dr. Chad M. Milewicz**, assistant professor of marketing, received the Best Refereed Paper Award during the 2010 Fall Educators' Conference of the Marketing Management Association in Indianapolis.

Dr. Mohammed

Khayum, dean of the College of Business, and **Dr. Sudesh Mujumdar**, chair of the Economics and Marketing Department are coauthors of "A Qualitative Examination of University 'Engagement' Through the Lens of Business Executives."

See latest College of Business News



Brian McGuire delivers fall Commencement address



More than 500 graduates, including 82 from the College of Business, and their families heard **Dr. Brian McGuire**, associate dean of the College of Business, deliver the address at fall Commencement. The honor goes each year to the faculty member selected as the *Integra Bank Distinguished Professor*.

"Scholarships allowed me the financial independence and peace of mind to focus on my USI experience. I majored in marketing, played on the volleyball team, was an AMIGO, and was a member of Delta Zeta sorority. I'm still amazed at the opportunities we had as young adults to acquire skills like managing a budget and developing an action plan. I am glad for that experience"

– **Michelle Clark Hammett '90** earned academic and athletic scholarships. As alumni, she and her husband, **Kevin '90**, assisted with the founding of the Indianapolis chapter of the USI Alumni Association. Now that they have returned to Evansville, they are active in the Evansville chapter of the Alumni Association and support USI, including the College of Business, in a number of ways.



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Escalade CEO Robert Keller challenges students

GAME ON!

Robert Keller, Escalade CEO and president, explained how his company creates a customer-centric culture and appealed to the entrepreneurial spirit of USI students when he challenged them to design an outdoor game the company can produce and market. See how students responded to the opportunity, page 6.



University of Southern Indiana