

School of Business Reports



Volume 6, Fall 1991

MICHAEL K. CAMPBELL

EXECUTIVE-IN-RESIDENCE



MICHAEL K. CAMPBELL, EXECUTIVE-IN-RESIDENCE

Michael K. Campbell, CPA, is Senior Vice President and Chief Financial Officer of Hurco Companies, Inc., and President of Hurco Manufacturing Company. Hurco, based in Indianapolis with manufacturing facilities in Michigan, England, and West Germany, is a manufacturer and marketer of numerically controlled machine tools. Hurco, incorporated in 1968, has been a pioneer in the innovation and application of microprocessor technology to specialized machine tools, controls, and accessories.

During 1985, Campbell crafted the original turnaround plan for Hurco and has served in senior management positions during the implementation of this strategy. He has negotiated the acquisition of key business units, has served on the Board of Directors of all international subsidiaries of Hurco Companies, Inc., and has been responsible for the strategy and implementation of the value engineering program, which has resulted in the achievement of one of the highest gross margins in the machine tool industry.

Prior to joining Hurco, Campbell was with Coopers and Lybrand. He holds a B.S. in accounting from the University of Southern Indiana.

The Executive-in-Residence program is designed to stimulate students' thinking and to broaden their education through discussion and interaction with executives.

The School of Business is Pleased to Present

MICHAEL K. CAMPBELL

Executive-in-Residence for the Fall Semester, 1991

You Are Invited to Attend the Discussion Sessions and Luncheon on Wednesday, October 23, 1991

The Executive-in-Residence program is designed to stimulate students' thinking

SCHEDULE OF ACTIVITIES

7:30 a.m.	Accounting Students' Round Table	University Center 309A
9:30 a.m.	Coffee and Donuts	University Center 350
10:00 a.m.	Discussion: "One of the Best Corporate Turnarounds in Indiana's History-- The Story of Hurco"	University Center 352
11:00 a.m.	Discussion: "The Importance of World-Class Manufacturing in America and Competing in International Markets"	University Center 352
12:00 p.m.	Luncheon and Presentation: "Operation Industrial Storm"	University Center 350
1:30 p.m.	Students' Round Table	University Center 352

The discussions are free and open to the public. The luncheon is \$10. For luncheon reservations call the School of Business, 464-1718.

Reservation deadline is October 18.



Phil Fisher

DEAN'S LETTER

I am writing this in the aftermath of the failed coup in the U.S.S.R. With what is hopefully the last gasp of communism in Europe, we can look forward to both a safer world and a period of rapid change in the formerly communist countries. It is a mark of our development as an institution that USI Business School faculty are playing a role in shaping that change. This past spring, Professor Ed Marting spent three months advising the President of the Polish Development Bank in Warsaw on organizing the bank. This summer, Professor Sang Choe taught at the Summer Business School in Krakow, Poland under the auspices of the Polish Institute of Science and Culture. This fall, Professor Walter Jermakowicz is on sabbatical in Warsaw serving as a consultant to the Minister of Ownership Transformations on

the privatization of industry in Poland; Professor Eva Jermakowicz is on leave of absence in Warsaw serving as a United Nations Specialist-Consultant for the Polish Ministry of Finance on the establishment of accounting and auditing standards.

We begin the new year with another record enrollment in the university. Meeting the need to provide classes for the increasing number of new students is a difficult challenge, but continuing growth is cause for optimism about the future for USI and the School of Business.

We have other good news. Twenty-five of our thirty full-time faculty have earned doctorates in their fields of teaching. This represents a level of academic qualifications which compares favorably with other MBA-granting business schools across the country. Also our master-level faculty are experienced professionals; several have extensive high-level experience in business. Building a strong faculty requires a long, sustained effort; and my predecessors, Ken Settle, Glenn Pitman, and Emmet Edwards, deserve credit for their commitment and good judgment.

Assistant Professor of Marketing John Killough successfully completed the requirements for his Ph.D. in Business from the University of South Carolina. Professor Killough is an attorney as well and brings his combined expertise in law and marketing to bear on his research on corporate advertising to influence public policy.

Joining the faculty this year are Assistant Professor of Management Joy Peluchette and Assistant Professor of Economics Mohammed Khayum. Professor Peluchette has a Doctor of Business Administration (DBA) degree from Southern Illinois University and was on the faculty at the University of Wyoming last year. Professor Khayum has his Ph.D. from Temple University and was on the faculty at Shippensburg State in Pennsylvania last year. Craig Ehlen has rejoined our accounting faculty this year after completing course work for his doctorate at Southern Illinois University.

In another important step toward faculty development, Professor Sharlett Gillard attended an intensive three-week program at the University of Maryland this summer. This program, sponsored by the American Assembly of Collegiate Schools of Business, is designed to prepare faculty who already have some expertise in computers to teach advanced courses in management information systems.

One more item of good news! In my first letter to you last spring, I identified five deficiencies which must be addressed--the need for more full-time faculty, higher faculty salaries, more library books and journals, student and faculty access to electronic data bases, and faculty access to computers. I am pleased to announce that one of these problems has been remedied. The School of Business has ordered 22 personal computers and the hardware necessary to network them with our existing computers and with the university mainframe computer.

After the equipment is fully installed, faculty members will have a state-of-the-art, networked personal computer in each of their offices. This will help us in several ways: It will accelerate the rate at which we integrate computer applications into our curriculum; it will increase faculty productivity in research and service; it will reduce our need to increase support staff as we grow; and it will be a positive factor in faculty recruitment and retention. Funding for the computers came from student tuition and state appropriations. Most of the funds were made available through savings realized last year under the management of Acting Dean Emmet Edwards. All of us here are grateful.

Inter-Business Council Welcomes Dean Fisher

by *Debbie Seib*,
Student Spokesperson for IBC

The Inter-Business Council and the School of Business sponsored a "Sports Day" to welcome Dean Phil Fisher.

Softball started the day's activities. Dean Fisher pitched for Team 1 and Mark Lynn pitched for Team 2 (okay, so you got to practice your golf swing; but even with Mr. Nolan on Team 1, they still managed to win). Dr. Wade coached all the batters (we know why he teaches instead of coaches), and Greg Givens harassed everyone.

The volleyball players enjoyed themselves immensely. Dr. Gillard and Ms. Bizal terrorized the players with their hard-driven spikes. Dr. Foroughi brought his secret weapon (his son). But the team with Mike Wiederkehr, Dr. Kocakulah, and Dr. Hemaida (with a slight height advantage) strolled into the winner's circle.

After lunch we participated in a scavenger hunt. Someone forgot to instruct the participants, and they went racing off like they were running a marathon. Security cited a few team members with excited behavior. News filtered back that two anonymous professors (Drs. Schibik and Valentine) were trying to sell fan towels for \$25 each. It was a close race; Dean Fisher's team would have won, but they couldn't find the last item on the list (an autograph from Dean Fisher).



"A Pitch for Fisher" (Left Dan Wade, faculty, Tim Schibik, faculty, Phil Fisher, dean, Greg Givens, '91 graduate)

The best part of the day was the dessert made by Mindy Grooms--a hand-decorated sheet cake, which could have fed everyone if Dr. Hildebrand and Debbie Seib hadn't been the first two in line.

The day was hot, the sky was blue, and the memories were captured by Kodak. What a day!!

The Inter-Business Council is a new School of Business organization which promotes the University and the School of Business. It is a liaison between the School of Business administration and the student business organizations as well as a coordination and communication center for activities planned by student business organizations.



Craig D. Schnuck

Craig D. Schnuck, Spring 1991 Executive-in-Residence

by John Pfister, MBA Student

People and values have been the core of the Schnucks Markets' strategy for growth according to President and Chief Executive Officer Craig Schnuck, who was the University of Southern Indiana's Executive-in-Residence for the spring semester, 1991. Innovation, diversification, and acquisition have propelled Schnucks' metamorphosis from a mom-and-pop grocery to a multi-state corporation of 61 stores with over 12,000 associates and greater than 1 billion dollars in sales.

Schnuck is concerned about the shortage of qualified labor. The average age of the American worker has risen to 37;

and the reading, math, and reasoning skills of the available work force is lower than ever before. Schnucks strongly believes in higher education and fully supports the efforts of employees to obtain degrees. Schnuck advised students, "Don't focus on one specific area in your education; get as broad a base as possible. The higher you go in the organizational structure, the broader the educational base necessary for success."

Southern Indiana Travel and Tourism Project

DR. PEGGY SHIELDS HILDEBRAND, Assistant Professor of Marketing, and **DR. TIMOTHY SCHIBIK**, Assistant Professor of Economics, continue their Southern Indiana Travel and Tourism grant project for the Economic Development Administration and the Extended University Program here at USI. This past summer's activities included surveying visitors to the area's attractions and the completion of a regional attractions inventory. The final report outlining the area's sites and their economic development potential will be ready in late November.

Labor-Management Education Forum

The Labor-Management Education Forum is a community-based group representing labor, management, and other interested members of the community who work together on projects that will enhance the long-term employment opportunities and labor relations for employers and employees in the Tri-State area.

ALCOA FEATURED IN FALL PROGRAM: On November 5, Alcoa Warrick Operations will outline "Common Journey," a description of their employee participation groups, i.e. joint projects, natural work and safety teams, and health insurance cost committee. These programs will feature representatives from management and labor who will discuss employee involvement as a way to achieve quality and productivity. The session will run from 8:15 a.m. to 11:30 a.m. and will be held at the USI Conference Center; the cost is \$5 per person. For further information and/or to make reservations, call Tim Mahoney, Forum Coordinator, at 464-1863.

Freedom of Choice Makes Polish Consumers Happy

by Sang T. Choe, Associate Professor of Business

Faculty diversity of the USI School of Business offered me a valuable opportunity. Dr. Walter Jermakowicz, whose office is right next to mine, has close ties with the Polish Society in America. Walter suggested that I apply for a summer teaching position in Krakow, Poland. The Krakow Business School was organized by the Krakow Industrial Society and the Polish Cultural Institute in Chicago and financed by the U.S. Information Agency. It is one of a growing number of institutions being set up to spread the gospel of capitalism in post-communist Poland.



Sang T. Choe

I taught two 3-week sessions. Each session offered Accounting, Management, Marketing, Entrepreneurship and Business English. The instructors were recruited from the United States; most were of Polish descent. Some instructors like me who could not lecture in Polish were helped by a translator. At the end of summer school, 70 students received a certificate. Those we could call "newly born capitalists."

Benefits: It was a wonderful opportunity for me to breathe the Polish air and see different parts of the country. One weekend I traveled to the Baltic Sea on a Russian-made sleeping car. Another weekend I traveled to Prague, Czechoslovakia with Walter's guide.

However, my psychic benefit weighs more than anything else. On the last day of each session, students evaluated their teachers; the common comment was, "Now I think different." The different thinking enabled them to look for business opportunities as well as faster promotion in their companies.

Consumers: My routine activities other than teaching were consumer observation. Polish consumers at this time make very fast purchase decisions for two reasons. First, they enjoy new freedom of choice. In the past, they had to buy a specific item with a limited number of coupons allocated by the State. Now, purchase decisions are their own. One of the solidarity members I met said, "Prices are high, but we are happy now because we have choices." Most of the items were scarce and limited. One of the scarce items in the past was toilet tissue. In quality it does not meet half of what we have here. It is brown in color and so strong that you can hardly tear it off. One Polish person said that he bought the tissue whenever he saw it, and now he has more than three years' supply. Second, inflation influences them to make fast decisions. The June inflation rate was 0.1%. Even though it is very much under control this year, in 1989 Poland's economy had a 900% inflation rate.

The Market: The Polish market is comprised of 38 million consumers and, in spite of low per capita income of US \$150 per month on average, offers good potential for the education business. First, there is a vacuum of information and knowledge on how to do business with the West. Most of the concepts in market economy are brand new to them. Second, there are large numbers of young people eager to learn Western business. Students who went through the Krakow Business School will be the engines that run Poland's transformed market in the future. They were a special group of people awakened from the old inefficient system to realize there is a free market jungle out there. Third, university administrators would like to have exchange relationships. A university I visited to see how they were changing their curriculum was eager to establish an exchange relationship with students, faculty, and schools in the United States. One marketing professor in the university and I agreed to correspond in the future. I shared my set of transparencies with him; he was very happy.

USI Offers Degree in Language and International Trade

Language and International Trade is a new academic program at the University of Southern Indiana this fall. The program will lead to a baccalaureate degree for students interested in global economics, exports and imports, and working for

multinational corporations. Language courses will be offered by the School of Liberal Arts, while economics and marketing classes will be taught through the School of Business. The program will build on the strengths of each school, and the traditional business

student will be exposed to other cultures through the language classes. The languages currently taught at USI are French, German, Spanish, and Japanese. A highlight of the program will be an internship with an international company in the senior year.

European Experience

by Edward Marting, Associate Professor of Business

For the spring 1991 semester I received a sabbatical leave for the purpose of attaining additional knowledge and experience in international business. With assistance from Dr. Walter Jermakowicz, a USI Professor of Business, I was granted opportunities to do research and to work in Europe. Approximately two months were spent in Warsaw, Poland, and three months in Osnabrueck, Germany.

In Warsaw I worked with the Polish Development Bank, a newly formed financial institution designed to assist the Polish economy in its transition from a communistic state-owned economy to a market-oriented free enterprise economy. The bank receives grants and aid from the World Bank and numerous foreign governments and, in turn, channels these funds to private enterprise ventures.



Ed Marting

My efforts ranged from assisting the bank president with the design of the corporate structure to assisting with the installation of a double entry, profit-determining accounting system for the bank. Since I do not speak Polish, designing the accounting system required teaching the American double entry method to Polish personnel who understood no English through the efforts of a Canadian interpreter who knew absolutely nothing about accounting. This challenging task proved that nothing is impossible where there is enthusiastic desire.

"The Polish Financial System and the Development Bank of Poland" and "The Privatization and Restructuring of State-Owned Enterprises in Poland (Including the Role of the Polish Development Bank)" are two articles in process of being written as a result of this research and international experience.

While in Osnabrueck, I taught cor-

porate finance classes and interacted with the faculty at Fachhochschule Osnabrueck. The classes were conducted in English and were incorporated into classes in the European Community Action Scheme for the Mobility of University Students (ERASMUS) program. One of the main aims of the ERASMUS program is the promotion of academic recognition throughout the European Community in order to allow students to circulate freely between the twelve Member States. Two of my former students at Fachhochschule Osnabrueck, Martina Decker and Gulcan Demir, are enrolled in marketing classes in USI's School of Business during the current semester. Credit for these courses is readily transferable to the European Community Course Credit Transfer System program.

Osnabrueck is a sister city to Evansville; this fact contributed to my opportunity to teach at Fachhochschule Osnabrueck. Also, while in Europe, I was able to travel widely and to add to my knowledge of international business and living.

MBA

DR. DAN WADE has accepted the directorship of our MBA program. He previously served as Chair of the Accounting and Business Law Department and continues to teach in the graduate and undergraduate accounting programs.

The MBA program is designed to provide the student with the breadth of knowledge necessary to serve as an executive in today's ever-changing business environment. The program concentrates on theoretical rather than vocational aspects of business and emphasizes general management issues rather than technical skills in a restricted area of business. Study includes instruction in the environment of a business enterprise, the functional areas within the business entity, the nature and use of modern quantitative tools of business decision-making, and the formulation/administration of business policy.

The USI MBA program is designed for individuals who are pursuing the MBA degree on a part-time basis. All courses are offered during the evening hours to accommodate the individual who holds full-time employment.



Dan Wade

Departmental News Department of Accounting and Business Law

DR. MEHMET KOCAKULAH is the new Chair of the Accounting and Business Law Department. He is co-author of two papers published during Fall Semester 1990: (1) "The True Cost of Nursing Care" in the *Journal of Health Progress*; and (2) "The Effect of Micro-computer Use and Student Learning in Cost Accounting" in the *Journal of Collegiate Microcomputers*. Dr. Kocakulah also presented a paper along with Dr. Marwan Wafa which is entitled "Computer Integration in Quantitative Courses in The School of Business: What Do Our Students Think?" at the 1991 Midwest Business Administration Association Meeting in Chicago, Illinois.



Mehmet Kocakulah



Craig Ehlen

CRAIG EHLEN, CPA, has rejoined the School after spending last year as an AICPA Doctoral Fellow at Southern Illinois University in Carbondale where he completed course work toward a DBA. Mr. Ehlen has extensive experience in public accounting and has served as an officer of several publicly-held U.S. companies, including start-up operations and Fortune 100 corporations. He has served as a director of companies in Australia, South Korea, and Israel and has negotiated major contracts in Japan, Mexico, and Canada as well. Welcome back, Craig!

USI ACCOUNTING GRADUATES continue to make the Accounting Department and the School of Business very proud! The following students either passed or conditioned on the May 1991 CPA Exam: Brad Slagly '90 passed two parts to complete the exam; Jane Nunez '91 passed all parts on the first sitting; Don Patton '91 passed two parts; Mike McCamish '91 passed three parts; Debbie Tucker '91 passed two parts; Shelly Holland '91 passed two parts. We are happy that these students made us aware of their achievements. We are sure there are others! Please call us at 464-1796 to share the good news!

The following 1991 Accounting Majors graduated with honors: **MAGNA CUM LAUDE**--Jennifer L. Birk, Linda S. Cherry, Margaret D. Farmer, Teresa A. Jones, Connie L. Mayer, Cecilia D. McGregary, Jane A. Nunez, Jane E. Weinzapfel; **CUM LAUDE**-- Michael J. Wiederkehr.

Jeffrey L. Wilmes '81 was elected to partnership in Geo S. Olive & Co., Certified Public Accountants.

Robert W. Swan, CPA, '72 was appointed to the USI Board of Trustees.

THE USI ACCOUNTING CLUB became a National Association of Accountants Student Chapter in 1989. During the 1990-91 academic year the club, for the first time, participated in a national competition for NAA Student Chapters which required achieving high levels of professional involvement throughout the year. For its achievement, the club was awarded a Certificate of Excellence in Chicago during June of this year.

Department of Administrative, Decision Sciences, and Business Education

DR. LARRY W. ARP has been appointed Chairman of the Administrative and Decision Sciences and Business Education Department. Dr. ARP has been a USI business faculty member since 1972. He received his B.A. from the University of Northern Iowa, M.A. from Adams State College, and Ed.D. from Utah State University. Dr. ARP returns full time to the School of Business after serving as USI's Director of Athletics for the past four years. His teaching and research interests are in the areas of Business Education and Office Information Systems. He is a member of the National Business Education Association, Indiana Business Education Association, Administrative Management Society, Delta Pi Epsilon, and Phi Delta Kappa.



Larry W. ARP

DR. MARWAN A. Wafa presented two scholarly papers during the spring of 1991. "Computer Integration in Quantitative Courses in the School of Business: What Do Our Students Think?" was presented and published in the Midwest Business Administration Association Proceedings 27th Annual Meeting. Dr. Mehmet Kocakulah is the co-author. "Just-In-Time Implementation Problems: A Survey Study" was presented and published in the proceedings of the 22nd Annual Meeting of the Midwest Decision Sciences Institute. Dr. Mahmoud Yasin of East Tennessee State University is the co-author. Dr. Wafa also served as discussant in the Production/Operations Management track at both conferences and chaired the POM session at DSI. Dr. Wafa is the Executive Vice President of Education for the Ohio Valley Chapter of APICS.

PROFESSORS MARWAN A. Wafa, WILLIAM C. HENDERSON, AND RAMADAN S. HEMADA are working on a simulation project with a local manufacturing company in coordination with USI's Technical Assistance Center directed by Don Sobek. The

basic idea employed in computer simulation of business operations is to set up a dynamic model of the situation of interest in a form that a computer can exercise. The simulation begins with the model set at a realistic starting point. The computer takes over and runs the modeled operation for some given period of time. This is usually done repeatedly to provide a picture of what typically happens. Then, since it is relatively easy to change a computer model, the whole simulation routine is repeated under conditions corresponding to a plausible variation of the business operation. The new results are then compared with the old. This allows a judgment as to how useful the variation could be expected to be in practice. Computer simulation has been employed in a wide variety of settings: in space flight, in hospital cost prediction, in race-course design, and in fast food production methods, as examples. This project will develop USI faculty expertise in computer-based business simulation to significant levels and create an institutionalized means by which USI faculty and students can effectively aid Tri-State businesses in analyzing and improving their operations.

DR. SHARLETT K. GILLARD recently attended an intensive three-week AACSB Information Systems mini-sabbatical in Baltimore. The sabbatical focused on telecommunications, group support systems, and management information systems. Experts, both researchers and practitioners, presented extensive, state-of-the-art information to reinforce and update Information Systems faculty in these rapidly changing fields. Dr. Gillard's most recent paper, entitled "Problems Inherent in the User/Developer Interface in MIS Development," was published in Midwest Business Administration Association proceedings. The paper focuses on problems which impede successful implementation of information systems. Among those problems identified were ineffective communication, organizational politics, unrealistic expectations of the new system, and personality and attitudinal differences between system developers and end users. Dr. Abbas Foroughi is the co-author.

DR. ABBAS FOROUGHI will present two research papers at the 1991 DSI annual meeting in November in Miami, Florida. The papers are entitled "An Empirical Study of an Interactive, Session-Oriented Computerized Negotiation Support System (NSS)" and "The MRP/Group Technology Interface." He will also be a discussant for a paper entitled "A Generalized

(continued on the following page)

Model for Lot-Splitting Under JIT," written by Mr. Alfred L. Guiffrida of Canisius College. Dr. Foroughi will attend the TIMS/ORSA annual meeting in November in Anaheim, California, where he will present his research paper, "Development of a Survey to Measure Attitudes Toward the Use of Various Types of Computer Support for Negotiation."

The **CENTER FOR ECONOMIC EDUCATION** continues to further the mission of improving economic education in southern Indiana by conducting workshops for primary and secondary teachers and programs for primary and secondary students on economic topics. **DR. GREG VALENTINE**, Center Director, also presented his Snickeromics program to the Evansville Rotary and spoke on the topic, "Integrating Economics into the Business Curriculum," to the Indiana Business Education Association. The Department of Financial Institutions has videotaped Dr. Valentine's "Snickeromics" and a segment called "You and Your Money." Both will be aired over public television later this year.

This past summer the Center conducted its fourth workshop, "Integrating Economics into the Curriculum," for primary and secondary educators from public and private institutions. Participants receive three graduate credit hours from the School of Business that may be used as electives in a Master of Science program from the School of Education and Human Services.

JOHN LIPPERT, President and CEO of National City Bank, is the regional recipient of the Paul Samuelson Enterprise Award for Community Leaders. **SUSAN REYNOLDS**, Special Education teacher for MSD of Mt. Vernon, is the regional Olin W. Davis Award winner for Exemplary Teaching of Economics. These awards were made at the annual fall meeting of the Indiana Council for Economic Education.

Department of Economics and Finance

DR. MOHAMMED KHAYUM is the department's new assistant professor of economics. He received his master and doctoral degrees from Temple University. He has taught at Temple University and at Shippensburg University of Pennsylvania. Dr. Khayum's primary teaching areas are macroeconomics, econometrics, and international economics. In 1991 Westview Press published a monograph written by Dr. Khayum entitled "Macroeconomic Modeling and Policy Analysis for LDCs." (LDCs stands for less developed countries.) Currently, Dr. Khayum is working with an economist at the World Bank on a research project which is aimed at identifying why government expenditures have grown so rapidly in the past and what may be the results of a slower growth rate in the future.



**Mohammed
Khayum**

DR. MARIE BUSSING-BURKS is a new adjunct professor this fall. She received her Master of Business Administration degree from the University of Evansville in 1982 and her Doctorate of Arts in economics from Middle Tennessee State University in 1990. After receiving her MBA, Dr. Bussing-Burks worked at Citizens

Bank as a work management analyst. While attending Middle Tennessee State University, she taught as an adjunct instructor in money and banking. Dr. Bussing-Burks has written a number of papers on the impact of corporate taxes and tax reform on commercial banks.

MR. GREGORY VALENTA is a new adjunct professor this fall. He received his Master of Business Administration degree from Syracuse University in 1986 and is currently the Manager of the Credit Life and Disability Claim Department at American General Finance here in Evansville. From 1979 to 1988, Mr. Valenta was an industrial engineer with Crouse-Hinds in Syracuse, New York. As a student teacher in the New York State school system in 1978, Mr. Valenta developed and presented a curriculum aimed at helping students understand the technology and career opportunities in areas such as plastics, graphic arts, and photography.

The department's returning faculty have had a very productive year. **DR. MUNIR QUDDUS** served as a United Nations Development Program (UNDP) Consultant to the Bangladesh Institute of Development Studies in Dhaka, Bangladesh, from July 15 to August 21. He was involved in a research project on estimating the domestic debt of the Bangladesh government and in teaching at the Institute's Graduate International Advanced Training Program. Professor Quddus has also been the co-author over the past year of three papers on the use of mathematics in the field of

economics. These papers have been submitted for publication consideration to *The American Economist*, the *Southern Economic Journal*, and the *History of Political Economy*.

DR. STEVEN COX, Chair of the Department, wrote a position paper for the Legal Services Corporation (LSC) during this past summer. The paper is entitled "Effective Competition and the Delivery of Legal Services to the Poor: A Discussion Paper." The paper presents a plan for creating market competition among alternative providers of legal services in order to increase program expenditure accountability and delivery efficiency. The LSC is a private, nonprofit corporation which receives an annual appropriation (\$327 million in fiscal year 1991) from Congress to make and administer grants to programs which provide civil legal services to the poor in local communities. Throughout the 25-year history of federally funded civil legal services for the poor, every legal aid program has enjoyed a local monopoly on the delivery of legal services to the poor. If Professor Cox's plan is accepted and implemented, that system will be reformed in a very basic way.

DR. ROBERT HARTL taught a finance seminar during Spring 1991. As part of the course, students met each week with finance professionals to discuss key aspects of their jobs. The professionals included a bank loan officer, credit card manager, commodity trader, corporate chief financial officer, bankruptcy lawyer, real estate appraiser, bank examiner, stock broker, and collection agency manager. Also during this last year, Professor Hartl's article, "DCF Analysis: The Special Case of Risky Cash Outflows," was published in the *Journal of the Society of Real Estate Appraisers*. (DCF stands for discounted cash flow.) The premise of the article is that there are many instances when it is appropriate to discount risky cash outflows by a downward risk-adjusted interest rate rather than the standard upward risk-adjusted interest rate, thus more accurately accounting for risk-averse investor behaviors and attitudes.

The department is proud to recognize the achievements of two of our recent graduates. **BILL DEIBER '90**, outstanding USI economics student, has accepted a graduate assistantship at Baylor University. Bill will be tutoring undergraduate economics students while pursuing a master degree in Environment Economics. **JOHN MC CLAIN '91** has accepted a graduate assistantship at Western Illinois University. He will be working in the Rural Studies Institute while pursuing his master degree in Economics.

Department of Management and Marketing

DR. BARBARA J. MARTING has been appointed Chairman of the Management and Marketing Department. She returns to teaching after completing a spring semester sabbatical serving as Chairman of Evansville's Civil Service/Merit Committee and completing the development of an employee handbook. Also she is Chairman of Evansville Goodwill Foundation and is working on a \$700,000 fund drive to match the \$1.3 million HUD grant for the Goodwill Homeless Project. Dr. Marting, Professor of Management, is starting her fifth year as a board member of the Society for Human Resource Management's College Relations Committee. She is also the advisor for USI's Personnel Club.

The **USI PERSONNEL CLUB** recently received the Superior Merit Award. The USI Club is the only club in Indiana and is one of 41 across the nation to receive this award. The USI Personnel Club has received this award for the past four years. Leadership positions in the Personnel Club are held by Laura Dugan, President; Robyn Jackson, Vice President; Joanna Weber, Secretary; and Pamela Graper, Treasurer. Amy Pettijean is the Public Relations Director.



Barbara J. Marting

DR. EMMET D. EDWARDS has been appointed Associate Dean of the School of Business and is Director of USI's Small Business Institute. His research was the subject of a recent editorial in *Management Accounting*. The editorial cited Dr. Edwards' research findings among Evansville small businesses as an authoritative linkage between high failure rates for small businesses (fewer than 20 employees) and functional skill weaknesses in accounting and finance. The national policy implications of Dr. Edwards' research findings were recognized earlier by the Small Business Administration, and as a result Dr. Edwards was awarded an Economic Research Fellowship in the Office of Advocacy, Washington, D.C.

DR. JOHN KILLOUGH recently completed the requirements for his Ph.D. in Business Administration from the University of South Carolina. His dissertation, *A Structural Analysis of Advocacy Advertising*, deals with First Amendment rights of corporate advertisers who take positions on public issues.

DR. JOY VAN ECK PELUCHETTE, a new faculty member, recently completed the DBA program in Organizational Behavior at Southern Illinois University. Dr. Peluchette states, "In order to stay competitive in today's marketplace, many U.S. firms have revised their organizational structures over the past decade. The conse-

quence of such action is that many employees face fewer opportunities for advancement. While some research has been done on this issue, there is a question as to whether the results have provided managers with adequate solutions to deal with this problem.

Dr. Peluchette is presenting a paper at the 1991 national meeting of The Decision Sciences Institute on November 25-26 in Miami, Florida, which assesses the research that has been done on career plateauing. The paper is entitled "Career Planning: An Analysis of the Literature for Practical Relevance." By pinpointing gaps or weaknesses in the methods and results of such research, it is hoped that future research will provide more and better solutions to this problem.



Joy Van Eck Peluchette

Dr. Peluchette has had a paper entitled "Significance or Usefulness: A Congruency Model of Relevant Research Criteria" accepted for publication in the *Journal of Applied Business Research*. She is also serving as a reviewer of papers for the Midwest Academy of Management meeting to be held in Chicago in April 1992.

Honored Students

During honors week the School of Business issued the following scholarships and awards: Theresa Jones, American Society of Women Accountants' Rosie Newhouse Award; Mary Gaskin, American Society of Women Accountants' Rosie Newhouse Scholarship; Linda Cherry, Becker CPA Review Scholarship; Jody Douglas, Frost Memorial Scholarship; David Carroll, Gaither Koewler Rohlfer Lockett & Co. Scholarship; Debra Tucker, Indiana CPA Society Award; Donna Hensley and Roger Orth, Lambers CPA Review Scholarships; Tom Drake and Dennis Griffen, Lucile Moutoux Scholarships; Jennifer Birk, National Association of Accountants Award; Christopher Green, National Association of Accountants Scholarship; Tracey Priar, National Business Education Association Award; Pamela Graper, Rosemarie Newhouse Memorial Scholarship; Melinda

Grooms, Geo. S. Olive & Co. Outstanding Achievement in Accounting Scholarship; Lori Ann Reisling and Sara McClanahan, Aline Renner Scholarships; Donald B. Patton, Linda S. Ruff, and Robin C. Wright, USI Alumni Association Grants; Michelle Barnes, James W. Cullison, Kenneth L. Hildenbrand, and Roger D. Orth, USI Alumni Association Scholarships; Michael Lockhard, USI Secretaries and Associates Scholarship; Teona M. Forister, Lynnette M. Lenfers, and William E. Moers, John A. Waltz Memorial Scholarships.

The **Academic Achievement Awards** winners are Linda Cherry in Accounting, Thalita Floyd in Business Administration, Cheryl Gray in Business Education, Julie Schmitt in Computer Information Systems, Christopher Dodd in Economics, Jane Boring in Finance, Melanie Razor in

Management, and Michelle Rollett in Marketing. Jolene Hatfield won the Associate of Science in Business Award, and Debra Tucker won the Wall Street Journal Award.

Scholastic Achievement Awards recipients are Deborah Allison, Mary Becker, Sandra F. Byers, Lori Davenport, Martha Davis, Michael Fichter, Thalita Floyd, Don Heavrin, Deborah Johnson, Michael McCamish, Cecelia McGregory, Jane Nunez, Arthur Pike, Michelle Rollett, Julie Schmitt, Merlin Wagler, Jane Weinzapfel, Michael Weiderkehr, and Stacy Wright.

The School of Business **Presidential Scholars** are Sherry Begle '92, Pamela J. Graper '92, Christopher Green '92, Melinda G. Grooms '92, Erica L. Hartwig '94, Craig A. Martin '94, Kimberly L. Mathews '92, Diana M. Stoll, '93 Stacey L. Summers '92, and Bonita Swartzentruber '94.



The \$1,000 award was established this past year by members of the USI Board of Trustees and is presented to students who are exemplary in mind, character, and body and have demonstrated achievement and involvement in those areas constituting the liberal arts and sciences. The scholarship will be funded through gifts from or in honor of the trustees and will be presented annually to a student selected from nominees from each of the five schools at USI.

Miss Schmitt, valedictorian of her 1986 graduating class from North Posey High School, is the daughter of Alvin A. and Loretta Schmitt of Poseyville. She maintained a perfect 4.0 grade point average while attending USI; she was a member of Alpha Chi and Golden Key national honoraries, the Data Processing Management Association, and Accounting Club and played intramural volleyball.

Miss Schmitt is employed as an analyst programmer in manufacturing and quality assurance at Bristol-Myers Squibb. Prior to full-time employment, she participated in a co-op program

Julie Schmitt, first recipient of the new Trustees Distinguished Merit Award, with USI President David Rice

JULIE A. SCHMITT '91, computer information systems graduate, was selected as the first recipient of the new **Trustees Distinguished Merit Award** during Honors Week at the University of Southern Indiana.

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