

SCHOOL OF BUSINESS REPORTS

UNIVERSITY OF SOUTHERN INDIANA

Preparing students for jobs

USI meets changing employer needs with programs for today's workplace

The University of Southern Indiana School of Business and the area business community are engaged in a partnership to provide the Tri-State a workforce qualified for today's needs.

Daniel S. Hermann '79, president of Black Beauty Coal Company, said recently in a presentation on campus, "The School of Business does a good job of going out in the business community and staying in touch with what we need in terms of employees and adjusting the curriculum to fit our needs." (See story "Planning, focus are keys to rapid growth," page 6).

In particular, two fields—accounting and computer information systems—are seeing rapid changes and continued reshaping. Recent additions to the opportunities USI offers in these fields are detailed in the sections that follow:

Accounting

In days gone by, the job of the certified public accountant was to lead clients through the spreadsheet and the tangle of tax regulations. Today clients expect more from a CPA. They need a business partner who can consult on financial planning, business valuation, computer systems, and maybe even personnel management.

Because of the revolution in the accounting industry, the educational demands have changed to ensure that CPAs have new insights and skills for expanded responsibilities.

Forty-five states have passed a regulation requiring persons who sit for the CPA certifying exam to have 150 hours of college credit. The requirement goes into effect January 1, 2000, in Indiana and Kentucky and one year later in Illinois.

USI meets the need for the expanded knowledge base with a new M.S. in Accountancy program. **Dr. Daniel E. Wade**, director of accounting programs at USI, points out that the new standard does not require a master's degree, just more credit hours. At USI students earn a B.S. in accounting with 124 hours of credit, historically qualifying them to take the CPA exam. Many students who will stay in school another year to fulfill the new requirement will find it attractive to work toward a graduate degree. The M.S. requires 30 semester hours:

- 15 hours in accounting with an emphasis on the needs of practicing accountants
- three hours in business law
- three hours in finance
- nine hours of electives

USI also offers a program targeted for persons who want to move into the accounting profession from another career field. The Post-Baccalaureate Certificate in Professional Accountancy allows a graduate with a baccalaureate degree in an academic discipline other than accounting to qualify to take the CPA certifying exam.

Teacher turns to accounting



Elizabeth Courtney-USI

Baskette

Teacher turns to accounting

Sherri Baskette has exchanged her career as a teacher at the secondary school level for a challenging new calling as a staff accountant with the Henderson, Kentucky, firm of York, Neel, and Company.

Baskette earned a B.S. degree in secondary education in 1989 from Arkansas State University and was formerly a high school math teacher. She recently redirected her career path into the field of accounting, calling on her math skills to earn a Post-Baccalaureate Certificate in Accountancy from the University of Southern Indiana. Baskette completed requirements

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Midwest discards rusty image

Curriculum adapts as new industries breathe fresh air into workforce

By Philip C. Fisher

What a change! At the beginning of this decade, economic pundits had written off the upper Midwest. With its old and emptying manufacturing plants, the so-called "rust belt" was consigned by experts to continued decline and high unemployment. Conditions in Southwest Indiana were no better. Large employers were laying off workers; unemployment was high; wage increases were not keeping up with inflation; economic development efforts seemed to be going nowhere; and people were moving out.

Today the upper Midwest is flourishing. It's not just a case of being on the tail end of a booming economy either. The Midwest has increased its national share of manufacturing jobs; gains in household income are above the national average, unemployment is below the national average; and people are moving back. Perhaps the most striking aspect of this recovery is that the automobile industry, once written off as a declining industry, has led the way. According to the Federal Reserve Bank of Chicago, over 80 percent of the new auto plants built in the last 20 years have been built in an area rough-

ly bounded by Chicago, Detroit, Atlanta, and Birmingham.

Southwest Indiana, located in the heart of this expansion, has shared in the prosperity. The office of Indiana Workforce Development reports that over the past five years manufacturing jobs in the Evansville metropolitan area have increased by over six percent, and total employment has increased by more than 14 percent. Wage increases have been above inflation and unemployment is well below the national average.

The recent location of the Toyota plant in Gibson County and the AK Steel plant in Spencer County (outside the Evansville metropolitan area and not included in the gains reported here) have brought even more high-paying jobs to the region.

Now we have a new problem. Where will the workers, especially skilled and educated workers, come from to fill the jobs we have and the jobs that will be opening in the next few years? The problem is significant enough to have been the subject of a recent (April 6) *Wall Street Journal*



Fisher

feature article about Evansville and its workforce shortage.

The University of Southern Indiana and the School of Business are and will be increasingly important to the ability of the region to grow and prosper. This year, USI had approximately 1,206 graduates; 274 of them graduates of the School of Business. If past history is an indicator, nearly 80 percent of these students will obtain jobs in the Tri-State region.

Enrollments in the School of Business have increased by 20 percent in just the last two years, promising an increasing number of graduates to take their places in our burgeoning workforce.

One area of expertise where the shortage of trained professionals is particularly acute is in computer information systems. Our major in computer information systems, re-instituted in 1993, has grown to enroll more than 200 students, and this year these students will begin to graduate in significant numbers. This fall, we will begin a certificate program in computer information systems designed for college graduates who want to switch careers and avail themselves of the opportunities offered in this rapidly expanding field. We have had a very successful certificate program in accounting for many years, and we believe that the certificate program in computer information systems will have similar success. It will create new opportunities for those who complete the program, and it will make an important contribution to the workforce needs of Southwest Indiana.

New edition of *Evansville Factbook* now available

The University of Southern Indiana School of Business has published the fifth edition of a comprehensive source of economic, social, and demographic data on the city of Evansville and surrounding area. *The Evansville Factbook 1998-1999* is available at the USI Bookstore for \$40.

The book includes the latest available data from federal, state, and local sources. First published in 1992, the most recent edition offers an additional 100 pages with expanded statistical profiles and directories, including an

updated directory of Internet sites for online search of data related to the greater Evansville economy.

Disks containing spreadsheet files with the factbook data are available to help with further analysis. The set of two disks is sold separately for \$12.

The research, development, and publication of the factbook, published every two years, are supported by The Center for Business and Economic Research at the USI School of Business. **Dr. Munir Qudus**, chair of the Economics and Finance Department, directs the project.

Workforce

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Wade said, "When it comes to recruitment, our accounting certificate graduates are treated by prospective

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employers the same way as a student earning a B.S. degree." (See "Teacher turns to accounting," page 1.)

In recent months Wade has instituted two other initiatives designed to address the changing needs of the accounting profession. One is the Accounting Circle, a board of area accounting professionals who advise the department. (See *School of Business Reports, Fall 1999 issue*). The school also has established a student chapter of Toastmasters to help aspiring accounting professionals sharpen their communications skills (page 9).

Computer Information Systems

Dr. Larry W. Arp, chair of the Information Systems and Business Education Department, foresees con-

tinued high demand by Tri-State employers for graduates in information systems.

"Right now we can't get enough computer information systems people to supply the demand. Almost all students who want to be employed are employed, and the graduates have jobs waiting for them," he said.

Though the current Y2K situation creates some of the demand for information systems people, Arp says not all problems will be solved when the calendar flips to the year 2000. To help supply the area's demand for professionals in this field, USI offers a Post-Baccalaureate Certificate in Computer Information Systems (CIS).

The certificate program is attractive to people desiring a change of direction in career or who want more formal course work in CIS. As the importance of technology grows in the workplace, some employees have been

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delegated more responsibility in their current jobs and find they need a more formal background in information systems. The certificate program is appropriate for individuals who already have a degree but want to achieve certification in a specialty area.

The program includes a core of 24 hours in computer classes, primarily in programming and in systems analysis and design. An advanced certificate includes another nine hours with the option of three specialty areas: management, programming, or personal computer applications.

Certificate

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for the certificate in December and immediately accepted the job offer from the Henderson firm.

In her first accounting job, she is "doing a little bit of everything" for individuals, partnerships, and corporations. She finds a growing interest among employers in providing pensions for their employees.

"I was stunned at how many positions are available in the accounting profession and the variety of jobs," she said. "Accountants can go into public accounting or work for a corporation, industry, or individuals."

To complete the certificate, Baskette took one or two courses a semester and worked on campus as an accounting tutor.

She indicated that the School of Business is accommodating to student needs. "Every time I had a question, a professor or **Mary McGrew** [office assistant] would step in to help me. That's a big asset to the program," she said.

School implements marketing major in response to job trends

The School of Business will offer a major in marketing beginning with the 1999-2000 school year. Forecasts by the U.S. Department of Labor predict that the number of new jobs in marketing will exceed new-job creation in any other field of study offered by the School of Business.

School of Business Dean **Phil Fisher** said that by offering a marketing major, the school will be able to accommodate more students whose interest is marketing and give them in-depth preparation for this large and growing field. The addi-

tion of another marketing faculty member will enable the School of Business to offer a greater variety of courses.

Students in the new major will take seven marketing courses beyond the principles course. The following courses will be required: marketing research, international marketing, consumer behavior, and marketing management. Students will choose electives from the following courses: personal selling, business and industrial marketing, retailing, marketing services, and promotional strategy.

Executives to advise M.B.A. program

Board promotes interaction with business community

A 17-member Advisory Board of Tri-State business executives has been selected for the Master of Business Administration program.

Dr. Marwan A. Wafa, director of the M.B.A. program, said the board will function in a way similar to the Board of Visitors for the School of Business. The members will serve as a channel of communication, bringing their expertise and knowledge of the changing business climate into a closer partnership with faculty and students. Board members will provide counsel on goals and strategies and assist with identifying community speakers and placement of graduates.

Many of the businesses represented on the board provide students for the M.B.A. program or hire its graduates.

M.B.A. Advisory Board

Tom Bartelman '97 M.B.A.
Buyer, Whirlpool Corporation

Alan R. Brill
President, Brill Media

Rino Caruccio
Finance Manager, Lexan
GE Plastics

Gail Coates '97 M.B.A.
Manager Traffic
Mead Johnson Nutritionals

Patrick Conner '87, '93
Territory Sales Manager
Pepsi-Cola General Bottlers

Marjorie Daily '95 M.B.A.
Territorial Sales Manager
Mead Johnson Nutritionals

Jack Danks '94
General Manager, Environmental
Management Corp.

Sue Ellspermann
President, Ellspermann &
Associates, Inc.

Rebecca Englert '84
President
RJ Englert & Associates, Inc.

Rick Geissinger
Chairman and CEO
American General Finance

Andrew Hubbard '98 M.B.A.
Vice President, Treasurer
Evansville Sheet Metal Works

Elizabeth Jackson '96 M.B.A.
HRIS Manager and Bank Officer
Old National Bancorp

Jeffrey Jackson '89, '96
Vice President, Corporate
Banking
Civitas Bank

James R. McKinney
General Partner
Regency Associates

Allen R. Mounts '74, '91
Vice President, Director of
Human Resources
Old National Bancorp

Mary Beth Reese '93
Public Information Manager
Southern Indiana Gas &
Electric Company

Nikki Roser '94, '98
Director of Finance, Bradley
David Productions, Inc.

Wafa recognized for service to community

Dr. Marwan Wafa, associate dean of the School of Business and director of the M.B.A. program, was awarded the Sydney L. and Sadelle Berger Faculty Community Service Award during the School of Business Honors Day program in March.



Wafa

He was recognized for his efforts to encourage a better understanding of racial and ethnic differences among people, and especially for his work to improve understanding and interaction among religious groups in the Evansville area. The Berger Award provides the recipient with \$500 and a plaque.

A commissioner on the Evansville Interfaith Commission for eight years, Wafa has been instrumental in developing Interfaithfully Yours, a local television program. He is president of the Islamic Society of Evansville and is a member of the Evansville Chamber of Commerce; SCORE, an organization of retired executives and active professionals who provide counseling for small businesses; and the American Production and Inventory Control Society (APICS).

Wafa joined the USI faculty in 1986. He is a graduate of Clemson University.



Elizabeth Courtney-USI

Andrew Hubbard, vice president and treasurer of Evansville Sheet Metal Works, chairs the M.B.A. Advisory Board.

School of Business recognizes scholarship, award winners

The School of Business held its annual Honors Day program in March to announce scholarship recipients for the coming year and recognize outstanding academic achievements. Scholarships are made possible by the generosity of friends and alumni.

Scholarships

Altrusa International Scholarship
Patrick Saito

**American Society of Women Accountants
Rosie Newhouse Award**
Jennifer Terrell

**American Society of Women Accountants
Rosie Newhouse Scholarship**
Rebecca Knepp

**Association of Information and Technical
Professionals Scholarships**
Constance Harness, Roxanne Perdue

Becker CPA Review Scholarships
Karen Chamberlain, Lari Woehler

C. Jack Buschkill Scholarship for Business
Connie Obermeier

Conviser-Duffy CPA Review Scholarship
Angela Gerber

**Frances H. and Guy Q. Cornell, Sr.
Memorial Scholarship**
Keith Kirkland

William E. and Rebecca N. Couch Scholarships
Mark Barker, Elizabeth Foster

Evansville Area Safety Council Scholarship
Karen Vaslichek

**Evansville Business and Professional Women's
Club Scholarship**
Kendi Hostettler

Expressway Dodge Annual Marketing Award
Cara Cox

Frost Memorial Scholarship
Ryan Delph

Gaither Rutherford & Co. Scholarship
Carrie Dague

Wanda B. Hibbitts Accounting Scholarship
Elizabeth Verkamp

Indiana CPA Society Award
Melissa Love

**Institute of Management Accountants
Outstanding Senior Award**
Katy Powell

**Institute of Management Accountants
Outstanding Junior Scholarship**
Dave Freeman

**Walter Jermakowicz Scholarship for
International Studies**
Connie Obermeier

John-Edgar-George Memorial Scholarship
Tonya Walker

Kemper CPA Accounting Awards
Arpana Parbhoo, Lari Woehler

R. Malcolm Koch Memorial Scholarship
Stephan Sparks

Roy G. Long Memorial Scholarship
William Morris

Barbara J. & Edward D. Marting Scholarship
John Benedyk

Mead Johnson Scholarships
Erin Gilles, Crystal McGhee, Karli Schumacher

**National Business Education Association
Award**
Ashlee Merkel

**National City Bank Distinguished Professor
Scholarship**
Amy Clem

Rosemarie Newhouse Memorial Scholarship
Jennifer Folz, Tara Harmon

Olive Accounting Award
Jill Spahn

F. Leo Peyronnin Memorial Scholarship
Daniel Sitterding

L. Bernard and Lena F. Powers Scholarships
Brandi Elpers, Jessica Schmitt

Aline Nunn Renner Scholarships
Holly England, Jennifer Folz, Rachael Harris,
Robert McCracken

**Bernard G. & Catherine M. Schenk
Scholarship**
Robin Wright

**J. Robert Schoenenberger Merit Award in
Business Education**
Jennifer Donner

**E. Harvey & Shirley Seaman Merit
Scholarships for Business**
Stephanie Dodson, Olga Tsybulnik

USI Alumni Association Grants
Kristi Edison, Angela Reinhart

USI Alumni Association Scholarships
Manda Clevenger, Jennifer Folz

Wall Street Journal Award
Tonya Kirkland

**Donald Fogarty International Student Paper
Competition Awards**
Dan Kerner, Jeff Martin, Tim Wangel

Academic Achievement Awards

Baccalaureate

Accounting/Tonya Kirkland
Business Administration/Michael Hartmann
Business Education/Ashlee Merkel
Computer Information Systems/Larry Back
Economics/Jeremy Williams
Finance/Michael Hartmann
Management/Emily Van Winkle
Marketing/Matthew Rice

Associate

Business/Shae Hicks
Computer Information Systems/Lauren Griffith

School of Business Presidential Scholars

The Presidential Scholarships are awarded to qualifying high school valedictorians and salutatorians. Ten scholars are selected each year for the competitive program. A Presidential Scholar must maintain a cumulative grade point average of 3.2 through 62 credit hours attempted; thereafter, the students must maintain a 3.4 GPA.

John Clark, *Class of 2001*
Brandi Elpers, *Class of 2002*
Carrie Embrey, *Class of 2000*
Mark Frazee, *Class of 2001*
Cheryl Gaither, *Class of 1999*
Angela Gerber, *Class of 1999*
Anna Green, *Class of 2002*
Andrew Perry, *Class of 1999*
Katy Powell, *Class of 1999*
Kelly Steiner, *Class of 2002*

Planning, focus are keys to rapid growth

Luck not enough to master obstacles in declining industry

Daniel S. Hermann '79, president of Black Beauty Coal Company, advised School of Business students to look for ways to help the business they are in.

"If you do a good job at that, you'll be recognized by your employer," he said. Hermann was the featured speaker in March during the Alumni-in-Residence program for the School of Business. His presentation was titled "Succeeding in a Declining Industry—Is it Luck?"

Hermann acknowledged that his business, the coal industry, is not a "glamour industry." Since its founding in 1975, Black Beauty has faced many obstacles, including its capital-intensive nature, the depletion of natural resources, declining prices, and government regulation. Even so, Black Beauty has grown from a production level of 100,000 tons of coal in 1975 to a level of 20 million tons in 1998. The company's success in such an environment



Elizabeth Courtney-USI

Hermann

is due, not to luck, but to good planning and a steady focus, he said.

A certified public accountant, Hermann began his career in 1979 as a staff accountant for Harding Shymanski & Company in Evansville. He joined Black Beauty in 1982 as accounting manager and was promoted to various positions including executive vice president. In December 1997, Hermann

was named president and chief operating officer of Black Beauty Coal Company and Black Beauty Resources, Inc. He also holds offices with affiliated companies.

As students prepare for their careers, Hermann advised them to be ready for each step along the way. He emphasized the importance of good resumés to help them reach the interview stage. Then he cautioned students not to take the face-to-face meeting lightly. Before interviewing for the job they really want, he advised them to be sure they were comfortable with the interview process.

The USI alumnus encouraged young professionals, once they enter the business environment, to build business relationships. "Don't take people for granted. You never know when they will turn up again," he said.

Hermann is active in the USI Alumni Association, Varsity Club, Board of Visitors, and the Accounting Circle.

School of Business honors Campaign USI leader

School of Business Dean Phil Fisher, left, presented a plaque to Mark Hubbard, Centennial Class, in appreciation of his leadership role in Campaign USI, the University's first capital campaign. Hubbard led the School of Business alumni division. The entire alumni division raised \$814,013, topping its \$500,000 goal by 63 percent. The presentation to Hubbard and his wife, Joyce, was made in March during the school's annual Honors Day program. Campuswide the fund-raising initiative was organized into four divisions—faculty/staff, boards, friends, and alumni. The campaign concluded in December with \$18 million in current gifts and pledges plus \$6 million in deferred gifts. The dollars provide Presidential Scholarships, faculty enhancement, technology and equipment, and programs in student life enrichment.



Elizabeth Courtney-USI

Academic publications and conference papers

School of Business faculty members are active in researching issues in their fields and reporting on that research through published writings and presentations. Names of USI faculty members appear in boldface type in the following listings of academic publications and conference papers for 1998-99.

Journal Articles

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Ehlen, Craig, Rivers, Richard, and Cluskey, G. "An Exploratory Investigation of Work Load Compression on Public Accountants." *Journal of Accounting, Ethics and Public Policy*, 1998.

Foroughi, Abbas. "Minimizing Negotiation Process Losses with Computerized Negotiation Support Systems." *Journal of Applied Business Research*. Fall 1998.

Dennis, Bryan, Neck, Christopher P., and **Goldsby, Michael G.** "The Scoop on Ben & Jerry's, Inc.: An Examination of Corporate Social Responsibility." *Journal of Managerial Psychology*, 13(5), 1998.

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Koski, Timothy R. "Planning Opportunities with Education Tax Credits." *Tax Notes*, December 21, 1998.

McGuire, Brian, Kocakulah, Mehmet C., and Vorst, Jeff J. "Determining the Cost of Quality in the Poultry Industry." *Journal of Cost Management*, Volume 12, Number 2, 1998.

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McGuire, Brian, Kocakulah, Mehmet C., and Stearns, Michael S. "Activity-Based Management in Healthcare: Does It Help in Determining Real Costs?" *International Association of Management Journal*, Volume 10, Number 2, 1998.

Rhim, Jong C., Wade, Dan E., and Kang, Sungjune. "Stock Market Reactions to the Adoption Announcement of SFAS No. 106: An Empirical Investigation of One-Time Write-Offs." *Business and Economic Review*, Fall 1998.

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Williams, J., Clark, J., Clark, C., and Noe, J. "What a Tangled Web: Guidelines for Surviving Legal and Public Relations Threats." *Information Strategy: The Executive's Journal*, Spring 1999.

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Choe, Sang T. "Reflection of Asian Products on the Choice Decisions by Young Americans: Products from China, Japan, and South Korea." Douglas G. Ohmer and Michelle Scheid, Editors, *Proceedings of Fifth Annual South Dakota International Business Conference*. Rapid City, South Dakota: 1998.

Foroughi, Abbas, and Perkins, William. "A Comparison of Audio-Conferencing and Computer Conferencing (Internet with Lotus Notes) in Dispersed Negotiations Settings." *Proceedings of the 29th Annual Meeting of Decision Sciences Institute*. Las Vegas, Nevada: 1998.

Gillard, Sharlett, Rhim, Jong and Kim, Kwang. "End User Computing: A Cross-Functional Approach." *Proceedings of the Fourth Americas Conference on Information Systems, Association for Information Systems*. Baltimore, Maryland: 1998.

Gillard, Sharlett, Rhim, Jong, and Kim, Kwang. "Improvement Opportunity in Employer-Employee Relationship: A DSS Application for Small Business." *Proceedings of American Academy of Accounting and Finance*. New Orleans, Louisiana: 1998.

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School initiates series of briefings with executives

The School of Business faculty are participating in a new program designed to connect them more closely with executives of major businesses in the Tri-State.

Dr. Philip C. Fisher, dean of the school, has instituted a series of briefings to help faculty members become more aware of business developments in the area. The Executive Briefings program is a bridge between the academic and business communities.

During the 1998-99 school year, the following business leaders participated in the program:

▼ **Vince Vawter**, publisher and president of the Evansville Courier Company

▼ **Andy Goebel**, president of Southern Indiana Gas and Electric Company

▼ **Jeff Barnes**, area executive, GE Plastics

▼ **Tom Suter**, general manager—administration; **Don Dees**, general manager—manufacturing and quality planning; **Norm Bafunno**, general manager—production; and **Anna Courter**, specialist—public affairs, all of Toyota Motor Manufacturing Indiana

The Toyota representatives spoke at their plant in Princeton, Indiana, and provided a tour of their new facility to School of Business faculty. The other Executive Briefings were held on the USI campus.



Elizabeth Courtney/USI

Brian Zirkelbach gets comfortable with the art of speechmaking at a meeting of the student chapter of Toastmasters. Looking on are Amy Southwood, left, and Clara Craig.

Accounting majors sharpen skills with Toastmasters club

Relaxed atmosphere fosters improvement in public speaking

Today's accounting graduates need communications skills like never before as the profession expands its services into nontraditional roles that include consulting, planning, and forecasting.

In response to this need, the Department of Accounting and the Accounting Circle have established a student chapter of Toastmasters, an organization that helps individuals develop skills in public speaking, conducting meetings, and other "think-on-your-feet" skills. **Daniel E. Wade**, USI director of accounting programs, is faculty sponsor.

Kenneth L. Sendelweck '76, president/chief executive officer of German American Bank in Jasper, Indiana, said the accountants who will set themselves apart in the future are those who can not only balance the numbers but talk about how they did it. Sendelweck chairs the Curriculum Committee for the Accounting Circle, an advisory

board for the USI Department of Accounting and Business Law. The Accounting Circle encouraged organization of the student Toastmasters chapter and supports it financially. While the organization was begun specifically with accounting majors in mind, membership is open to all students.

Sendelweck said the Toastmasters concept is a tool, other than a speech course, which gives students an effective way of converting their textbook learning to the communications challenges they will face upon graduation.

Larry Helming, vice president/money center manager for Old National Bank, is a 10-year veteran of Toastmasters. He said, "The organization provides an environment to practice and gain confidence in a friendly atmosphere rather than in a confrontational atmosphere. Toastmasters helps people get over that butterfly feeling."

The Speaking Eagles Toastmasters chapter was established fall semester and meets weekly. Each meeting includes opportunities for speechmaking and evaluation. The group held a chartering ceremony April 21.

How to ride out rapids of business

By Thomas O. Magan

A career today is a lot like rafting a whitewater river. One has to go with the current. There are times when one can control what happens. At times everyone on the raft working together as a team can control the raft. At other times the raft is in trouble and there is nothing anyone can do except ride it out.

The School of Business prepares students for business careers. The Board of Visitors (BOV), serving as a sounding board from the business community, encourages the school to help students develop the skills they need to navigate a business career successfully.

1997-98

Last year leaders from the business community raised four important themes that should be addressed throughout the courses in the business school in response to "What knowledge, skills, and attributes do School of Business students need to acquire to help meet your companies' goals?"

These themes are (1) communication skills, (2) logical thinking and problem-solving skills, (3) high performance standards and expectations, and (4) more bridges between theory and practice.

Using these themes as discussion points, the Board of Visitors encourages writing throughout the curriculum and stresses the necessity of students being able to make presentations. Students should be evaluated and coached on their writing and their presentations.

The Board of Visitors encourages the use of cases or simulations where appropriate to help students understand that they are going to have to address problems creatively using the resources at hand. The BOV also recommends bringing in speakers to describe business situations they have faced and how they have decided on the course of action.

The faculty has been and is being encouraged to set demanding standards

that are published and consistent in all classes. The board suggests having common standards for written and oral reports as well.

To create more bridges between theory and practice, the board recommends that student teams be required to research and write on business issues from field observations and suggests the possibility of offering job-shadowing experiences.

There also is concern about helping students learn how to behave professionally in the business community. Perhaps a video to illustrate proper business attire and etiquette and opportunities to participate in formal businesslike functions would be helpful.

1998-1999

This year the Board of Visitors is engaged in the process of listening. At its spring meeting, graduates from 1995, 1996, and 1997, using their career experiences, shared their views on the strengths and weaknesses of the academic program they completed.

In addition, the community interaction committee is scheduling focus groups of various businesses to discuss how the faculty might be helpful to the business community and at the same time gain practical experience and insight.

Business schools are being challenged to keep up with the accelerating pace of change. Resources are limited. The Board of Visitors continues to help the School of Business assess and respond to the changes in prudent, effective ways.

Thomas O. Magan, an attorney with the firm of Kahn, Dees, Donovan & Kathn, chairs the 1998-99 Board of Visitors for the School of Business.



Magan

1998-99 Board of Visitors USI School of Business

The Board of Visitors is made up of senior executives who advise and support the School of Business in areas of strategic planning, including fundraising, curriculum, and community interaction.

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Miller wins programming award

USI takes honors at AITP meeting

Adam Miller, a senior majoring in computer information systems, won the first-place award in the Visual Basic programming contest at the Fourth Annual National Collegiate Conference of the Association of Information Technology Professionals (AITP). USI students John Cobb and Ryan Greer took third place in the same event.

Miller received \$2,000 for his first-place award, and the third-place finishers split a \$1,000 award. Eighty-one teams entered the Visual Basic contest.

In the Webmaster competition, Cobb and Dana Davis won an honorable mention award. Two of seven papers accepted for presentation at the conference were prepared by USI students. Judy Johns presented a paper titled "Our Changing (Information Technology) World," and Kelly Bishop and Tony Justak presented their paper on the topic "Y2K Problem and Small Businesses."

The conference was hosted in March by the University of Texas at Arlington. Ernest E. Nolan, assistant professor of computer information systems, is sponsor of the USI AITP student chapter and was president in 1998 of the 15,000-member international organization for information technology professionals.

More than 650 students from 85 institutions of higher learning attended the three-day national collegiate conference. H. Ross Perot, chairman of Perot Systems, delivered the keynote address.

To commemorate USI's success at the conference, Alcoa Warrick Operations hosted an on-campus celebration.

Ray Eaton of the information technology department at the company's Tennessee Operations showed a corporate video and spoke about operations, information technology strategies and applications, and opportunities at Alcoa.

The 1998 collegiate conference was held in Evansville with USI as host; the 2000 conference will take place at the University of Tampa.

Calling all alumni!

We welcome comments from our alumni and friends regarding accomplishments, career choices, and momentous personal events.

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Doing business on the net: benefits vs. risks

Companies must plan ahead for security breaches

By **Brian McGuire** and
Nikki Roser '94, '98

The Internet is growing at an astronomical rate due to the benefits it can help a company achieve. However, the company must remember that no company using the net is 100 percent secure. Although Internet security is a problem, it is not a problem that should curtail business. Numerous security

...a company's first step...should be identifying why it uses the Internet and assessing its risk

measures are available. The real decision lies in just how much and what kind of security a company needs.

Ernst & Young's third annual information security survey showed that approximately 40 percent of those connected to the Internet were dissatisfied with security. In the same survey, more than 50 percent of the participants reported financial losses in the past year due to security breaches.

Internet security is more than an information systems approach. Managers should be educated as well. Information is decentralized; therefore, security should also be decentralized.

Open User Recommended Solutions (OURS) is a national task force of 60 corporate users and computer vendors. The OURS group lists nine threats of greatest concern to Internet security: data destruction, interference, modification/replacement, misrepresentation/false use of data, repudiation, inadvertent misuse, unauthorized altering/downloading, unauthorized transactions, and unauthorized disclosure.

According to OURS, a company's first step toward improving Internet security should be identifying why it uses the Internet and assessing its risk

in doing so. A health care organization most likely would assess its potential risk as high (patient information is extremely confidential), leading to increased security measures. A company which assesses its risk to be low would need fewer security measures.

OURS also emphasizes that managers should remain current on the newest attack methods. The object of security is to make the invader's attack inconvenient.

Another step that OURS suggests for implementation is to match the threats to the company's system with the appropriate security technologies. According to OURS, security threats to a system can be reduced by introducing these six measures: user identification/authentication, authorization, integrity control, accountability, confidentiality, and availability controls.

User identification and authentication control can be increased with the use of passwords, but smart cards are the upcoming security application for authentication. Smart cards generate one-time-only passwords that must be authenticated by the networks.

Firewalls are one of the most effective security measures to ensure authorization. Firewalls reside between the internal network and the Internet, and they combine hardware and software so that only authorized persons are allowed access. Packet filtering is another form of authorization protection, blocking packets that do not meet the security policy guidelines.

Cryptographic techniques ensure integrity. Encryption is one important form of cryptography. It uses mathematical formulas to convert messages into numeric code, allowing access only to the recipient with the private key that will decipher the code.

Encryption also is used for confidentiality. Private Intranets are another form of security to protect confidential information.

The issue of accountability is one that companies tend to overlook.

Audit mechanisms, logs, and policies should be undertaken. Audit mechanisms might include records of access to the Internet. This also allows management to view records of both internal and external use of the system. Logs are an essential part of the audit trail, as well as real-time monitoring systems. The most overlooked accountability mechanism is policy development. Policies for both privacy and security issues give management and employees a set of guidelines.

The final step in securing the system and the information it holds is to ensure availability controls. Availability controls involve having highly trained information systems personnel and contingency plans in place in order to ensure timely recovery in case of a security attack.

A proactive approach is the best way to avoid threats to security, but even the most secure systems have break-ins. Data loss, network downtime, and the loss of productivity and customers are the result of a security breach. By minimizing these losses, the company minimizes financial losses as well.

About the authors

▼ **Dr. Brian McGuire**, USI assistant professor of accounting, is regional president of the Institute of Management Accountants (IMA) for 1998 and a member of the national board for 1998-2000. He chairs the organization's committee on regional operations and serves on three other national committees. IMA is the world's largest organization of management accountants and financial managers.

▼ **Nikki Roser** has earned two degrees at USI—a B.S. in accounting in 1994 and an M.B.A. in 1998. She is director of finance for Bradley David Productions, Inc., in Evansville.

Students and faculty are grateful to the New York /New Jersey Port Authority and the World Trade Center for providing insight into the world of international trade and logistics.

New York, New York

Students have been there, done that



School of Business travelers take the ferry to see the Statue of Liberty.

The significance of New York City as a global center of commerce and finance is more real to 21 School of Business students who toured the Big Apple on a four-day trip in October.

The students, all members of Alpha Kappa Psi Professional Business Fraternity or the Economics and Finance Club, were accompanied by **Mohammed Khayum**, associate professor of economics, and **Nancy F. Bizal**, coordinator of School of Business external relations.

The students visited the New York/New Jersey Port Authority, where they heard presentations by top officials in budgeting and promotions. The port authority controls all movement of people and goods within a 25-

mile radius of the Statue of Liberty. The students also witnessed the closing of the stock exchange and visited the United Nations complex.

On the lighter side, they attended the Late Show with David Letterman, saw the city at night from the Empire State Building, and toured the Statue of Liberty as a group. During individual free time, students arranged visits to Broadway shows, museums, and other points of interest.

Khayum credited **Michael Damm**, Alpha Kappa Psi president, and other members of the organization with organizing the trip. He said one benefit was the experience of traveling from a relatively small city such as Evansville to a large one with a full range of busi-

ness activity and cultural and recreational opportunities.

"The students became more aware of the significance of New York in trade and immigration and became familiar with the business district of New York City," Khayum said. "In addition, the students built relationships with each other because of the common experience. They developed a deeper understanding of and appreciation for members of the group."

Alpha Kappa Psi recognizes two

Alpha Kappa Psi Professional Business Fraternity presented awards to two faculty advisors, **Mohammed Khayum** and **Marie Bussing-Burks**, at a banquet in November.

■ Khayum, associate professor of economics, received the Distinguished Service Award for exceptional service to the chapter in 1998.

The honor is an award granted with authorization from the executive director of the national organization.

Khayum has advised the USI chapter since fall 1994.

■ Bussing-Burks, adjunct faculty member, was recognized for her sponsorship of Alpha Kappa Psi in its formative years and for her continued support.



Khayum

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School of Business alumni earn prestigious awards

Mary Hollars named top business educator

Mary Hollars '90, '92, associate professor of accounting in the Business Division of Vincennes University, has been named Outstanding Business Educator by the Indiana Business Education Association (IBEA).



Hollars

The award was presented in November at the organization's annual conference in Indianapolis.

Hollars joined Vincennes University in 1992. She has served as IBEA treasurer and as the IBEA professional development board member,

and she has planned regional workshops for the organization. In making the presentation, the IBEA cited her work at Vincennes in sponsoring and coordinating the VITA (Volunteer Income Tax Assistance) program, recognized by the Internal Revenue Service for its effectiveness.

USI, Rotary honor Frank McDonald

Frank F. McDonald II '73, mayor of Evansville, was speaker for the University of Southern Indiana's 1999 Commencement May 8 at Roberts Stadium. At the event, the University conferred upon him an honorary Doctor of Laws degree.

Earlier this year he was accorded the Civic Award by the Rotary Club

of Evansville for "his leadership and many lasting contributions to the City of Evansville as its Mayor and First Citizen, and for using his office as a 'Bully Pulpit' to benefit community organizations...."

McDonald, serving his third elected term as mayor, earned a B.S.



McDonald

degree in business management from USI and is a graduate of the Indiana Bankers Commercial Lending School at the University of Indianapolis.

When his term ends in January, he will become senior vice president for commercial and governmental business development for Civitas Bank.