

School of Business Reports



Volume 14, Winter 1997

Wade named Indiana C.P.A. Teacher of the Year



Dr. Daniel Wade

Dr. Daniel Wade was named the 1996 Indiana C.P.A. Teacher of the Year. His students and colleagues recognize him as an outstanding teacher and an exemplary professional.

Dr. Wade's teaching philosophy is fourfold: 1) challenge the student to be his/her best, 2) demonstrate personal professionalism, 3) truly care for the students, and 4) make learning fun.

Dr. Wade said, "Nineteen years of teaching have demonstrated to me that accounting students will rise to the level of any reasonable expectations placed on them. They want to be challenged. Students like to leave a class feeling that they have benefitted from the experience. I believe the classes which challenge them the most carry the best memories."

"My approach is to require much from the students, help them understand that it is for their own good, and then

help/encourage each student to perform at his/her highest possible level. The highest compliment is to have students say that my class was hard and their grades may not have been as high as desired, but that they learned a lot."

The nominating process for the Indiana C.P.A. Teacher of the Year award includes letters of recommendation. The following are excerpts from some of the letters:

Amy Risk '92, C.P.A., marketing coordinator at Harding Shymanski and Company P.C., certified public accountants and consultants, wrote, "Dr. Wade made accounting class interesting enough that I actually prepared for class ahead of time. Accounting in the past had been a class that I just wanted to pass. All of a sudden I wanted to change my major, take more accounting classes, and become a bean counter. Everything in my life changed because of the influence of Dr. Wade in a required class of approximately 100 business students."

Sharon Mondino '96, accountant, Riney Hancock and Co., P.S.C., wrote, "Dr. Wade is a person I want to tell good news. He seems to genuinely care about students and revels in their accomplishments."



Amy Risk '92



Sharon Mondino '96

Nikki Daubs Roser '95, an M.B.A. student, formerly an accountant with Roundy's Inc., said, "He is the type of professor that makes every student strive to achieve their best. Now that I am an accounting professional, I still look to Dr. Wade for advice and guidance; and he is still inclined to help me in any way he can."

Rebecca Yount Reichart '95, accountant, Cherry, Behaert, and Holland, L.L.P., certified accountants and consultants in Knoxville, Tennessee, wrote, "Dr. Wade not only taught his students about accounting; he taught us about life in general. He taught us how to believe in ourselves. He motivated us to learn and to strive to do our best in everything, not just accounting. We looked up to him and did not want to let him down.... With his high standards and good work ethic, he inspired me to do my best." (Dr. Wade officiated at her wedding in August 1995.)

Dean Phil Fisher wrote in his letter of recommendation: "Undergraduate and graduate students alike rate Dan Wade as one of our best teachers.... As a teacher and as a leader, Dan is an advocate of the students and our obligation to give them high-quality instruction and high-quality advising."

"Three years ago when I became convinced that we needed to apply the principles of continuous improvement to the classroom, I asked Dan to form a task force to design a process that would produce results. The process his group designed should serve as a model for other schools."

In addition to teaching accounting and being the associate dean, the chair of

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the Accounting and Business Law Department, and director of the new, Master of Science in Accountancy Program (he was formerly the director of the M.B.A. program), Dan Wade is active professionally. He has professional publications and presentations to his credit; he has a limited tax practice which helps maintain his proficiency in the field; he is the immediate past president of the Southern Indiana Chapter of the Indiana C.P.A. Society; he serves as an arbitrator with the Better Business Bureau and serves on the Accounting Program Advisory Committee for Ivy Tech State College. He and his wife, Janet, are the parents of three college-aged daughters. He also serves as minister of a local church and proudly relates that he has performed the wedding ceremonies for three former accounting students.

AACSB review team recommends eight steps to accreditation

A review team of three business school deans visited the USI School of Business on October 27-30 to assess the School's readiness for accreditation by the American Assembly of Collegiate Schools of Business (AACSB). The team found that the School "appears to be on a path toward the level of quality expected for accreditation," and made recommendations for further improvements.

The review team commended the School for several areas of strength and innovation, reporting that they were impressed with the faculty's "student orientation and commitment to quality teaching." They said students and alumni praised the faculty for being accessible and willing to help. The team also praised the faculty for its collegiality and willingness to work together, noting that the faculty have "initiated activities to improve teaching and identified appropriate outcome measures."

The team commended the faculty use of computer technology in their classrooms, saying, "The utilization of



Phil Fisher

DEAN'S LETTER

At our annual faculty retreat in August, the topic was "School of Business directions after AACSB accreditation." There was a remarkable consensus among the faculty and the members of the Board of Visitors who were able to be with us at the retreat. While many ideas were generated, a consensus was that the School of Business should extend its services. Like an athlete who has trained for the big event, the School of Business has spent the last several years increasing its resources and intellectual capital not only to better serve our students, but to serve the business community in southwestern Indiana. It is time to put those resources and that intellectual capital to work.

This theme was echoed by the members of the AACSB review team. In addition to those recommendations relevant to accreditation, they made a number of other suggestions in their role as consultants to the School. These included the following:

"The School needs to market its service activities to the region more effectively."

"The School should consider establishing a Center for Business and Economics Research in order to become a lead agency of the School in meeting its service mission to the region."

Indeed, the School of Business has requested public funds to start a Center for Business and Economics Research for the past two years. If and when the funding is made available, additional funds from prospective users of our services will be sought to help underwrite the costs.

Currently the School of Business provides economic information through publication of *The Evansville Factbook*, a one-stop compendium of economic and demographic data on the Tri-State region. Faculty in the School of Business also do consulting projects for businesses and small research projects such as estimating the economic impact of plant relocations. A Center for Business and Economics Research would expand our capability to collect and disseminate local economic data. The Center would also be available to do contract research for area businesses and other organizations and serve as a contact point to match faculty expertise with the consulting needs of local businesses in cases where local sources are not available.

Whether or not it is feasible for the University to fund the Center, the School of Business will seek opportunities to become more active in assisting Tri-State businesses and other economic institutions.

this technology produces a graduate with a competitive edge in the employment market."

Further, the review team noted, "The undergraduate and graduate students are impressive. The undergraduates are focused, possess strong communication skills, and their S.A.T. scores are above the campus average. The student organizations are very active and help the School in its mission of service to the region."

The team made eight recommendations to be implemented during the coming

year. At the end of that time the program will be reviewed again by an AACSB team.

School of Business Dean Phil Fisher, said, "I am more confident than ever of gaining accreditation. Implementing their recommendations should be well within the School of Business's powers to complete within the next year. We are in good shape in faculty staffing, physical facilities, equipment, curriculum content, and most areas of faculty research. Most of what remains are matters of administrative procedures and documentation."

**THE WANDA B. HIBBITTS ENDOWED ACCOUNTING SCHOLARSHIP
FOR THE BENEFIT OF
JUNIOR OR SENIOR ACCOUNTING STUDENTS WHO EXCEL THROUGH HARD WORK
AND TO HONOR PROFESSOR EMERITA WANDA B. HIBBITTS
WHO HAS MADE SUCH A DIFFERENCE TO SO
MANY STUDENTS, TO OUR FACULTY, AND TO THE COMMUNITY**



Dr. Wanda Hibbits

Five years after the Wanda B. Hibbits Accounting Scholarship was created, it has been endowed thanks to the many who have contributed to the scholarship. On November 9, 1996, an endowment ceremony took place; a plaque was unveiled on the third floor of the Orr Center, home to the School of Business. Celebrants at the ceremony included individuals who had contributed \$500 or more, recipients of the scholarship, and Dr. Hibbits.

kind for the School of Business, was established as perpetual tribute to Dr. Hibbits and to encourage and reward junior or senior accounting students who achieve through motivation and hard work. Accomplishment and drive are qualities Dr. Hibbits cherished and encouraged during her distinguished tenure on the USI School of Business accounting faculty.



Sharon Mondino '96 and Dr. Wanda Hibbits

Contributors of \$1,000 or more are Mr. and Mrs. Michael K. Campbell, Mr. and Mrs. William E. Fisher, Mr. and Mrs. Kenneth Juncker, and Mr. and Mrs. Jeffrey Wilmes; of \$500 to \$999, American Society of Women Accountants, Dr. and Mrs. Larry Arp, Mr. Barry Burks and Dr. Marie Bussing-Burks, Mr. and Mrs. Patrick R. Craney, Dr. and Mrs. Philip Fisher, Mr. and Mrs. Daniel S. Herman, Howell United Methodist Church, Drs. Walter and Eva Jermakowicz, Mr. D. Keith Jewell, Mr. and Mrs. John F. LaRoy, Mr. Timothy B. Mahoney, Mr. and Mrs. Kenneth L. Sendelwick, Dr. and Mrs. Santi Vibul, and Mr. and Mrs. Michael Whipple. These names are on the plaque; others will be added as contributions meet these levels.

The recipients have been 1992 Rebecca Younts Reichart, 1993 Michelle Turner, 1994 Sharon Mondino, 1995 Melody Linenburg, and 1996 Jennifer Holcombe.

The Wanda B. Hibbits Accounting Scholarship, the first of its

Professor Hibbits retired from teaching in 1990 and now is energetically pursuing activities that epitomize the themes of her professional career. From time to time, she returns to the School of Business to lend her special talents to our classrooms or to work on special projects such as *Campaign USI*, the University's first capital campaign.

This scholarship will carry on the rich tradition of excellence that Professor Emerita Wanda B. Hibbits exemplifies and inspires. Her scholarship, technical expertise, and ability to bring out the best in individuals are qualities that have enriched the lives of many.

A FULBRIGHT EXPERIENCE

"Credit Unions for Garment Workers in Bangladesh"

by Dr. Munir Quddus, associate professor of economics and 1996 Fulbright Scholar

Receiving the letter from the Council of International Exchange of Scholars (CIES) with the eagerly anticipated news that I had received the Fulbright Senior Scholar Award for four months was even more exciting than getting a paper accepted in a good journal. The

Fulbright remains a most prestigious award in the arena of international exchange of scholars.

My research project was titled "Credit Unions for Garment Workers in Bangladesh: A Feasibility Study." I had been working on a book about the apparel export industry in Bangladesh and realized how little the workers had gained from this rags to riches story. My own experience with the Evansville credit unions had convinced me that a credit union can be an excellent vehicle for encouraging savings, providing access to pooled savings, and economic upliftment. Can an institution from the developed West be transplanted to a Third World setting? That was the

challenge, not only in research but also in action.

Dean Fisher and Vice President Reid were very helpful in accommodating my request for a leave in the 1996 spring semester. Given the award period and climate in Bangladesh, this was the most suitable period. My family and I left Evansville on January 5, 1996. With two babies (three years and eighteen months old) and six large suitcases, we had to plan for the long journey. Somehow we managed it.

Although both my wife Tasmina '92, and I are natives of Bangladesh, we were apprehensive about the political

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turmoil in Dhaka, our destination. We were not sure if the day we arrived would be a 'hartal' day when mechanized vehicles on the roads would be stoned or, worse, bombed. We were mentally prepared for the worst. Fortunately, a friend had arranged with the army to get us to our home via the cantonment next to the airport. It felt good to finally reach our destination safely.

The next day I contacted the president of North South University, my host institution. The campus was less than ten minutes walking distance from where we were staying. The University made me feel welcome. I attended the spring semester faculty meeting and was introduced to the faculty. Two Americans were teaching there, and most of the others had been trained in U.S. institutions. I had an office next to that of the president, with fax, e-mail, and computer facilities. The next day the daily papers carried a news release about a Fulbright scholar visiting the institution. I was a public figure!

As soon as I had settled at my host institution, I went out to find the head office of the Cooperative Credit Union League of Bangladesh (CCULB). I had overestimated my skills in getting around Dhaka. It took me two hours before I found the CCULB office on the fourth floor of a residential building. Some of the streets in the maze were so narrow that two cars could not pass. I discovered that the staff was busy with a conference organized outside the city. I was invited to attend. This was my chance to visit the beautiful countryside and also meet practitioners working in the field of my research topic. The next day I found myself in Comilla, a town 30 miles east of Dhaka. I made some good contacts.

Credit unions in Bangladesh have historically been confined to the Christian community. Attempts to expand them to the general population have not been successful so far. I wondered if factory-specific savings clubs for workers could be formed that might later develop into mature credit unions. My colleagues were skeptical. Over the next two months, I tried to concentrate on teaching my class, helping with administration, and conducting my research as best I could in a political climate that was becoming

increasingly hostile. The government and opposition were locked in a violent political confrontation. Many working days were lost due to the general strike. Students and staff often were unable to come on time. Factories were closed. However, I could walk to my office and work on my computer and work in the library, something I did each day. Fortunately, I had brought my laptop computer, and this allowed me to work from home. It was risky to travel and meet people, especially workers in factories where my research was conducted. I did it anyway. E-mail at the University was a life saver. When the postal service was shut down and transportation disrupted, e-mail was the only connection with the rest of the world.

I wrote a few articles for the daily papers using economic theory to analyze current economic and social issues. The general theme was alternatives to violent protest. Other nations have had similar political gridlock and many have resolved their differences peacefully. Although I wrote mostly for my own satisfaction, I was surprised to find in later days that many did notice and appreciate my views.

The political situation improved suddenly and dramatically. The BNP government amended the constitution to include a clause for a nonpartisan government to conduct every general election. Bangladesh must be the only democracy in the world with such a law; it worked.

I had been calling upon factory owners trying to convince them that experience shows that the economic condition of workers improves once they start saving systematically. The workers become more motivated, focused, and productive and less likely to quit their jobs as they develop bonds with the firm and other workers. Thus, turnover (a big headache for managers) is reduced. Mostly, I was politely ignored.

A few did listen, however, and allowed me access to their workers. Two groups of workers in two different factories--Crony Garments and Fashion Apparels--started Savings Clubs (SAMITY) to pool savings on a regular basis and make deposits in a SAMITY account in a bank. I worked with these groups to get them started. The local

credit union people, initially skeptical, were impressed with the results. This past December during a brief visit to Crony Garments, I was happy to find the SAMITY had survived.



Women's Cooperative / Credit Union weekly meeting

I also tried to involve the Non Governmental Agencies (NGOs) which work mostly among the rural population and focus on lending (credit programs). My emphasis was on encouraging savings. Without savings, pushing credit is irresponsible. Once the savings has accumulated, group members have access to their own funds. This approach is more conservative than pushing credit to borrowers who may not have the discipline to save. I met with Professor Mohammad Yunus of the world-famous Grameen Bank and Mr. Abed of BRAC, the largest private sector development organization in the world, to discuss the credit union model.

By now it was time to start preparing for our return. I wrote my paper and made three public presentations, one at the Central Bank, one at the University, and the third at a research forum. These were well attended and I received some good feedback. I believe I was successful in sowing the seeds of something that can blossom in the future. If workers in one factory benefit from cooperative banking, other workers will start their own savings clubs. In time, a national credit union for all apparel workers can emerge.



Dr. Munir Quddus

Five months and twenty-one days after we left, we arrived back in Evansville, tired but in good health and wiser from our travels.

USI SCHOOL OF BUSINESS 1996 FACULTY AWARDS

Service Award

Ernest E. Nolan, C.D.P., assistant professor of computer information systems, was the recipient of the 1996 School of Business Service Award. He has been a member of the School of Business faculty since 1983. Since joining the faculty he has served in all the usual capacities: department, school, and university committees. In addition, he served as the ADSBE department coordinator for a while. However, his outstanding dedication is to student organizations and DPMA (Data Processing Management Association).



Ernest E. Nolan

One of the first service endeavors Professor Nolan undertook after joining the faculty was to become advisor to the student chapter of DPMA. The group was small, inactive, and had no significant plans. Soon the chapter began to grow, activities became numerous, and plans included local, regional, and national endeavors. Last year ten USI students and two faculty members attended the DPMA National Collegiate Conference in Corpus Christi and entered two teams in the programming competition. Plans are to attend and compete in the upcoming National Collegiate Conference in Madison, Wisconsin.

In 1984 Professor Nolan accepted an appointment as international director for the Greater Evansville Chapter of DPMA. He served in this capacity until 1992 when he was elected Region 9 president. During this time he served at the regional level as the awards chair, student services chair, treasurer, and vice president and as a member of the nominating and finance committees. In 1995 he was elected association vice-president at large, and in 1996 he was elected association secretary/treasurer. Professor Nolan is currently the executive vice-president. His goal is to become association president in 1998.

Teaching Award

Joy Van Eck Peluchette, D.B.A., associate professor of management and newly appointed M.B.A. director, was selected to receive the 1996 USI School of Business Teaching Award. Prior to joining the School of Business faculty in

1991, she taught at Salem College, West Virginia University, Southern Illinois University at Carbondale, and the University of Wyoming. Although Dr. Peluchette has taught a number of courses in the area of management at USI, her primary teaching interest is in organizational behavior at both the undergraduate and graduate level.

Her teaching philosophy is to challenge students by incorporating opportunities for application of course material in her classes. Although she believes that students need to read and understand the conceptual material, she feels that students also learn by doing. To provide such experiences, she uses exercises, role playing, case discussions, and self-analysis instruments such as personality tests. Dr. Peluchette likes what she does and feels an instructor's enthusiasm is a critical element in getting students turned on to learning. She says, "I strive to be tough and fair but, at the same time, approachable."



Joy E. Peluchette

A major part of the selection process for bestowing the USI Teaching Award is based on student evaluations of teaching performance and evidence of effectiveness in student academic advising. Conversations with Dr. Peluchette's students and advisees attest to her effectiveness in these areas:

Brad Harris, M.B.A. student and manager of compensation, benefits, and human resources information systems for SIGECO, states, "Anyone who teaches an organizational behavior course, especially on the M.B.A. level, will deal with a wide range of opinions. To judge those opinions is difficult; the key is how well the students support their opinions and test answers with studies, cases, readings, applications, etc. Joy has a lot of respect for a broad range of opinions, and I admire her for that. She is very bright and makes class a pleasure and an enriching experience."

Polly Reynolds '98 said, "Since organizational behavior is Dr. Peluchette's specialty, it is not surprising to see that human relations are a big part of who she is. Students come away from her classroom having gained knowledge that seems effortless, despite

the hard work. Her open-door policy to past and present students allows the learning process to continue, sometimes just by speaking with her. Her interests in her students are genuine and her diligence in being a part of our education is to be applauded."

Scott Taylor, a 1996 graduate and current M.B.A. student said, "Dr. Peluchette's endless dedication to the profession and the University has made her an excellent role model for her students and advisees. As my professor and advisor, she has had a key role in all of my academic accomplishments. Over the years, Dr. Peluchette has always been someone that I could count on, not only as my teacher and advisor, but as my friend."

Research Award

Mohammed F. Khayum, associate professor of economics, and Jong C. Rhim, associate professor of finance, were the co-recipients of the 1996 School of Business Research Award.



Mohammed F. Khayum

Dr. Khayum's teaching and research areas include international trade and finance, macroeconomics, and business cycle forecasting. He has published a book titled *Macroeconomic Modeling in Less Developed Countries* and several articles in academic journals. He has published most recently in *The International Economic Journal*, *The Service Industries Journal*, *Applied Economics*, and *The Journal of Economics and Finance*. His current research interests are growth of the service sector as a universal phenomenon; predicting behavior of financial markets, especially the foreign exchange market; and regional economic analysis with an emphasis on the economic impact of businesses and non-profit organizations on local economies.



Jong C. Rhim

Dr. Rhim's teaching interests include corporate

financial management and investments. His current research interests include agency theory, dividend policy, distributional characteristics of security returns and foreign exchange rates, option pricing, and international finance. He has published articles in *The Journal of Financial Research*, *Journal of Economics and Finance*, and *The Mid-Atlantic Journal of Business*. He also has served as a referee for *Financial Management* and *The Global Business and Finance Review* and as a member of the program committee for the 1997 Midwest Finance Association. He plans to extend his teaching and research interests to the areas of derivative securities/financial engineering/risk management, corporate valuation/corporate governance, and small business finance.

While Drs. Khayum and Rhim have had success in their individual research areas, they also have completed a number of joint research projects. Over the past few years, their joint efforts have resulted in the publication of articles in *The Multinational Business Review*, *Global Business and Finance Review*, *Journal of Financial and Strategic Decision Making*, and *The Kentucky Journal of Economics and Business*. In 1994 they received the outstanding paper award at the Midwest Academy of Finance and Insurance. They plan to continue their joint efforts in the areas of forecasting financial asset returns in domestic and international markets, market responses to the change in economic and business environments, and impact analysis of businesses and regional economies. They also have developed joint projects with a number of faculty in the USI School of Business.

NEW DOCTORATES

Two professors, Jill L. Padgett and Brian McGuire, have successfully defended their dissertations this past year and earned their doctorates.

Dr. Jill L. Padgett is an instructor of business who earned her B.S. from the University of Southern Indiana, M.S. from Eastern Kentucky University, M.B.A. from Webster University, and Ed.D. from Spaulding University. Her dissertation is entitled *Do the Constructs Associated with Groupthink Occur in*



Dr. Jill Padgett

Graduate Cohort Models?

Before joining the faculty of her alma mater in 1995, Dr. Padgett had taught at Ivy Tech State College where she was named the regional and state Teacher of the Year and at Oakland City University where she developed adult degree programs. Prior to teaching, she was the assistant women's basketball coach at George Mason University in Fairfax, Virginia. Dr. Padgett was a member of the first women's basketball team when she was an undergraduate at USI.

Dr. Padgett's teaching interests are business communications and marketing. Her research interests are groupthink and educational cohorts. Her consulting experience is in oral, written, and nonverbal communications; sexual harassment issues; adult education; international travel; and job-search skills.



Dr. Brian McGuire

Dr. Brian McGuire is an assistant professor of accounting who earned his B.S. and M.B.A. from the University of South Alabama and Ph.D. from University of Central Florida. His dissertation is entitled *An Empirical Study of User Satisfaction with Accounting Information Systems in a Healthcare Environment*.

He is a certified public accountant and a certified management accountant and has professional experience in both public and corporate accounting. He has served as an administrator of a medical center, director of corporate operations of a hospital holding company, and as a consultant in the health care field. He has served as a consultant to numerous medical groups in the areas of accounting, reimbursement, fee schedules, information systems, and office administration. While completing his doctorate, he worked in the Intelligent Multimedia Application Laboratory (IMAL) at the University of Central Florida, which was a project funded by NASA that integrated artificial intelligence with multimedia applications.

His teaching interests are in the areas of managerial accounting, cost accounting, and accounting information systems. His research interests are in the area of cost accounting, health care, and accounting information systems.

APICS RESEARCH AWARDS

Students enrolled in the Production and Operations Management courses participate in the Donald Fogarty International paper competition, a competition organized annually by the American Production and Inventory Management Society (APICS) at the regional and national levels. Since 1990, USI students have been successful competitors in the regional and national competitions. The following students are the 1996 successful USI competitors:

Constance Harness, Paul Hollar, and Andrew Hubbard won the 1996 first place regional award for part-time graduate programs with their paper, "Understanding and Preventing Cumulative Trauma Disorder: Action Plan for a Small Job Shop."

Tamara Seaman, Kutee Neff, and Lori Peters won first place in the regional undergraduate division and third place in the national undergraduate division with their paper, "The Effects of Remote Bar Coding on the United States Postal Service Processing and Distribution Facility in Evansville, Indiana."

Dr. Marwan Wafa, chair of the Marketing and Management department and sponsor of USI APICS chapter, believes that "Research should be more than just a class assignment, more than just within the boundaries of the University; it should be of use." These papers reflect that belief.

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