

School of Business Reports



Volume 12, Summer 1995

BOARD OF VISITORS

by Roxy Baas, CPA, partner of Geo. S. Olive & Co., and immediate past chair of the USI School of Business Board of Visitors



Roxy Baas

In 1989, the USI School of Business established the Board of Visitors, an advisory board composed of business leaders and specialists who are acquainted with the needs of the community and the needs of commerce. The Board provides direct and effective communication between the world of business and the classroom, between the practitioner and the theorist.

As the immediate past chair of the Board of Visitors, I'd like to share the advice we've passed on to your professors and dean over the past five years. If you are a student, I sincerely believe you will find it helpful in completing your education at USI (or any university for that matter); if you

are a professor, you'll read in black and white the ideas we've debated so vigorously in the past; and, if you are an alumnus, you will immediately remember the challenges you experienced as a student, now tempered by the reality of the workplace:

(1) At the turn of the century, American educator A. L. Lowell said, "Too much attention has been paid to making education attractive by smoothing the path as compared with inducing strenuous voluntary effort." Our universities have spent a century proving him right. The practice of grade inflation skews the value of our degrees by giving us a false sense of preparedness to face the future. Just because you received an "A" does not mean you absorbed the full value of your course work.

Let me tell you a story to illustrate. A friend of mine, who went back to college to obtain a business degree, told me how afraid she was to face the first major exam in a class necessary for her major. When the test papers were graded and returned, she had only received an

83 percent. However, this turned out to be one of the highest grades in the class, so my friend received an A. She was elated and took the paper home to share with her family. Her husband beamed with pride. Her elder sons congratulated her; but then her youngest son brought her back to reality when he said, "So, that means there's 17 percent you don't know!" The point is if you don't learn what is necessary to be effective in the workplace, you probably won't be doing my tax return, or preparing my payroll records and filings, or analyzing my competition's market penetration, or recommending whom I should hire, and so forth.

For just this reason and many more, the USI School of Business formed the Board of Visitors to assist in the School's continuous evaluation of standards which assure that students get the education they need to compete in today's marketplace.

(2) The university system is a business; it teaches what is marketable. The master/apprentice relationship of

continued on page 2



John Schutz and Alan Newman of Hilliard Lyons give USI Economics Education Center \$10,000 to be used over next four years for EconomicAmerica Schools at Stock Market Game Award Program. Peter Herrington, Indiana Economics Education Director, applauds Hilliard Lyons for their generosity and commitment and USI Economics Education Director Greg Valentine for his outreach to elementary through secondary schools for economics education.



Alan Newman of Hilliard Lyons and Jane Leingang of the Evansville Courier-Press present awards to one of Southwestern Indiana's Stock Market Game players. In the 1995 Spring Game, 1600 Tri-state students learned how to research investment opportunities using print and electronic media, buy and sell common stocks listed on the exchanges, and develop investment portfolios.



Phil Fisher

Dean's Letter

This past year has been a truly great year for USI. Our first (but not our last) NCAA Division II National Championship brought honor to both the men's basketball team and to the University. Our women's basketball and softball teams earned the right to play in their NCAA tournaments. We opened the new Health Professions Center and enjoyed the use of a new highway overpass, and the Indiana legislature approved funding for a new general purpose classroom building. While these are important and visible signs of our advancement, they are mirrors of the ultimately more important advancements that we are making in our classrooms.

In the last issue of SCHOOL OF BUSINESS REPORTS, we announced that the School of Business had been admitted to candidacy for accreditation by the American Assembly of Collegiate Schools of Business (AACSB) based on our plan for continued self-improvement. I am pleased now to report that our plan is nearly completed; that processes for continuous improvement in teaching, scholarship, and advising are in place and working; and that in April we notified the AACSB of our intent to seek accreditation.

The formal accreditation process will require nearly 18 months to complete. During this time, we will continue our ongoing self-evaluation, undergo consultation, prepare a report on our compliance with accreditation standards, and, during the Fall 1996 semester, host an on-site visit by a team of business school deans and business executives.

Our progress is the result of a lot of effort by the faculty and staff, the commitment of resources by the University, and the extraordinary support of our alumni and our friends in the Tri-State business community. We have increased the number of faculty, made faculty salaries more competitive, improved access to computers and electronic data sources for students and faculty, modernized our curriculum, increased our research, and developed processes for continuous improvement.

The story of USI is a story of continuous advancement through University and community cooperation. It is true for the School of Business, it has characterized USI as a whole, and it will continue.

continued from cover

the Middle Ages was an effective means of teaching what was marketable. The master was a good teacher because he earned his living at the trade he was teaching. Even today, the best instructors are usually those who have in some way experienced the disciplines they teach. They "walk the talk" and, therefore, their talk is worthy of our attention. However, many instructors are kept from obtaining real-world experience because they are burdened with sizable teaching loads and heavy requirements to research and publish. Time for appropriate "experience" should be as revered as "publishing."

The USI School of Business knows experience is important. In fact, the most recent faculty addition is an accounting information systems professor who has public accounting experience, accounting systems experience in the health care industry, and is at the point of defending his Ph.D. dissertation. Many other professors have real-world experience, also. Further, the School and the Board of Visitors are currently working on two

different programs to encourage an exchange of information and workplace experience between the two groups.

- (3) Each professor should be judged by the quality of his or her product—the students' ability to compete in a global market upon graduation. Therefore, a system of accountability is necessary to ensure that he or she is effectively communicating knowledge to the students. It is unrealistic to believe that every lecture will be as spellbinding as a box-office movie thriller. But it must be thorough, logical, and comprehensible...and critical thinking skills must be taught in the process.

The USI School of Business has incorporated a Continuous Assessment Program and a Teaching Improvement Plan within its AACSB Accreditation Plan, both of which go right to the heart of producing effective communication of knowledge.

- (4) Where is it written that communication should be taught as an isolated discipline? At the best of schools, two semesters each of English and Speech

Communications are incorporated into the Business program. This translates into four average work weeks. Is it any wonder that industries today are spending billions of dollars each year to teach communication skills to new employees? The abilities of writing, speaking, and listening are life skills vital to business' success. For communication skills to become second nature, a School of Business must demand that all papers and reports be judged on the basis of grammar, clarity, and organization as well as content. One student was recently heard to say, "This ain't no English class? I done the work right! He ain't got no right to give me a D for grammar!" A recent President of the United States summed up the importance of effective communication this way: "If I went back to college again, I'd concentrate on two areas: learning to write and to speak before an audience. Nothing in life is more important than the ability to communicate effectively."

Again, the USI School of Business has increased its communication skill-building emphasis across the curriculum by requiring more papers, presentations, and team projects which address the skills of writing, speaking, and listening in combination with course content.

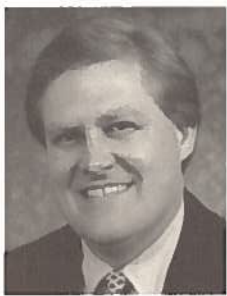
- (5) And lastly, it is ultimately up to the student to assume responsibility for the quality of his or her education, to absorb the knowledge necessary to be successful in a chosen career, and to develop sound communication skills. Therefore, it is up to the student to become a critical consumer of education. USI works hard to provide exposure to the working world, so go after it; get experience while you're still in college! This will do more for your education and marketability than any one thing I know. Why? Because time and time again, students have proven that work experience allows them to assimilate more while obtaining a degree. And knowledge is meaningless if you don't have the savvy to apply it.

This outlines much of the advice the Board of Visitors has expressed to the School of Business over the past five years. I am heartened that so many positive steps have been taken to address these areas. Because the ultimate goal is continuous improvement, the Board is honored to serve a the communication link between the needs of the business community, the School of Business, and the student.

More Than Text, Lecture, and Tests

Faculty of the School of Business have made a concerted effort to include activities in the curriculum that are more than text, lecture, and tests. We have purposely increased the number of oral presentations, written reports, and projects to practice critical thinking and synthesis, as well as opportunities to work in teams and improve interpersonal skills. We also have added new courses to cover international issues and technological advances. The following are examples of activities that are going on inside and outside the classroom to accomplish the goals of giving our students the skills they need to more effectively compete in the business setting.

Small Business Management Counseling.



Ernest Hall, Jr.

Dr. Ernest Hall, assistant professor of Management and Small Business Institute director, teaches this senior-level class that operates under the direction of the Small Business Institute. Students act as business consultants to small business clients in Evansville and surrounding areas in assisting them with such activities as writing and developing business plans, marketing plans, accounting systems, feasibility studies, promotion and advertising programs, as well as operational and human resource problems.

Student teams spend the semester interacting with a client to assess the client's needs and then proceed to research the problems/topics and write a detailed report/recommendation. Students have complete responsibility for the final project, the culmination of a semester's work. In addition to the SBI director, a volunteer faculty advisor provides information, guidance, and advice. Project reports are presented separately to the client and instructor.

The advantages of such a program are several:

1. Students have the opportunity to apply in a real-world setting the concepts and theories learned in undergraduate courses. They gain valuable knowledge of the inner workings of a business and the inherent difficulties associated with operating a business in a turbulent environment.
2. Clients receive valuable free assistance from students trained and

educated in the functions of business. Otherwise, this assistance often could not be afforded by small and developing businesses with limited funds.

3. The community benefits from increased employment and an improved standard of living when the success rate of small businesses improves.

Global Economic Issues. Peter Cashel-Cordo, assistant professor of Economics, is the first person to teach this new course. He writes:

"I have two principal objectives. First, the student is made aware of the many linkages between the local economy and the rest of the world. These linkages include international trade, foreign exchange markets, foreign direct investment, and labor migration. Second and more importantly, the student is asked to critically evaluate these linkages in terms of their costs and benefits. Often students have preconceived ideas about many aspects of the global economy. For example, NAFTA is 'bad,' Japan is 'unfair.'



Peter Cashel-Cordo

We all are bombarded by assertions made by politicians and pundits in the news media. It is difficult to sort through the arguments and come up with a reasoned opinion in a debate if the student is, first, unaware of the debate, and second, ill-equipped to grasp the logic underlying the debate. What may seem to be a compelling logic dissolves as the analysis becomes less superficial. Will NAFTA cost American jobs? The answer is both yes and no. Sure, American jobs will be lost as business firms take advantage of low-wage, low-skilled Mexican labor. But jobs also will be created in those industries whose goods will be exported to Mexico.

Overall, most economists believe that NAFTA will create more jobs than it will cost. Furthermore, jobs in export industries tend to be higher skilled and better paying jobs. While this is an example of an issue raised in class, the student is not required to think like the instructor but is simply required to think.

Student feedback from the course has been very positive. Former students stop me in the hallway to discuss

articles they have found in the newspaper or in weekly magazines which refer to some issue raised in class. Students have told me that they have changed their opinions on issues now that they have a better understanding of them. I hope that I have achieved my objectives of challenging my students' thinking by providing the economic underpinnings of issues by which they can reach a reasoned opinion."

Data Communications. Professors Abbas Foroughi and William Henderson taught this course for the first time in Spring 1995.

Data communications technology is probably the most rapidly changing area in the information systems field; it touches on almost everything firms are doing today in the information area. Communication networks such as WAN (wide area networks) and LAN (local area networks) are becoming an integral part of modern organizations.

Professors Foroughi and Henderson attended a two-day intensive seminar on data technology to bring their expertise up to date. Because of their backgrounds and interests, Professor Henderson says, "We brought back



Abbas Foroughi

William Henderson

different things from it. Abbey's approach is more managerial while mine is more computer science. Because we wanted to make sure the students got a wide range of perspectives from this class and that we did not lose any of the information that we brought back, we decided to team teach this course."

The changing nature of data communications technology makes teaching it particularly challenging. Dr. Foroughi says, "Being up to date in the classroom is like aiming at a target that is moving as rapidly as the speed of light. This has been the exciting challenge for Bill and me in teaching this course." Professor Henderson added, "Our approach to preparing for class is totally different. Abbey prepares rather detailed notes, while I prepare themes. However, we shared lecturing;

continued on next page

More Than Text, continued...

we took turns with the primary responsibility of lectures and chapters." Both professors were in class at the same time and tended to interject points and help each other answer questions. They made up all the class exercises and examinations jointly, and both submitted questions and even took turns grading questions.

They walked the talk; it was truly a team effort. Professor Henderson says, "We had to learn to defer to one another. We did not spend a lot of time planning together—maybe an hour a week for a two- and one-half hour class. We both realized that what we were trying to do was get certain points across to the students even though we had different perspectives."

Dr. Foroughi says, "I really enjoyed courses which were team taught during my doctoral studies at Indiana University, and I am glad to have had the chance to team teach myself. It was a very positive experience. I feel that having two teachers in the class gives more dimension to the subject and maintains student attention."

Next time they teach the course, they will need to make some changes, and they agree what those changes are: more live network experience and less bits-and-bytes-per-second theory.



Student Volunteer Melody Linenburg assists VITA clients with filing taxes

VITA Program. The Volunteer Income Tax Assistance Program (VITA) has been in existence for 26 years "to assist taxpayers with special needs to meet their current filing objectives and train volunteers to accurately prepare tax returns...." For six years, ten to twenty USI students have been participating in the VITA program sponsored by the local IRS office. Jim Greenwell, local VITA coordinator, states that USI VITA students have excelled in filling out the returns. The benefits are positive for both students and taxpayers. Students receive invaluable hands-on experience filing various tax returns including state taxes for Indiana, Kentucky, and Illinois, and other tax-related forms.

Taxpayers get their tax returns prepared free of charge.

This year seven students and Dr. Kwang Kim, USI VITA coordinator and associate professor of Accounting, participated at Buehler's Buy-Low grocery store at Main and Franklin. One of the current VITA student volunteers, Melody Linenburg, comments, "This is a great way to apply the knowledge acquired inside the classroom to real-world situations. The experience derived from this program will be of great benefit as I pursue an accounting career. I'm glad I was able to discover my weaknesses and develop my strengths before preparing the first return on the job. Now, I can be more confident about my abilities."

Data Processing Management Association.

The following is from an article entitled "The Pursuit of Excellence, A Profile of the USI DPMA Chapter" by Ernest E. Nolan, CDP, and a s s i s t a n t professor of Computer Information Systems:



Ernest Nolan

"How can you measure how well a DPMA student chapter is functioning? Like most things in life, there is no single correct answer. We are dealing with subjective things and are thus influenced by personal opinion. However, attainment of the Student Chapter Outstanding Performance Award (SCOPA) is one measure of how well a student chapter is doing.

A SCOPA point system is used to measure performance in (1) education, (2) membership, (3) public relations, (4) meetings, and (5) association participation. Only about 10 percent of the student chapters receive this award each year. The USI student chapter has received this honor twelve consecutive years beginning in 1984.

When I arrived on campus in 1983, a DPMA student chapter existed. It was not active and had less than ten members. I volunteered to be the advisor and told the administration that we would become one of the premier student organizations on campus. Bold words for a newcomer to the campus, and a newcomer to the profession. However, in the words of my department chair, Dr. Larry Arp, "the DPMA student chapter has accomplished far more than I ever dreamed it could and has truly become one of the most active student organizations on campus."

One constant that I always impart to my students is the importance of quality work and contributing to their profession. The pursuit of excellence is what will distinguish them from the rest of the crowd and allow them to achieve success in their chosen careers. The DPMA student chapter experience should foster and encourage this attitude and work ethic. I believe it is central to our success over the years.

The projects that we now take on and the amount of activity that we now accept as normal are far beyond anything we would have attempted in the early years. A strong correlation exists between a successful year and a successful officer planning meeting. It is critical that students understand the complexity and amount of work required for each project and that they accept the responsibility for the success of these events.

Examples of activities and projects that the University of Southern Indiana DPMA chapter have taken on in the past twelve years are:

- Business meetings with speakers.
- Tours of local computer and manufacturing facilities.
- Alumni Day to which successful alumni are invited to speak about their careers and what they believe are the keys to success.
- Film festival at which one DP-related film is shown per day for a week.
- Awards Banquet.
- Dinner meetings.
- New member welcome event.
- Regional Student Conference host.
- Annual Personal Computer Fair to which vendors are invited to set up displays on campus.
- Social activities such as miniature golf, movies, bowling, and picnics.
- Fund raisers including volleyball tournaments, dunking booth, and raffle ticket and diskette sales.
- Participation in community events such as Bowling for Big Brothers and Big Sisters, Walk America, and Easter Seals Softball Marathon.
- Campus sporting teams for such events as the Eagle Gran Prix, a bicycle race held on campus each spring.

To whom do we owe our success? To the students, of course, because they do the work. However, I have learned that without an active faculty advisor to coordinate activities and encourage students at every step, none of this will happen on a consistent basis."

SUCCESS STORIES

Nancy L. Johnson '83. Nancy L. Johnson, a USI business management graduate, proudly exclaims, "I've never left the nest." Referring to the



*Nancy Johnson '83
Director of
USI Alumni Affairs*

university environment, Nancy has been employed by USI since her graduation in 1983. As a director of Alumni Affairs, Nancy develops programs and activities to keep the 11,000 USI graduates connected. "It's personally fulfilling to work with other graduates to promote our alma mater. This year, especially, has been so thrilling with the achievement of the NCAA Division II National Basketball Championship and the inauguration of USI's second president."

Alumni and fans gathered at receptions in Cincinnati and Louisville during the regional and Elite Eight basketball games. Two USI Alumni Association regional chapters were established this year. These chapters offer the graduates living in Dubois County and the greater Indianapolis area a chance to rekindle friendships and promote fellowship through career networking and social gatherings. The president and vice president of the Dubois County chapter are accounting majors Chris Neu '93 and Jennifer Abell '91. The president for the Indianapolis chapter is accounting major Kevin Hammett '90 and the treasurer is marketing major Steve Jamell '89. The USI alumni chapters help with student recruitment efforts and help build alumni support. Graduates also return to campus annually to share their career experiences and insights with students during such programs as Alumni-in-Residence.

While planning special events and alumni programs, Nancy has also been a student. She says, "I returned to the classroom in 1990 to balance my business background with liberal arts." In May, Nancy received the Master of Arts in Liberal Studies degree from USI.

During USI's 1995 Honors Week, Nancy received the Center for Communal Studies Prize for her thesis "A Comparative Analysis of Corporate and Individual Enterprise in the Settlement of Early America." Last fall, she was selected to present "Plymouth Commonwealth as a Communal Utopia:

A Developmental Approach" at the twenty-first Communal Societies Association Conference in Oneida, New York. Both papers give empirical evidence that collective, corporate arrangements were the springboard to successful early settlement of English America.

Brad Myers '90. Life is a multiathlon for Brad Myers—farmer, MBA student, triathlete, franchise owner, entrepreneur, and family man. Growing up on his family's 1,500-acre farm, majoring in agriculture at Purdue, and then buying and farming a small farm, Brad says, "Farming is not all that I have been trained to do; but if I can farm and do many other things, I will."



*Brad Myers '90
Ironman Competitor*

Brad has worked as a seed company sales representative, owned a TCBY franchise, and studied business administration at USI where he played varsity tennis (on scholarship) and ran cross country. After earning his bachelor's degree at USI in 1990, he taught tennis professionally, entered the MBA program, and became a triathlete.

In October 1994, Brad competed in the Gatorade Ironman competition at Kona, Hawaii, as a member of Team Matola. The competition consisted of a 2.4-mile swim, 112-mile bike ride, and 26.2-mile run. The following is liberally excerpted from Brad's journal and from a story in *THE SALEM LEADER*, Salem, Indiana, December 6, 1994.

"The day I've waited and prepared for for so many years is finally here....It's starting to get light and I head into the water to try to get rid of the nervousness and get focused on the

race. The ocean is very choppy and rough....My hopes of a fast, smooth swim are washed away.

I can't believe how crowded it is at the swim start—1,500 people trying to get to the same spot in the bay....I'm as close to the front as I could get, but it still takes a few minutes for it to get clear enough to take my first stroke....

I feel good, but I'm swallowing too much salt water while trying to see above the waves....It seems like it takes forever to get to the turnaround boat....I try to pick up the pace as I head back toward the pier. I'm getting hit a lot, but thank goodness I keep my goggles on and they aren't leaking....I try to block out the pain and any negative thoughts. I reach the pier in one hour and seven minutes.

It's hard to walk after being tossed around in the water, but I change as quickly as I can into my team uniform....I'm over one-quarter mile from my bike....I have to ride back out of the cramped transition area and up a steep hill to the famous Queen's Highway. The roar of the crowd is overwhelming.

I look for Sharla (my wife) and my aunt at the top of the hill. As I turn onto the highway, I somehow see them in the crowd and give them a thumbs up. Then I shift into my big gear and put the hammer down.

My pulse rate is way too high. The adrenaline is flowing and my speed picks up to over 30 mph. I know I need to hold back and get my pulse rate lower; it's a long way to Hawi (the turnaround point). I've been told by many competitors to take it easy on the first part of the bike race, but this is my strongest event and I have to make up time lost in the slow swim....

The heat and wind pick up as I get closer to Hawi, but I maintain a 25 mph average. As I get to the first big hill...my chain comes off. I'm able to get it back on without stopping, but I've become fearful it will happen again. I try to stay calm and keep up the pace.

When I get to the aid station which has my personal food and water bottle bag, the crew can't find it in time. I have to continue without it. I desperately need my bag of food and drink I prepared and trained with all year! Now I have to use the carbohydrate drinks and energy bars they hand off to us as we ride by....

I'm starting to feel the sun more. My back and shoulders are already sunburned, which I didn't expect....I try to focus on keeping up the pace and not my throbbing legs—it's only 20 miles to the bike finish. Getting closer to town,

continued on following page

Success Stories, continued...

the energy from a cheering crowd helps me get over the last steep hill. I see Sharla again. She must have expected me; I'm just over the five-hour split time I'm trying for.

The sunburn is really bad and I start overheating. I'm also getting goose bumps and chills, which I know is a bad sign. In the transition area, I can't believe how heavy and tired my legs feel once I'm off the bike....

The first few miles of the run are up very steep hills. I dig deep within myself to get enough strength to get to the top...where I am greeted by my sweet, cheering wife....I pick up the pace, but it's 2 p.m. and the sun is at its peak. I normally enjoy racing and training in the heat of our summers in the Midwest....not so in the Kona sun....I try to keep my legs moving. I make it back to town at the sixth mile and head out to the lava fields for the next 20 miles—where the race really begins all over again.

The next few miles are the most grueling, yet most moving, experience I've ever known....

I must concentrate on taking one mile at a time. Looking at my watch, my morale drops. My hopes of finishing in under 11 hours are fading away. With six miles to go, I try again to reach deeper inside of myself than I ever have. The next two miles go quicker and I have a faint hope of finishing in under 11 hours. At that moment, I see a crystal clear image 10:59:59 flash

through my head. I've got to go for it....I can't say I've ever had visions before, but every time I shut my eyes 10:59 appears.

The next two miles are all up hill and my pace slows. I finally reach the top and I'm afraid to check my time. I have over one and one-half miles to go. It's less than nine minutes until the eleventh hour. There is no way I can run a sub six-minute mile. I've been struggling to hold my slow eight-minute survival pace.

I'm getting back to town, and as I start down the hill the roar of the crowd is louder than I could imagine. I see our team captain....and he goes wild. I'm the first team member other than the pros to come through. He says he's radioing ahead that I'm coming in with a shot at a sub 11-hour finish. I don't see how it's possible. I have to run under six minutes for the last mile.

I decide it has to be all or none. I can't come this far and be this close and not reach my goal. The problem is, I don't think I've got anything left. I try to get the legs to go, but the pain is unbearable. I remember Mark Allen (5-year winner of Ironman) saying you can't control the pain—you must let it go. I do, and I go from my survival shuffle to an all-out sprint.

I start down the final few hundred yards. I see the Matola cheering section and know Sharla is somewhere in the crowd. Everything but the finish line is a blur. After 140 miles, I'm running faster than I ever have in my life. How can this be possible? I pass five people

in the final 200 yards. I use every ounce of energy and more as I lunge for the finish line.

All I remember is looking up and seeing 10:59:59 after I crossed the line. I'm grabbed by two people who keep me from falling. I can't even speak for almost 20 minutes—I'm so overcome with exhaustion and emotion. The feeling of finishing and somehow still reaching my goal after having all but given up is like nothing I've ever experienced."

Brad finished 523rd with an official time of 10:59:57. He was the last competitor to come in under 11 hours.

This part of Brad's journal ends with thanks to his family, Matola Nutrition Products, and the Team Matola captain "for making a dream come true and a memory to cherish for a lifetime and beyond."

Brad believes his undergraduate business administration and MBA courses were helpful in making him competitive in obtaining the Matola sponsorship. He has incorporated the nutrition company connection into a part-time wholesale distributorship venture.

What's next? Brad will be an exhibitor in the 1996 Olympic triathlon in Atlanta and is dreaming of Australia in 2000 where the triathlon will be an official Olympic event. He continues to farm and he's looking for new business ventures.

Dr. Munir Quddus Fulbright Scholar

Associate Professor of Economics Munir Quddus has been named Fulbright Scholar for January through June 1996. In 1992-93, while on sabbatical leave from USI, Dr. Quddus collected material for a



Munir Quddus

book on the garment export industry of Bangladesh as the senior fellow of the American Institute of Bangladesh Studies. As a Fulbright Scholar, he will return to Bangladesh to study the feasibility of establishing cooperative banking for the urban poor, starting in the garment industry which employs nearly a million workers, 80 percent of whom are women in semi-skilled and skilled manufacturing jobs. A summary

of Dr. Quddus' Fulbright research project follows.

Research on the Viability of Credit Unions In the Apparel Export Industry of Bangladesh

A continuing tragedy in contemporary urban Bangladesh is that despite notable gains in female employment in the booming garment export sector over the last decade, workers in this industry have been unable to break out of the proverbial poverty trap.

One important reason for this continued deprivation is the complete lack of access to formal credit for workers and their families. As a result, this large group of hard-working women and men are not only without access to basic banking services, they also are

unable to pool their hard-earned incomes and to access this pool of savings to build homes, start new businesses, educate their children, and break out of the cycle of poverty.

From personal experience with workers in the apparel export industry in Bangladesh, I am convinced that cooperative banking will vastly improve the conditions of the working poor in this industry.

Historically, the benefits of credit unions in helping members reach financial independence are well documented. Over the short life of credit unions in the United States, they have helped literally tens of millions of ordinary American citizens—employees and their families—use their limited savings to improve their lives by providing easy access to credit on reasonable terms, credit that otherwise would be unavailable from the banks.

RANDALL L. HAAFF, 1995 ALUMNUS-IN-RESIDENCE

by Lee Ann Braunecker,
accounting student

Randall L. Haaff, manager of Finance of Total Audio Visual Services (TAVS), a unit of General Electric Capital Services, served as the April 1995 Alumnus-in-Residence. He is a 1984 USI finance graduate.

While he was attending USI, Mr. Haaff worked for GE through the co-op program. After graduation, he joined GE for the beginning of a career that has taken him from the United States to Asia, Europe, and Canada. He has worked for a variety of GE plants in the United States and in Kuala Lumpur, Malaysia, where he was chief financial officer of Seabanc.

Mr. Haaff focused his Alumnus-in-Residence discussion around his international experience; his presentations emphasized the "Fundamental Truths of Foreign Exposure." He stated nine truths about foreign exposure and the actions one must take:

1. All people deserve and expect basic, fundamental respect.
Action: Exhibit the respect.
2. All societies have a caste system and/or social hierarchy.
Action: Understand the system/hierarchy.

3. Religion plays a role in all societies.
Action: Understand the history and its impact.
4. Every country has a history.
Action: Be conversant in it and understand its impact.
5. Every country has a ruling political party.
Action: Know its history and its current leaders.
6. Each country prefers to do business in its national language.
Action: If not conversant in it, know key phrases and terms.
7. Every society strives to achieve a social objective through its business transactions.
Action: Understand the objective.

8. Each country has a preferred setting in which to execute business transactions.
Action: Know the setting and adjust approach accordingly.
9. All societies have crooks and felons.
Action: Keep your guard up.

He said, "Preparation is most important when going to a foreign country. You must understand the culture and religion and have respect for them." His experience in Malaysia was a gratifying one. He respected the people and in return was respected and trusted. He said that globalization is becoming very important to corporations.



*Randy Haaff '84
Alumni-in-Residence*

Mr. Haaff ended with an open discussion. A question that I felt was particularly important was, "How did your move affect your family?" He answered, "I was lucky. I was engaged and subsequently married someone who was moving around a lot at the time, and it worked out. However, it probably is one of the hardest things to do—move away from your family—because they are not there to support you; and you miss that."

Can this institution be successfully transferred to a resource-poor underdeveloped economy like Bangladesh that has adopted a free-market route for the difficult journey to economic prosperity? What has to be done to sow the seeds of cooperative banking in this sector from which it might spread to other parts of the economy? The purpose of this economic development research project will be to investigate the feasibility of establishing and successfully running a credit union for the employees of the garment export industry in Bangladesh.

If successfully implanted in one industry, credit unions potentially will do for urban poor in Bangladesh what the world-famous Grameen Bank has done for the millions of rural poor in Bangladesh—transform lives through access to credit at reasonable rates.

Summer Research Fellowships

Two years ago the School of Business awarded its first faculty summer research fellowship. This fellowship was made possible by a gift from Mrs. R. M. Koch in memory of her late husband, R. Malcolm Koch. R. Malcolm Koch received an honorary doctorate from USI in 1980 as recognition of his prominence as a business and civic leader. Past recipients of the R. Malcolm Koch Fellowship are Dr. Jong Rhim, associate professor of Finance, and Dr. Ernest Hall, assistant professor of Management. Dr. Abbas Foroughi, associate professor of Computer Information

Systems, is this summer's recipient. His research is titled "The Effect of Communication Mediums and Level of Conflict on Negotiations in Dispersed Settings."

Other private donations to the School of Business over the past year made it possible to fund a second faculty research fellowship for this summer. Dr. Steven R. Cox, professor of Economics, is the recipient of this fellowship. Professor Cox's research proposal is titled "Student Achievement in Economics Principles Classes."

FACULTY PUBLICATIONS: November 1994 - May 1995

REFEREED JOURNALS

Vanderleest, Henry W., and Sang T. Choe. "Answers to Questions About First Jobs In International Business." *Mid-American Journal of Business*, Fall 1995.

Hemaida, R., and M. Hupfer. "A Multiobjective Model for Managing Faculty Resources." *Journal of Applied Business Research* 11, no. 1 (Winter 1994-1995).

Hemaida, R., and N. Kwak. "Three Mathematical Programming Techniques for Solving Transshipment Problems: A Wilcoxon Test." *Journal of the Korean OR/MS Society* 19, no. 3 (December 1994).

Jermakowicz, Walter W., and C. Bellas. "Foreign Acquisition Strategies in the Polish Privatization Process." *LIMES*, May 1995.

Jermakowicz, Walter W., and C. Bellas. "Foreign Direct Investment and Privatization in Central and Eastern Europe: 1988-1993." *Journal of Commerce and Management*, Fall 1995.

Khayum, Mohammed. "The Impact of Service Sector Growth on Intersectoral Linkages in the United States." *The Service Industries Journal* 15 (January 1995).

Kocakulah, M., D. Austill, and T. Schibik. "Inconsistencies in The Business Law Education of Accounting Students: A Survey of Accounting Educators." *The Journal of Accounting Education* 13, no. 1 (Winter 1995).

Partridge, Dane M. "Public Policy and Public Sector Strikes: A Review of the Literature." *Journal of Collective Negotiations in the Public Sector* 23, no. 1 (1994).

Schaefer, J., and J. Peluchette. "Gender-Based Differences of Partners in CPA Firms: Evidence from Kentucky." *Journal of Applied Business Research* 11, no. 1 (Winter 1994-1995).

Shields, Peggy O., and Timothy J. Schibik. "Regional Tourism Marketing: An Anological Approach to Organizational Framework Development." *Journal of Travel and Tourism Marketing* 3, no. 4 (Fall 1994).

Sodeman, William A. "Commentary, Research Forum on Quantitative Measures of Corporate Social Responsibility." *Business and Society* 34 (August 1995).

Sodeman, William A. "Social Investing: The Consideration of Corporate Social Performance in Investment Decisions." Dissertation Abstract. *Business and Society* 33 (August 1994).

Sodeman, William A. "Sustaining the Restorative Economy," Book Review of *The Ecology of Commerce* by Paul Hawken. *Business and Society* 34 (April 1995).

Sodeman, William A. Book Review of *The Rise and Fall of Strategic Planning*, by Henry Mintzberg. *International Journal of Organizational Analysis* 3 (April 1995).

Yasin, Mahmoud, and Marwan Wafa. "An Empirical Examination of Factors Influencing JIT Success." *International Journal of Operations and Production Management* 16, no. 1 (1995).

PROCEEDINGS

Cashel-Cordo, P. S., J. C. Rhim, and M. F. Khayum. "Response to Speculative Bubbles: Foreign Exchange Intervention." In *Proceedings of the International Academy of Business Disciplines*. Redondo Beach, California: April 1995.

Choe, Sang T., and John Botts. "The African-American Consumer Market: Toward the 21st Century." In *Proceedings of the Midwest Marketing Association*. Chicago: March 1995.

Choe, Sang T., Glenn A. Pitman, and Frances Collins. "Retail Customers, Outshopping Patterns, and Local Economic Performances." In *Proceedings of the Korean Marketing Association and the American Marketing Association*. Seoul, Korea: May 1995.

Choe, Sang T., Munir Quddus, and Jong C. Rhim. "The Role of Korean Jaebuls in the Economic Development of South Korea: Some Lessons for Less Developed Countries." In *A Blueprint of Partnership Leading to the Year 2000—Proceedings of The U.S.-Korea Business Institute*. San Francisco: November 1994.

Choe, Sang T., and Henry W. Vanderleest. "The Rising Power of Asian Markets: Implications for American Business Strategies." In *A Blueprint of Partnership Leading to the Year 2000—Proceedings of The U.S.-Korea Business Institute*. San Francisco: November 1994.

Foroughi, Abbas. "A Proposal for an Experimental Study of the Impact of Communication Medium and Level of Conflict on the Effectiveness of Negotiation Support Systems (NSS) in Dispersed Settings." In *Proceedings of the 25th Annual Meeting of the Decision Sciences Institute*. Honolulu: November 1994.

Ghingold, Morry. "Reinventing Selling in an Era of Relationship Marketing." In *Expanding Marketing Horizons into the 21st Century—Proceedings of the 1995 Association of Marketing Theory and Practice Conference*, D. L. Moore, ed. Savannah, Georgia: March 1995.

Gillard, S., and J. E. Price. "Implementing Quality in Information Technology Organizations." In *Proceedings of the Midwest Business Administration Association*. Chicago: March 1995.

Price, James, and Sharlett Gillard. "Ethical Issues of Project Management." In *Proceedings of the Midwest Business Administration Association*. Chicago: 1994.

Hall, Jr., E. H. "Dominant Vertical Businesses: Where Do They Fit?" Pamela L. Perrewe, ed. In *Proceedings of the Decision Sciences Institute*. Honolulu: November 1994.

Hall, Jr., E. H. "Industry Patterns Within Diversified Firms," Mel Schnake, editor. In *Proceedings of the Southern Management Association*, New Orleans: November 1994.

Hall, Jr., E. H. "Rumelt's Typology, Change in Diversity and Firm Performance." In *Proceedings of the Decision Sciences Institute*, Pamela L. Perrewe, ed. Honolulu: November 1994.

Jermakowicz, Eva, and Dolores F. Rinke. "The Auditing Profession in Transition: The Case of Eastern European Countries." Abstract in *Proceedings of the EAA Meeting*. Birmingham, England: May 1995.

Jermakowicz, Eva, and Dolores F. Rinke. "The Development of the Accounting Profession in Hungary, Poland and the Czech and Slovak Republics." Abstract in *Proceedings of the American Accounting Association 1995 Midwest Regional Meeting*. Dearborn: April 1995.

Jermakowicz, Walter W., and Munir Quddus. "Voucher Privatization in Czechoslovakia: Some Lessons." In *Proceedings of the Global Business Association*. Las Vegas: 1994.

Jermakowicz, Walter W., Z. Miklewicz, and K. Nowinski. "Bad Debt Workout." In *Proceedings of the Workshop on Linking Bank Rehabilitation with Enterprises Restructuring*. Budapest, Hungary: The World Bank and the Central and Eastern European Privatization Network, June 1995.

Khayum, M. F., P. S. Cashel-Cordo, and J. C. Rhim. "Time Series Intervention Analysis of Foreign Exchange Rate Intervention." In *Proceedings of the International Academy of Business Disciplines*. Redondo Beach, California: April 1995.

Khayum, Mohammed, Jong C. Rhim, and Timothy J. Schibik. "An Application of Cointegration to Advertising and Sales." In *Proceedings of the 1995 Midwest Business Economics Association held in conjunction with the Midwest Business Administration Association*. Chicago: March 1995.

Kim, Kwang. "An Evaluation of Student Reaction to Global Integration into Intermediate Accounting." In *Conference Proceedings of International Academy of Business Disciplines*. Redondo Beach, California: April 1995.

Kim, Kwang. "Effect of Internationalization in Business on Accounting Professional Examinations." In *Proceedings of the Academy of Business Administration Conference*. Las Vegas: February 1994.

Kim, Kwang, and Dan Wade. "Teaching Improvement: A Case Study in International Accounting." In *Proceedings of the American Academy of Accounting and Finance Conference*. New Orleans: December 1994.

Lee, Jooh, **Kwang Kim**, and En-Sup Shim. "A Moderating Effect of R&D on a Firm's Competitive Power and Market-Growth Linkage in U.S. and Japanese Hi-Tech Industries." In *Proceedings of the Association for Global Business Conference*. Las Vegas: November 1994.

Kocakulah, M., and K. Rust. "Activity-Based Costing System Implementation for Efficiency and Quality." In *Proceedings of the Decision Sciences Institute Annual Meeting*. Honolulu: November 1994.

Kocakulah, M., and Marwan Wafa. "Improving Product Cost Accuracy with Activity-Based Product Costing System in Manufacturing: A Case Analysis." In *Proceedings of the Midwest Business Administration Association Conference*. Chicago: March 1995.

Partridge, Dane M. "Labor Violence, Unions, and the NLRB." In *Proceedings of the 15th Annual Southern Regional Industrial Relations and Human Resources Conference*. Morgantown, West Virginia: October 1994.

Partridge, Dane M. "Teacher Strikes and Public Policy: Does the Law Matter?" In *Proceedings of the 15th Annual Southern Regional Industrial Relations and Human Resource Conference*. Morgantown, West Virginia: October 1994.

Partridge, Dane M., and Karen A. Tarnoff. "The Relationship Between Students' Attitudes Toward Unions and Attitudes Toward Employment Rights Issues." In *Proceedings of the 46th Annual Meeting of the Industrial Relations Research Association*. Boston: January 1994.

Partridge, Dane M., and Anthony M. Townsend. "The Influence of Referents on Attitudes in a Multi-Tier Wage Structure: Preliminary Results." In *Proceedings of the 46th Annual Meeting of the Industrial Relations Research Association*. Boston: January 1994.

Wagar, Terry H., Kent F. Murrmann, and **Dane M. Partridge.** "Factors Affecting Workforce Reduction of Bargaining Unit Employees: Evidence from a Regional and National Survey." In *Proceedings of the 47th Annual Meeting of the Industrial Relations Research Association*. Washington, D.C.: January 1995.

Rhim, Jong, and Kwang Kim. "Flexible Benefits Plan: An Analysis of Regional Economic Impact." In *Proceedings of the Business and Health Administration Association*. Chicago: March 1995.

Rhim, Jong C., Dan Wade, and Sungjune Kang. "Market Reactions to the Adoption Announcement of SFAS 106: An Empirical Investigation of One-Time Write-Offs." In *Proceedings of the Midwest Accounting Society*. Chicago: March 1995.

Smith, William, and **William A. Sodeman.** "Social Investing in the United States, United Kingdom, Germany and Austria: Comparisons of Current and Future Practice." In *Proceedings of the International Association for Business and Society*, Douglas Nigh, ed. Vienna, Austria: June 1995.

Wafa, Marwan, and Mahmoud Yasin. "Situational Constraints Effect on Work Force Performance and JIT Implementation Success: An Empirical Study." In *Proceedings of the International Academy of Business Disciplines*. Pittsburgh: April 1994.

Williams, J., C. Clark, and J. Clark. "A Survey of EDP Auditing in Banking." In *Proceedings of the 1995 Annual Meeting of the Midwest Business Administration Association*. Chicago: March 1995.

Williams, Jennifer, and Sharlett Gillard. "Information Technology in the Small Legal Office: A Survey." In *Proceedings of the Midwest Business Administration Association*. Chicago: 1994.

OTHER PUBLICATIONS

Hemaida, Ramadan, and N. K. Kwak. "Compromise Programming: A Tool for Ranking Priorities in Goal Programming." *Recherche Operationnelle/Operations Research*. January 1995.

Jermakowicz, Walter W. "Privatization and Foreign Investment in Poland, 1990-1993: Methods and Results." In *Foreign Investment in Eastern and Central Europe*, Iliana Zloch, ed. Praeger, 1995.

Jermakowicz, Walter W. "Privatization through Foreign Direct Investment in Poland." Hubert H. Humphrey Institute of Public Affairs. Minneapolis: University of Minnesota, August 1994.

Jermakowicz, Walter W. "Podstawy Działan Restrukturyzacyjnych"/"Foundations of Restructuring." In *Zarządzanie*. Warszawa: Centrum Prywatyzacji, 1995.

Jermakowicz, Walter W. "Supply, Demand and Exchange in the Russian Voucher Privatization." In *Privatization in Central Eastern Europe, Central and Eastern Europe, Central and Eastern European Privatization Network*. Ljubljana, 1995.

Jermakowicz, Walter W. "Through Foreign Direct Investment to a United Europe: The Case of Poland." In *The Road to Europe*. Berlin: 1995.

Jermakowicz, Walter W., and Z. Miklewicz. "Bad Debt Workout: Experience from the Front Line - Pomorski Bank Kredytowy in Szczecin (PBKS)." In *Linking Bank Rehabilitation with Enterprises Restructuring*. Ljubljana: The World Bank and the Central and Eastern European Privatization Network, 1995.

Jermakowicz, Walter W., and Julian Pankow. *Privatization in the Russian Federation*. Warsaw: Panstwowe Wydawnictwa Naukowe, 1995.

Jermakowicz, Walter W., and Julian Pankow. "Wyniki Prywatyzacji Sektora Panstwowego"/"Results of Privatization of State Sector." In *Drugi Rok Reform Gospodarczych w Rosji: Wnioski dla Polski i Europy Wschodniej*, Friedrich Ebert Stiftung and Fundacja Naukowa CASE. Warsaw: 1994.

Long, Brett J. "The Income Tax Ramifications of Filing Married Filing Separately." *Taxation for Accountants*, Spring 1995.

Clinebell, S., and **J. Peluchette.** *Test Bank to accompany Managing Organizations in an Era of Change*, by Gary Dessler. Fort Worth: Dryden Press, 1995.

HONOR ROLL OF DONORS TO THE SCHOOL OF BUSINESS

January 1 - December 31, 1994

Friends of the USI School of Business have been truly generous with their time, talents, and resources. The support of alumni, special friends, faculty, and the business community has made a difference and has quickened our improvement and progress toward AACSB accreditation. Thank you!

Contributed dollars provide access for students and faculty to electronic databases, buy books for the library, support faculty development, fund scholarships and fellowships, and bring business leaders to campus to meet and talk with students.

Individual donors support the School of Business in one of the following categories: Dean's Circle, \$1000 and up; Fellow, \$500; Colleague, \$200; Associate, \$100; and Friend, \$25.

Dean's Circle

Mr. John J. 1980 & Mrs. Carol M. Bolger
Mr. Barry Burks & Dr. Marie A. Bussing-Burks
Dr. & Mrs. Philip C. Fisher

Fellow

Mr. & Mrs. Robert E. Griffin
Mr. & Mrs. Charles S. Weaver, Jr.

Colleague

Mr. & Mrs. Alan R. Brill
Dr. Sang T. & Mrs. Kyung S. Choe 1991
Dr. & Mrs. Steven R. Cox
Dr. & Mrs. Ted D. DeVries
Dr. & Mrs. Craig R. Ehlen
Dr. & Mrs. Abbas Foroughi
Mr. & Mrs. Gene Hartz
Mr. Robert A. Hartz 1991
Mr. William C. & Mrs. Gayle B. Henderson 1986
Mr. & Mrs. Thomas O. Magan
Mr. Michael R. 1986 & Mrs. Catherine Martyn
Mr. & Mrs. James R. McKinney
Mr. Ronald D. 1973 & Mrs. Connie S. Romain 1974
Mr. Kenneth L. 1976 & Mrs. Janet L. Sendelweck
Mr. Robert W. 1972 & Mrs. Roxanne Swan

Associate

Mr. Daniel J. 1987 & Mrs. Kimberly R. Ackerman
Mr. & Mrs. Bruce H. Baker
Ms. Nancy F. Bizal
Ms. Janet M. Blowers 1982
Mr. Scott W. 1988 & Mrs. Maria S. Chanley 1987
Mr. John L. & Mrs. Pamela A. Deem 1983
Dr. & Mrs. Emmet D. Edwards, Jr.
Mr. Richard & Dr. Carolyn S. Georgette
Ms. Cynthia B. Greeson 1993
Mrs. Richard Gumberts
Dr. Wanda B. Hibbitts

Dr. Walter W. & Dr. Eva K. Jermakowicz 1987
Dr. & Mrs. Kwangok Kim
Dr. & Mrs. Mehmet C. Kocakulah
Mr. & Mrs. John D. Lippert
Mr. Chris D. 1972 & Mrs. Diana S. Melton 1971
Mr. Allen R. 1991 & Mrs. Brenda L. Mounts 1989
Mr. & Mrs. J. Steven Rudolph
Mr. & Mrs. J. C. Ruthenburg
Mr. Steven J. 1972 & Mrs. Rebecca J. Schenck
Mr. & Mrs. Richard M. Stivers
Mr. & Mrs. Albert J. Umbach, Jr.
Dr. & Mrs. Crayton C. Walker
Mr. Stanley S. Weaver 1987
Mr. Michael W. 1975 & Mrs. Zadie E. Whipple 1978
Mr. & Mrs. James L. Will, Jr.
Mr. Dale E. & Dr. Jennifer J. Williams
Mr. & Mrs. Robert D. Wuerth

Friend

Mr. Donald F. 1973 & Mrs. Dinah J. Allen
Ms. Suzann M. Baehl 1986
Mr. Douglas & Mrs. Kathy S. Behr 1988
Mr. Eric J. Braunecker 1992
Mr. Michael G. 1993 & Mrs. Sharyl L. Brown
Mr. Jared R. Bruner 1972
Mr. & Mrs. W. C. Bussing, Jr.
Mr. S. Michael Cody 1991
Ms. Jane A. Coffee 1992
Mr. Kelly L. & Mrs. Carolyn A. Dearmond 1993
Mr. & Mrs. James Endsley
Mr. Jim Floyd, Jr. & Mrs. Maritas E. Floyd 1986
Ms. Mary G. Gaskin 1993
Mr. Steven J. Gogel 1986
Mr. Roger L. 1972 & Mrs. Janet Griffin
Mr. Gregory K. & Mrs. Karen L. Hamilton 1986
Mr. Daniel L. & Mrs. Suzanne R. Knies 1988
Mr. Paul E. 1980 & Mrs. Charlotte A. Kohlman
Mr. Dennis D. 1974 & Mrs. Deborah R. Kost
Mr. David & Mrs. Patricia S. Kroen 1994
Mr. Frank B. & Mrs. Sarah L. Later 1987
Mr. Mark D. Lynn 1993
Mr. Larry & Mrs. Tamra L. May 1984
Mr. Anthony W. & Mrs. Amy J. Mead 1988
Mr. Michael J. & Mrs. Julie L. Morrow 1990
Mr. Dennis R. & Mrs. Michele A. Motz 1991
Mr. Jerome O. 1985 & Mrs. Jacque Peters
Mr. Arthur R. 1992 & Mrs. Karen J. Pike
Mr. Raymond W. & Mrs. Jana L. Pritchett 1985
Dr. Munir & Mrs. Tasmina Qudus 1992
Mr. Ronald R. & Mrs. Denise D. Reller 1984
Ms. Lois Loehr Rini 1977
Mr. & Mrs. Jeremiah Roll
Mr. Michael G. & Mrs. Sherri L. Roos 1985
Mr. A. John 1972 & Mrs. Diana F. Schiff
Mr. Frank J. 1972 & Mrs. Martha L. Studer
Mr. John R. & Mrs. Lynell J. Walton 1991

Mr. Daniel Vincent &
Ms. Susan Warren Clark 1982
Mr. Gary & Mrs. Beth A. Woodruff 1991
Mr. Randy J. 1987 & Mrs. Julie M. Zimmermann

Other Gifts

Mr. Jody R. & Mrs. Christine S. Cumbee 1988
Mr. John A. & Mrs. Jennifer L. Hartz 1989
Mr. Kevin L. & Mrs. Angela A. Wildeman 1987

Corporate donors support the School of Business in one of the following categories: Dean's Circle, \$5,000 and more; Fellow, \$1,000; Colleague, \$500; Associate, \$250; and Friend, \$100.

Dean's Circle

American General Finance Foundation
Bristol-Myers Squibb Foundation, Inc.
Evansville Assn. of Commercial Banks
Habit Foundation, Inc.

Fellow

Atlas Van Lines
Citizens National Bank of Evansville
CompuLit, Inc.
GE Plastics
Harding Shymanski and Company
National City Bank of Evansville
NBD Bank, N.A.
Old National Bank in Evansville
Geo S. Olive & Co.
Red Spot Paint & Varnish, Inc.
Southern Indiana Gas & Electric Co.
The Travelers Foundation

Colleague

Peabody Coal Co./Indiana Division
Peerless Pottery, Inc.

Associate

Romain Automotive Group
F. C. Tucker/Huber Realtors
Working Distributors, Inc.

Friend

Becker CPA Review
Brill Media Company, Inc.
Deaconess Hospital, Inc.
People's Bank & Trust Company
Regency Property Management, Inc.
J. H. Rudolph & Co., Inc.
Sunbeam Plastics Corporation
Umbach & Associates

Other Gifts

Evansville Brewing Co

DONORS TO SCHOOL OF BUSINESS SCHOLARSHIPS

AWARDED IN MARCH 1995

January 1 - December 31, 1994

Altrusa International Scholarship

Altrusa International, Inc. of Evansville

ASWA Rosie Newhouse Memorial Scholarship

American Society Women Accountants

Becker CPA Review Scholarship

Becker CPA Review

William E. & Rebecca N. Couch Scholarship

Dr. Rebecca N. Couch

Rolland M. Eckels Scholarship Award

Coalition of African-American Women

Evansville Area Safety Council Scholarship

Evansville Area Safety Council

Evansville Business and Professional

Women's Club Scholarship

Evansville Business and Professional Women's Club

Frost Memorial Scholarship

Dr. Dona F. Frost

Gaither Rutherford and Company Scholarship

Gaither Rutherford and Company

Wanda B. Hibbitts Accounting Scholarship

Mrs. Ruth S. Adams

Mr. Jon M. Barker 1973

Mrs. Joyce Dale Bell 1979

Ms. Janice L. Brenton 1977

Mr. Steven J. 1989 & Mrs. Rosemary O. Bridges

Mr. Barry Burks & Dr. Marie A. Bussing-Burks

Mr. Robert J. & Mrs. Linda S. Cherry 1991

Mr. Patrick M. & Mrs. Myrna Craney 1981

Mr. James L. & Mrs. Kathy L. Cunningham 1976

Mr. Michael J. 1987 & Mrs. Stephanie D. Eckert

Dr. & Mrs. Philip C. Fisher

Mr. Randall L. 1984 & Mrs. Anne L. Haaff

Mr. Tom 1976 & Mrs. Carolyn Hilsmeier

Mr. J. Robert 1992 & Mrs. Charlotte M. Howell

Howell United Methodist Church

Mrs. Mary A. Hupfer 1994

Dr. Walter W. & Dr. Eva K. Jermakowicz 1987

What MBA Employers and Graduates Want From a USI MBA



Dan Wade

by Dan Wade,
*director of the
MBA Program,
associate dean,
and associate
professor of
Accounting*

The School of
Business annually
surveys local
employers of MBA
students and
recent MBA

graduates in an effort to continuously improve the MBA program and to provide benchmarks for evaluation purposes.

Forty-seven employer surveys were mailed to managers of current or past MBA students, 32 (68%) of which were completed and returned. Fourteen of the 28 1994 graduates returned the graduate exit survey. The results of these surveys provide encouraging information and pinpoint areas deserving attention.

Eighty-four percent of the employer respondents either agree or strongly agree that obtaining an MBA degree from USI has a positive impact on employee performance. Since enhancing the skills critical to the successful executive is the bottom-line measure of our MBA program, this result is very rewarding.

Seventy-eight percent agree or strongly agree that a USI MBA degree has a

positive impact on an employee's promotability. This is evidence that employers feel the education received by their employees in MBA programs is valuable to their organizations. This information should be an encouragement to MBA students faced with the challenge of balancing family, career, and school.

Eighty-one percent of the employer respondents feel that the image and quality of the USI School of Business has improved over the past few years.

Seventy-two percent either agree or strongly agree that accreditation will have a positive impact on the MBA program. Forty-four percent report that they would be more likely to hire an MBA graduate from an AACSB-accredited school than from a school without AACSB accreditation. The survey results clearly indicate that employers feel AACSB accreditation is important to the MBA program.

The AACSB accreditation process has produced many positive results over the past several years. Examples include improvements in curriculum, research resources, number of faculty, and faculty research productivity. The employer survey reveals that these efforts at continuous improvement are being noticed.

The employer survey also requested input on the importance of various skill areas for an MBA student. Responses

reveal four skill areas considered crucial for the MBA graduate: decision making, critical thinking, interpersonal relations, and strategic planning.

The exit survey of graduating MBA students also was informative and helpful. Fourteen of 28 questionnaires were returned (50%). The graduates were asked to rank various aspects of the MBA program. Overall, the responses are very positive. The aspects showing the greatest need for improvement are availability of course offerings, placement services, and advising. Open-ended comments were solicited to give further feedback and ideas for improving.

Samples of specific topic areas graduates feel should be covered in more detail include international topics, what businesses really do, contemporary topics of teaming, change management, re-engineering, and interpersonal skills. Suggestions for improvement include less lecture from textbooks, more participative classes where students prepare current topics to discuss, and more assigned projects that give students freedom to think and solve analytically.

As the School of Business strives to provide quality education to our students and quality graduates for our business community, we will continue to seek input to help us improve. We appreciate the efforts of all who participated in the surveys.

Mr. D. Keith Jewell 1991
Mr. John F. 1974 & Mrs. Mary Lou LaRoy
Mr. John M. Lawrence 1973
Mr. Timothy B. Mahoney
Mr. Philip S. 1980 & Mrs. Connie D. Montooth
Mr. Roger D. 1992 & Mrs. Melinda G. Orth 1992
Mr. David C. Osterman 1978
Ms. Marietta Overbeck
Mr. Jerome O. 1985 & Mrs. Jacquie Peters
Mr. Raymond F. 1991 & Mrs. Helen L. Pritchett
Mr. Brian S. & Mrs. Karen L. Schenk 1986
Mr. Mark R. 1975 & Mrs. Kristine E. Schiff
Mr. Robert M. & Mrs. Cheryl A. Schmits 1985
Mr. Mark A. 1983 & Mrs. Sharon S. Schmitt
Mr. Dennis T. 1974 & Mrs. Karen A. Seib
Mr. Kenneth L. 1976 & Mrs. Janet L. Sendelweck
Mr. Mike & Mrs. Cindy R. Smithhart 1982
Ms. Leanne Townson 1988
Mr. Daniel J. 1981 & Mrs. Karen A. Tuley 1983
Dr. Santi & Mrs. Martha E. Vibul 1991
Ms. Connie S. Wellmeyer 1984
Mr. Jeffrey L. 1981 & Mrs. Laurie E. Wilmes
Mr. & Mrs. Wayne Winston
Mr. Jeffrey M. 1981 & Mrs. Donna W. Wolf 1981
Mr. Russell L. 1979 & Mrs. Susan E. Woosley

Independent Insurance Agents of Evansville Foundation Scholarship

Independent Insurance Agents Foundation

Institute of Management Accountants Scholarship

Institute of Management Accountants

R. Malcolm Koch Memorial Scholarship

The Family of R. Malcolm Koch

Mead Johnson Foundation Scholarships

Bristol-Myers Squibb Foundation, Inc.

Robyn A. Musgrave Merit Award in Business Education

Mr. & Mrs. John D. Musgrave

Rosemarie Newhouse Memorial Scholarship

Mr. & Mrs. Roger Ashby Jr.

Mr. Jerald A. Newhouse

Mr. David A. &

Ms. Caroline L. Newhouse Schapker

Mr. Michael W. 1975 & Mrs. Zadie E. Whipple 1978

Geo. S. Olive & Co. Outstanding Achievement in Accounting Award

Geo. S. Olive & Co.

F. Leo Peyronnin Memorial Scholarship

The Family of F. Leo Peyronnin

L. Bernard & Lena F. Powers Scholarship

Aviation Management Associates, Inc.

Ms. Roberta B. Balsley

Mrs. Mildred Bertram

Mr. & Mrs. Walter R. Blanford, Jr.

Mr. & Mrs. James P. Brown

Mr. & Mrs. Ben Crawford

Mr. Steven P. 1977 & Mrs. Shawn M. Eickhoff 1977

Hendrickson Enterprise Inc.

Ms. Lucille H. Jaco

Mr. & Mrs. R. W. Matz

Dr. William H. & Dr. Trudy Mitchell

Dr. William J. Moutoux

Mr. & Mrs. Paul R. Murphy

Mr. & Mrs. Donald R. Oeth

Dr. L. Bernard Powers

Ms. Nancy A. Shively

Mr. & Mrs. Charles Simpson

Mr. & Mrs. Ina Snyder

Mrs. Fred Trautvetter

Mr. & Mrs. James L. Will, Sr.

Mr. & Mrs. John H. Willis

Ms. Rosemarie R. Zaeck

Aline Nunn Renner Scholarship

Dr. Aline N. Renner

Bob & Mary Lue Russler Scholarship

Mr. & Mrs. Robert S. Russler

Bernard G. Schenk Memorial Scholarship

Mr. William Erle Schenk

USI Alumni Association Grants

USI Alumni Association

USI Alumni Association Scholarships

USI Alumni Association

USI Alumni Association Timothy B. Mahoney

Faculty Recognition Scholarship

USI Alumni Association

Robert W. Wallace Scholarship

Robert W. Wallace 1974

Woman's Rotary Club of Evansville Scholarship

Woman's Rotary Club of Evansville

ALUMNI NEWS Calling All Alumni!!!

Your friends want to know about you! And so does the USI School of Business.

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

____ Please submit this information to the Alumni Update section of the 8600 University Boulevard magazine.

____ Please use this information only to maintain accurate alumni records.

Name (include your student record name) _____

Class of _____ Major _____

HOME:

BUSINESS:

address _____

title/date effective _____

city, state, zip _____

company name _____

telephone _____

address _____

Preferred mailing address ____ Home ____ Business

city, state, zip _____

telephone _____

Your news _____

Please return to Nancy F. Bizal, USI School of Business, 8600 University Boulevard, Evansville, Indiana 47712-3597.



**University of Southern Indiana:
By the people, for the people**

One-hour documentary of the development of USI will air Sunday, September 10, 1995, at 6:00 p.m. on WNIN-TV 9.

Celebrating USI's 30th Anniversary

The University of Southern Indiana Board of Trustees reaffirms its present policy that all University of Southern Indiana student services, programs, student employment, and housing in University-operated facilities under the legal control of the Trustees of the University of Southern Indiana shall be maintained on a non-discriminatory basis, with regard to sex, race, color, creed, handicap, or ethnic background at all times.

**School of Business Reports
is published by**



USI School of Business

8600 University Boulevard
Evansville, Indiana 47712-3597

**Phil Fisher, Dean • Nancy F. Bizal, Editor
(812) 464-1801**

1-10700

School of Business
University of Southern Indiana
8600 University Boulevard
Evansville, Indiana 47712-3597

Non-profit Organization
U.S. Postage
PAID
Evansville, IN
Permit No. 1675