The School of Business and Economics was again ranked as “an outstanding business school” according to the 2008 Edition of The Princeton Review. The New York-based education services company selected the school for its 2008 “best business schools” guide. A total of 290 business schools are included in the newest edition.

According to Robert Franek, Vice President/publisher, “We select schools for this book based on several criteria covering three areas: our regard for their academic programs and other offerings, institutional data we collect about them, and opinions of students attending the schools.”
The demands of the 21st century workplace increasingly emphasize what graduates can accomplish with what they know. Yet, elevating student learning beyond the ability to perform well on ETS exams requires refocusing the way we teach. AACSB urges change through adoption of active learning strategies:

“The most effective learning takes place when students are involved in their learning experiences. Passive learning is ineffective and of short duration. Faculty members...should adopt active learning strategies.” (AACSB Standards, p.53-54, 2006.)

Derek Bok, former Harvard president, explains why this is essential:

“By some calculations, the average student will be unable to recall most of the factual content of a typical lecture within 15 minutes after the end of class. In contrast, interests, values, and cognitive skills are all likely to last longer, as are concepts and knowledge that students have acquired not by passively reading or listening to lectures but through their own mental efforts.” (Derek Bok, Our Underachieving Colleges, p.48-49, 2006.)

Recognizing this, in 2006 the faculty of the SB&E unanimously approved an effort to enhance both the relevance of the business curriculum and students’ acquisition of the general skills — communication, leadership, critical thinking, openness — the skills employers seek and graduates need for lifelong satisfaction and success.

Our strategy is thus to build on the strong academic foundation that already exists and is demonstrated by student performance on ETS exams. Placing greater emphasis on experiential education through the CTS Center will enhance the relevance of our curriculum. Students, like all of us, are more likely to engage deeply in activities that connect with their concerns. We’ve yet to fully take on the most fundamental educational challenge, improving students’ general skills. These are the areas our world is telling us are the most important attributes of well-educated individuals.

There is much to do.
Rob Ducouve, Dean
School of Business and Economics
GS

Gary Kern, associate professor of decision sciences, is heading up the new center. Kern has taught at IU South Bend since 1992. Before that he taught at the University of Notre Dame. He received his undergraduate degree from the University of Virginia, his M.B.A. from Case Western Reserve University, and his doctorate from IU Bloomington.

Kern said, “When I found out it would focus on experiential education, I was very excited. I have been a proponent of using realistic cases, individual projects and team projects in many of the courses I teach.” He said this is a “wonderful opportunity, as well as an important responsibility, for our school. I have seen the benefit and learning success that can occur when students are presented with the chance to learn through their own guided experiences.”

A SATISFIED CLIENT

Dear Gary,

I wanted to write to tell you how pleased we are with the psychology research manager (PRM) that your current analysis class developed for our department. The Web-based appointment program will greatly simplify the sign-up process and, we hope, make it more convenient for students to participate in experiments.

Your students were very professional throughout the process. In our first meeting, they asked probing questions that helped us clarify our needs. During subsequent meetings, they showed us what they had developed, sought feedback, and worked with us to fine-tune the program. They were patient when we asked questions, as well as when we asked for features that were impossible to provide. Their explanations were clear and never condescending. The final demonstration when they “unveiled” the product was particularly impressive.

The PRM program is outstanding! To be honest, we had no expectation that the class would design something so complex in the one-semester timeframe. We had many needs, such as dealing with multiple categories of researchers and participants, various restrictions on participation, varying options for tracking IRB approval. The final product exceeded our expectations — it handles all of our needs, has an intuitive interface, meets security needs, and has the polished look of a commercial program.

We have implemented the PRM during the summer semester, and it is working very well. The few tweaks that we needed were provided quickly and painlessly. We feel confident that the system will work smoothly when we use it during the fall semester, with approximately 30 researchers and over 600 students.

Your students are to be commended for their knowledge and professionalism. Bruce Bryson, in particular, impressed us with his skill and effort. He has continued to work with us over the summer so we get the system up and running. And you are to be commended for mentoring these students through the project — I could see that you had carefully prepared them for all aspects of working with clients. Although the focus of the class was on developing the program itself, you also taught them how to collaborate with a client — an entirely different set of skills. Your gentle prompts and reminders during our meetings helped them apply their knowledge itself, you also taught them how to collaborate with a client — an entirely different set of skills. Your gentle prompts and reminders during our meetings helped them apply their knowledge.

You and your students gained valuable experience in developing projects for real clients! The psychology department thanks you!

Gervin Meford, Ph.D.
Clinical Professor of Psychology
Professor of Education

THE CTS CENTER SUPPORTS:

- Experiential learning scholarships
- Student field projects, internships, case studies and case competitions, and other field experiences
- Roundtables with business leaders
- Faculty development of new courses and exercises
- Identification of additional funding sources, via matches, partnerships and grants
- Creation of a resource library of experiential learning materials

"The CTS Center for Experiential Education will create a unique learning environment and provide opportunities for collaboration between local industry and academia," said Vinod Khilnani, chief executive officer, CTS Corporation.

CTS is a leading designer and manufacturer of electronic components and sensors and a provider of electronics manufacturing services (EMS) to OEMs in the automotive, computer, communication, medical and industrial markets. CTS manufactures products in North America, Europe and Asia. CTS stock is traded on the NYSE under the ticker symbol CTS.
It was the first day of International Marketing. Professor Monroe Lee explained the course requirements including the group project for the semester: a national collegiate competition to create an integrated marketing communications campaign for the country of Morocco. Little did we know that four months later one of the five groups would be walking on the beach in San Diego.

Professor Lee instructed everyone to choose their own groups. I looked across the room to Anna Smith and said, “Let’s go to San Diego!” She knew April Miller. I was sitting by Mela Freeman and Makeisha Wilson. We all decided to work together. None of us knew how close we would become over the course of the semester.

The following Sunday we met at Max & Erma’s where April was a bartender. Here the creative juices started flowing. We bounced ideas off one another until one stuck—“Taste Morocco.” This would be the central theme of our campaign. The rest of the semester was split between the library and Max & Erma’s, with only one Sunday that we didn’t meet. We learned how positioning statements, media plans, creative ideas, and teamwork actually worked. This was the best group I have ever had the privilege of being a part of. At different points in the process different group members picked up the ball and ran. Things began to come together. The background summary was first, the competitive overview next, the target market profile, etc. All led to the creative execution of the advertising campaign. We eventually handed in our plan to professor Lee, took a deep breath, and reclaimed our Sundays.

Two weeks later we heard the news of our first-place finish in the Processed Foods Industry Division for the 2006 Brand Morocco National Case Study Competition. We would be presenting our campaign to a panel of judges in San Diego! The final presentation was a wonderful learning experience. Unfortunately, we didn’t finish first and win the trip to Morocco.

The entire group and professor Lee took advantage of the California sun in December and spent the rest of the weekend in San Diego. Some of us went to the zoo, some went shopping, we all went to dinner, and all of us had an amazing time. The night before we left, we all went down to the ocean and touched the water, watched the sunset, and ate seafood.

I would like to thank professor Lee, the School of Business and Economics, and Indiana University South Bend for this amazing learning experience. It was one that won’t soon be forgotten.
Students typically find internships beneficial. Accounting students provide an intern-ship with Crowe Chizek & Company; Kruggel, Lawton & Company; McGladrey, and RSM McGladrey.

When asked by other students if I would rec-ommend doing an internship, I emphatically respond “YES!” It will enable them to get a feel for the firm and accounting before they’ve locked into it.” Stacy Cummins, another accounting student, was apprehensive about doing an internship at first. Eventually she decided to take advantage of the opportunity and completed an intern-ship at Kruggel, Lawton & Company. She now says, “I wish I had done it sooner.”

Influential Paul Stoltz on Adversity, Success and Fulfillment

On October 10, the annual Leading in the 21st Century Speaker Series featured Paul Stoltz, author of the international bestseller, Adversity Quotient @ Work (AQ®). Stoltz, originator of the “Adversity Quotient” method, was the keynote speaker for the Leading in the 21st Century Speaker Series. He founded PEAK Learning® a global consulting firm that works with individuals, from startup firms to NGOs to the Fortune 100. A sought-after speaker and thought leader, he delivered a compelling talk to an audience of students, faculty, community members and event sponsors.

As director of the Global Resilience Project, his research program involves partnerships at Yale University, Stanford University, and more than a dozen leading universities overseas. Paul was hired by Executive Excellence as “one of the 100 most influential thinkers of our time.” He was also selected as the Miller Center’s Honorary Fellow, and the “Gone the Year” in Hong Kong. He serves as a frequent resource for the world’s top media, CNN, CNBC, Business News Network, “NBC Nightly News,” Public Broadcast Service, and the “Oprah Winfrey Show.” Many notable publications have quoted him or featured his ideas, such as the Wall Street Journal, the New York Times, Investor’s Business Daily, Entrepreneur Magazine, Asia 21, The Washington Post, the Los Angeles Times, Success Magazine, Entrepreneur Magazine, and the Drucker Foundation’s prestigious Leader to Leader.

Dr. Stoltz brought AQ to the world through his internationally acclaimed best-selling book, Adversity Quotient. Turning Obstacles into Opportunities, which has been published in nine languages. He also wrote Adversity Quotient @ Work and The Invincible Investor.

Paul Stoltz’s visit was made possible through the generous support of the following sponsors of the Leading in the 21st Century Speaker Series: Boomers, Inc., FPL Bank, The Fulfillment Centers of Michigan & Lubertad, NorthWestern Mutual Life Insurance, Press Ganey, and Taeusly Hall Konopa, LLP.
The Business Plan and Entrepreneurship Lecture Series, which showcases many of the area’s premier business leaders and their chief executives.

The 12 lectures are free and open to the public. Each speaker devotes time to teach. Student evaluations have shown that the majority of these business leaders are willing to come back year after year (without compensation). They truly want to share what they have learned with our students and our community members. It has been a very gratifying course to coordinate and to teach. Student evaluations have labeled the series “world class.”

In thinking about the last five years of the Lake City Entrepreneurship Lecture Series, several fond memories emerge. One of our graduate students from last year commented that he got more practical real-world advice from our first speaker than he had gotten in any traditional business class he had taken.

I am constantly impressed at the willingness of these business leaders to give their time and talent. The 12 lectures showcase many of the area’s premier business organizations and their chief executives.

Although the series is part of both undergraduate and master’s level classes, each lecture is free and open to the public. Each speaker devoted an hour of expertise of entrepreneurship.

LAKE CITY BANK ENTREPRENEURSHIP LECTURE SERIES FOCUS OF TELEVISION SERIES by: christine pochert-ringle, associate faculty

NIBCO IT MANAGEMENT SERIES FEATURES IT LEADERS

In its second year, the NIBCO IT Management Seminar Series continued to offer a robust blend of professional and scholarly perspectives on IT leadership.

Carl Turza, chief information officer at Sigma-Aldrich, a leading life science and high technology company in St. Louis, MO, spoke to more than 200 business students and faculty on March 1, 2007. He addressed critical strategic issues in IT management. Turza offered guidelines for driving corporate growth with IT stressing shared values, focusing on customer success, ethics, measuring effectiveness, and using models to simplify complex issues.

The NIBCO-sponsored capstone seminar in the Master of Science in Management of Information Technologies (MINT) Program once again featured an array of leading IT professionals teamed up with faculty facilitators.

Process for IT Project Selection — Deborah Cafeno, CIO, and Kevin Hourin, director of manufacturing systems, AM General, with assst. professor of decision sciences, Junwei Guan

Changing Role of the CFO and Ethical Issues — Pat Amin, vice chairman for IT at IU South Bend, with Bhavik Pathak, assst. professor of decision sciences

Creating an IT Controls Environment — Todd Smith, corporate director of IT, CTS Corporation, with Junwei Guan, assst. professor of decision sciences

Great Triumphs and Great Disasters of the IT Organization — Gary Wilson, senior vice president CTO, NIBCO INC., with Asghar Saffabgh, professor of decision sciences

The Business Value of IT — Kevin Butterbaugh, VP information services & delivery system, TCU, with Hossein Hakimzadeh, assprof of computer science

IT Governance Overview — George Spohrer, partner and IT exec., Crowe Chizek and Company LLC, with Ganesh Vaidyanathan, asst. professor of decision sciences

Information and Government’s Role in IT — Catherine M. Fanello, CPA, controller for the city of South Bend, and Patrick McMahon, exec. director, Project Future, with Bhavik Pathak, assst. professor of decision sciences

Mark A. Turner > > president of South Bend Chocolate Co. > > “Becoming the Network”

John Regan > > chief executive of Fabric Services > > “The Environment of Entrepreneurship”

Dr. Arnold del Pilar > > Del Pilar Medical and Urgent Care > > “Building Your Dream”


Rick Singleton > > president of Studio A Advertising > > “Resources and Capabilities”

Dan Fitzpatrick > > chairman and chief executive of Quality Dining > > “Corporate Franchising”

Marilyn Moran Townsend > > chief executive of CVC Communications > > “Seven Habits of Highly Effective Entrepreneurs”

Rob Bartels Jr. > > president and chief executive of Martin’s Super Markets > > “Creating the Organization”

Thomas M. Nield > > managing partner of Centerfield Capital Partners > > “Foundations of New Ventures Finance”

Michael L. Kukacka > > chairman, president and chief executive of Lake City Bank > > “Securing Investors and Structuring the Deal”

PROCESS FOR IT PROJECT SELECTION — DEBORAH CAFENO, CIO, AND KEVIN HOURIN, DIRECTOR OF MANUFACTURING SYSTEMS, AM GENERAL, WITH ASSST. PROFESSOR OF DECISION SCIENCES, JUNWEI GUAN

CHANGING ROLE OF THE CFO AND ETHICAL ISSUES — PAT AMIN, VICE CHAIRMAN FOR IT AT IU SOUTH BEND, WITH BHAVIK PATHAK, ASSST. PROFESSOR OF DECISION SCIENCES

CREATING AN IT CONTROLS ENVIRONMENT — TODD SMITH, CORPORATE DIRECTOR OF IT, CTS CORPORATION, WITH JUNWEI GUAN, ASSST. PROFESSOR OF DECISION SCIENCES

GREAT TRiumPHS AND GREAT DISASTERS OF THE IT ORGANIZATION — GARY WILSON, SENIOR VICE PRESIDENT CTO, NIBCO INC., WITH ASGHAR SABBAGH, PROFESSOR OF DECISION SCIENCES

THE BUSINESS VALUE OF IT — KEVIN BUTTERBAUGH, VP INFORMATION SERVICES & DELIVERY SYSTEM, TCU, WITH HOSEIN HAKIMZADEH, ASSPROF OF COMPUTER SCIENCE

IT GOVERNANCE OVERVIEW — GEORGE SPOHPER, PARTNER AND IT EXEC., CROWE CHIZEK AND COMPANY LLC, WITH GANESH VAIDYANATHAN, ASSST. PROFESSOR OF DECISION SCIENCES

INFORMATION AND GOVERNMENT’S ROLE IN IT — CATHERINE M. FANELLO, CPA, CONTROLLER FOR THE CITY OF SOUTH BEND, AND PATRICK McPMAHON, EXEC. DIRECTOR, PROJECT FUTURE, WITH BHAVIK PATHAK, ASSST. PROFESSOR OF DECISION SCIENCES

How Money Gets Transferred — Don Miller, vp for IT at 1St Source Bank, with Lepiang Zhang, assprof of computer science and informatics

How Does an Organization Shift Quickly to a Strong Customer Emphasis? — Cathy Cooper-Weidner, cio, Memorial Hospital, with Gary Kern, assoc. professor of decision sciences

Business Planning, Performance Measurement, Reporting, and Decision Making — Phil Siefke, director of customer chain global application development, Whirlpool Corp., with Junwei Guan, assprof of decision sciences

Network and Computer Security — Gordon Wilson, chief information officer, assprof, vP, assprof, university of notre Dame with Ganesh Vaidyanathan, assprof of decision sciences

Custom ERP and Control Systems — Steven Fay, computer systems manager, iNtek and iN-Kote, with Gary Kern, assprof of decision sciences

Security, Privacy, Legal, and Ethical Issues in IT Management — Mark S. Bruhn, assprof, vP, information and infrastructure, uI Bloomington, with Bhavik Pathak, assprof of decision sciences

COMMUNITY PARTNERSHIPS | 11

10 | IU SOUTH BEND SCHOOL OF BUSINESS & ECONOMICS | 2007 ANNUAL REVIEW

This year, the Lake City Series attracted the attention of regional PBS station WNIT which featured series participants in short shows as a part of its weekly program, “Economic Outlook.”

The series continues to ask critical questions for current and future entrepreneurs. Do you want to try a new business venture? Do you have an idea to change your operation? Do you need a business plan? The School of Business and Economics, along with sponsor Lake City Bank, presented the Entrepreneurship Lecture Series through the fall semester, the second year for the program. The 12 lectures showed many of the area’s premier business organizations and their chief executives.

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Regularly offered expertise to local media on pressing economic and business issues, including approximately 30 media interviews.

Presented approximately 10 economic analyses to local organizations, including 1st Source Bank, the Workforce Development Group, LaSalle-Bristol, South Bend Tribune, Michiana Estate Planning Council, and the regional Risk Management Association.

Served as a panelist three times on the WNT television show, "Economic Outlook".

Published the quarterly newsletter of regional economic indicators, Michiana Outlook.

Produced the regional economic outlook published annually in Indiana Business Review.

Received an IU Regional Research Grant to examine economic development policies across a sample of U.S. cities targeted for comparison by the St. Joseph County Chamber of Commerce.

Continued to serve as a research consultant to the Workforce Development Group.

Offered support to businesses and organizations, including Chicago-based NIH Hoffman.

The Bureau of Business and Economic Research provides business and economic expertise to government, business, non-profit organizations and the public in the Michiana region. The Bureau maintains a database of local economic indicators, conducts research on local and regional issues, and serves as a vital information source on regional economic activity.

Over the past year, the Bureau > >

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<th>BUREAU OF BUSINESS AND ECONOMIC RESEARCH</th>
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<th>CENTER FOR ECONOMIC EDUCATION</th>
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The mission of the Center for Economic Education at Indiana University South Bend is to increase economic literacy in north-central Indiana. The Center helps prepare young students to become informed and productive citizens by increasing their knowledge of economics. The Center organizes and supports activities designed to creatively integrate economics into the K-12 educational experience, regularly offers instructional workshops and an intensive graduate summer course, and provides support and services to educators in grant writing, curriculum development, and classroom resources. Over the past year, the Center for Economic Education:

- Sponsored 11 workshops, including the Energy, Economics and the Environment graduate course, Candy Economics, Mini-Economy, Play dough Economics, and Using Children's Literature to Teach Economics.
- Trained 249 K-12 teachers in the workshops.
- Provided support services to local schools, including economic grant assistance for SBSC's Marquette Primary Center.
- Increased pre-service learning opportunities for college students majoring in education, increasing awareness of CEE programs among the IU South Bend education faculty and offering training workshops at Bethel College.
- Initiated preliminary steps to develop a local Friends of Economic Education group to support economic education and the CEE.
- Participated in student activities, including the annual Econ Challenge competition for high school students.
- Increased outreach of the CEE by recruiting two new teacher advocates, enlarging the teacher database, visiting classrooms, meeting with the Boys and Girls Club of South Bend, and expanding the CEE website.

Center For Economic Education Wins Award

The Indiana Council for Economic Education recently announced that the Indiana University South Bend Center for Economic Education was selected to receive a Peter V. Harrington Award for Excellence in the Number of K-12 Teachers Trained during the 2006-07 program year.

The IU South Bend Center had a major impact in getting teachers and students involved in economic education. The Center trained 249 teachers in eleven major workshops this year, Grant Black, Center Director, and teacher advocate Kathy Heyse (Elkhart) continued to reach out in significant and creative ways to bring in teachers to the workshops.

The IU South Bend Center for Economic Education was honored at the CEE’s Annual Awards Program on November 2nd at The Indiana State House. The Center received a plaque and a check for $1,500 to use for the advancement of economic education. This award is sponsored financially by Duke Realty Corporation.
SUSAN MAGLEY, DISTINGUISHED ALUMNI AWARD HONOREE

Cindy Searfoss, director of Alumni Affairs, presented the 2007 Distinguished Alumni Award from the School of Business and Economics to Susan Magley. In August 1997, she founded Magley & Associates, a full-service staffing firm specializing in information technology, marketing, and human resources. Now in its 10th year, the company has sales approaching $20 million, 14 full-time employees, and over 140 active consultants. Based in San Francisco, Magley & Associates serves some of the Bay Area’s most prestigious corporations and organizations, including Charles Schwab & Company, Levi Strauss & Company, Gap Inc., Barclay’s Global Investors, Nokia, and Safeway.

Prior to creating her own business, Magley spent ten years with GW Consulting, a contract-programming firm, as an account manager in San Francisco. She also worked for five years at Selecterm Inc., a value-added reseller of IBM, DEC and HP hardware, as branch sales manager and account executive. Magley began her career at Xerox Corporation in South Bend as a senior sales representative and transferred to San Francisco in 1981.

Magley is active in fund-raising for several Bay area non-profit organizations including the San Francisco AIDS Foundation, Maitri, Academy of Friends, Susan Komen Breast Cancer Fund, and Women Beyond Borders. She believes that small businesses can make big contributions to the community and encourages giving on behalf of her entire organization. She is a member of the National Association of Women Business owners and a charter member of its San Francisco leadership circle. In addition, Magley has a passion for the arts and has collected the works of many local and international artists, many of which are installed in her downtown offices.

A native of South Bend, she holds a Bachelor of Science in Business Administration and Marketing from IU South Bend.
Philip E. Penn, Elkhart community leader, was presented with the Lewis S. Armstrong Award by Dean Rob Ducoffe at the annual Armstrong Award dinner in October.

Penn began his chamber work as a volunteer in various capacities from 1967 through 1999, including chairman of the Transportation Council for a number of years. During 1998 and 1999, he was serving on the Chamber’s Board of Directors and, at the same time, retiring from a 33-year career with a well-known company in the road construction industry. Retirement was quickly dismissed when the excitement of chamber and community leadership took hold.

Penn joined the professional chamber ranks in January 2000 when the Board of Directors hired him as the president/CEO of the Greater Elkhart Chamber of Commerce. The chamber and community have benefited significantly from his leadership skills, integrity, business knowledge, and his unique ability to build partnerships with other county-wide and regional entities.

In mid-2005, he completed the U.S. Chamber’s four-year Institute of Organizational Management course for Chamber executives and was presented with his IOM Certificate.

Other organizations in which Penn is presently active include: Elkhart County Coalition of Chambers; EDI (Elkhart Downtown Inc.); Elkhart Centre Board; Economic Development Corporation of Elkhart County (EDCOC); Horizon Project; 2010 Coalition; Honorary Rotarian; Elkhart Chamber Foundation Board; Elkhart County Community Foundation; Elkhart County Convention and Visitors Bureau (ECCVB); ELCO Theatre Board; MACC; U.S. and Indiana Chambers; Indiana Commerce Executives Association Board (ICEA); U.S. 31 Coalition Board; County-Cities Advisory Council; Elkhart Municipal Band president; Elkhart Lions’ Club past president; and other entities too numerous to mention.

Phil has been recognized with several distinguished service awards by clubs, community, county, and state organizations. He has been married to Bonnie for 46 years. They have three grown children and five grandchildren.
Teaching
Douglas Aghetsiata
Peter Aghimien
Munari Char
Mark Fox
Beth Kern
Brenda Knowles
Moni Lee
Fred Naffziger
Larry Phillips
Asghar Sabbaghi
P. N. Saksena
Ganesh Vaidyanathan
David Vollrath

Research
Tracey Anderson
Grant Black
Mark Fox
Brenda Knowles
Raj Kohli
Moni Lee
Fred Naffziger
Larry Phillips
Asghar Sabbaghi
P. N. Saksena
Kshit Smith
David Vollrath

Service
Douglas Aghetsiata
Peter Aghimien
Tracey Anderson
Linda Bridgett
Reza Espahbodi
Mark Fox
Fred Herschede
Beth Kern
Gary Kern
Brenda Knowles
Raj Kohli
Moni Lee
Jamshed Mehran
Fred Naffziger
Larry Phillips
Asghar Sabbaghi
P. N. Saksena
Gary Kern
Brenda Knowles
Raj Kohli
Moni Lee
Jamshed Mehran
Fred Naffziger
Larry Phillips
Asghar Sabbaghi
P. N. Saksena

Outstanding Associate Faculty Award
Diana M. Steevy
(pictured at right)

OMICRON DELTA EPSILON
Omicron Delta Epsilon is the international scholastic honorary society for economics students. Membership in this organization is the highest scholastic honor an economics student can attain.
The student initiate is > > Idris Dobbs
The faculty initiate is > > H. Lane David

BETA GAMMA SIGMA
Beta Gamma Sigma is the international scholastic honor society for business students. Membership in this organization is the highest scholastic honor a business student can attain. Student initiates include:

Juniors
Cristina Counsellor
Dawn Young

Seniors
Michelle Colbert
Aaron Cowham
Jennifer Foster
Martha Knepper
Denise Lehman
Jonathan McKinnies
Yolanda Stonewall
Mark Turnock

Masters
Kevin Beasley
Phil McPhee
Plongyamm Rasmeevoung
John Wiley
Aria Zandi

HONORARY MEMBERS
Robert C. Beutter
Susan Magley
MAJOR AWARDS
These awards are granted to outstanding students in their respective majors. Criteria include grade point average, extracurricular activities, originality of ideas, contributions to class discussions and the rigor of their academic programs.

front row (l to R)
Management Information Systems > > Yolanda Stonewall
Graduate Business-MBA > > Xiaoxiu Zhao
Human Resource Management > > Sara O’Hara
General Business > > Rebecca Czukas
Finance > > Stephanie Hillard
Accounting > > Sharon Busenbark
Small Business & Entrepreneurship > > Michelle Colbert

back row (l to R)
Graduate Business-MMMIT > > Patience Taruwinga
Graduate Business-MBA > > Thad Pence
Management & Administration > > Michael Foote
Marketing > > Brian Miles
Economics > > James Kellner
Advertising > > Michael Sobersalski
Banking > > Joshua Duperri

AWARDS OF EXCELLENCE

Wall Street Journal Award
Sharon Busenbark
Peer Mentor Service Award
LaKrisha Perry
John R. Swanda Jr. Ethics Award
Jeremiah Grubert
Indiana Certified Public Accountants Society Award
Yolanda Stonewall
McGladrey and Pullen Accounting Scholarship
Aaron Vandeventer
Crowe Chaise and Company Accounting Scholarship
Michael Cummins
James Pattillo Memorial Scholarship
Penny Holderbaum
Robert N. Robinson Memorial Scholarship
Cristina Counselor
Donald Clinic Scholarship
Maria Madera
Beta Gamma Sigma Scholarship
Cristina Counselor

AWARDS AND SCHOLARSHIPS

Wall Street Journal Award
Sharon Busenbark
Peer Mentor Service Award
LaKrisha Perry
John R. Swanda Jr. Ethics Award
Jeremiah Grubert
Indiana Certified Public Accountants Society Award
Yolanda Stonewall
McGladrey and Pullen Accounting Scholarship
Aaron Vandeventer
Crowe Chaise and Company Accounting Scholarship
Michael Cummins
James Pattillo Memorial Scholarship
Penny Holderbaum
Robert N. Robinson Memorial Scholarship
Cristina Counselor
Donald Clinic Scholarship
Maria Madera
Beta Gamma Sigma Scholarship
Cristina Counselor

CTS Foundation Scholarships—Financial
Matthew Droste, Toby Harris, Brian Joy, and David Njoroge

CTS Foundation Scholarships (Graduate Accounting)
Yanye (Sandy) Cao

Finance Scholarship Award
Stephanie Hillard

Gerard E. Hanrahan Scholarship
Penny Holderbaum

Underrepresented Student Scholarships
Sherrisa Gonzalez, Maria Madera, and Ngaitendwe Mantiza

Chase Scholarship
Latika Walker

George Wing Memorial Scholarship
Sara Rudd

Sharon Rose Miller Scholarship
Cristina Counselor

James D. & Shirley A. Kowalski Entrepreneurship Scholarship
Michelle Colbert and Deborah Gordon
The Business Advisory Council (BAC) is dedicated to the continuing progress of the School of Business and Economics (SB&E). Members of the BAC:

- Give advice, opinions, and ideas to the leadership and faculty of the SB&E to further the school’s mission;
- Help the SB&E understand the business community and the economic development needs of our region;
- Support the career development needs of students through identifying internships, other experiential learning opportunities, and full-time job openings;
- Advocate for the SB&E to enhance its visibility, reputation, or to support various initiatives; and
- Facilitate greater faculty involvement with the business community.

BUSINESS ADVISORY COUNCIL MEMBERS

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Steve Brown > > Pres., Elkhart Community Bank
Susan Magley > > Pres., Magley & Associates
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Pat McMahon > > Exec. Director, Project Future
Tom Hall > > Partner, Tucker & Hall Attorneys
Perry Warrick, III > > Owner, Lewis of Mishawaka
Amy Kuhar Maurice > > Exec. VP, Chief Credit Officer, St. Joseph Capital Bank

back row (l to r)
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Larry Vatter > > Pres., Damon Products
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Jeffery Cantley > > CFO, Memorial Health System, Inc.
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Chris Bradford > > Partner, McAdory & Pelfrey
Vimal Dalal > > CEO, VTC Corporation
(Thomas Kroll pictured in place of Vinod Khilnani)

Drew Wilson > > Partner, Martin Capital Management
Joe Mancini > > Partner, Metzger Mancini & Lackner

not pictured
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Pathfinders
Robert Barlow, President & CEO
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Human Resources, AM General
ALUMNI PROFILE
Chuck Niemier (MSBA '83) started his career at Biomet in 1980 and held numerous senior management positions in operations and finance. In 2006, he was named chief operating officer, international operations and was a member of the board of directors from 1987 until he retired in 2007.

Biomet Inc. is a worldwide leader in the design and manufacture of products for hip replacement, knee replacement, shoulder replacement, elbow replacement, and other small joint replacement. It is headquartered in Warsaw, Ind., and distributes its products in more than 100 countries. Dean Rob Ducoffe interviewed Niemier at his home in Warsaw on November 2, 2007. > >

ALUMNI PROFILE
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Rd: Please tell us a bit about yourself, your family and your background.

CN: I was born and raised in South Bend, Indiana, a product of parochial education from kindergarten through my senior year in high school. Actually, I had a private school education for my undergraduate degree at Valparaiso University after attending St. Joseph's High School. I then finished with my MSBA through IU South Bend in 1983. I've got two older sisters, two younger brothers, and a younger sister. My parents had 7 children in less than 10 years, all single births. We were an active Catholic family.

I played football in college. That's how I was able to afford college. With so many kids, my parents were a little strapped. I was very fortunate to go away and enjoy four years of school and all I had to come up with was the room and board. The university covered my tuition. I graduated in 1978 and have been a member of the board of directors of Valparaiso since '82.

My wife, Lois (MS Education, '82), and I have been married almost 32 years. We have four children (two boys and two girls) and we are working on our fourth grandchild. Both of my parents are alive, in good health, and live in South Bend. They just celebrated their 55th anniversary last week. The three of us went down to Florida to celebrate. It was nice to be able to do that, easier now that I have been retired for about six months.

Rd: What kind of student were you?

CN: In high school I was a very good student. I worked hard. Out of a class of 235, I was 35th. I was a bit of an instigator though. I had a hard time staying out of trouble. I'm not saying that lightly, it's just I think my biggest issue was having too much energy. I drove my parents nuts. I was always looking for the next new, exciting thing. That may have been part of what allowed me to enjoy a successful career. I was always willing to give anything a try and to prove whether it worked or not and I always had a lot of energy.

I went on to Valparaiso. I started in pre-med and then transferred to business. I probably had a grade point average close to 2.0. During my sophomore year I got married, met my wife, Lois, and after our sophomore year we married. That's when I realized I had only two years left and I couldn't afford to pay the tuition if I didn't graduate on time. I decided to go into accounting. Of all disciplines that promised readily available jobs — engineering, nursing, and accounting — it was too late to get caught up in calculus to become an engineer and I didn't look good in white pantyhose, so I went into accounting.

Going into business worked out well for me. I learned from my father and my grandfather who went into the dry cleaning and laundry business. My father eventually took the business over and it was in the family for 50 years. One of the rules my father learned from my grandfather was you trade with those who trade with you. If they are your customers, then you are one of their customers. On marketing, when that store bell would ring, my father was up to the counter and he was glad handling the customer, making the customer feel important and appreciated. Those are things you can mimic.

I hit it off well with the head of the accounting department at Valpo and she asked me to work in her private tax practice during my senior year. When I was interviewing the first semester of my senior year, they saw that she believed in me. I had three job offers before Christmas and accepted a position. It wasn't so much that I was a great student. I also didn't feel like I knew enough. Probably the best thing that happened to me was I did sit for the CPA exam. I had three job offers before Christmas and one just a position. I wasn't too much, but I was anxious. I didn't feel like I knew enough. Probably the best thing that happened to me was I did sit for the CPA exam and I knew I had to pass the exam to keep the job I had secured. Lois had signed up for classes at IU South Bend in special education. There was a class in business law that I thought I would like; to give those credit hours and to brush up for the CPA exam. The professor was Fred Naffziger and it was the first time I had a professor who had written the book used to teach the class. Lois had a tremendous amount of respect for Fred. I thought he was one of the best professors I had ever had. He was kind enough to let me take the exam a day early because a CPA exam started the same day as the finals.
I was six months into my career when I ended up at IU South Bend. It was early on and we were only a block away living in River Rd. It was easy to commute. At the time we had one child. While I studied at IU South Bend we had two more. It was an offer for both of us to fill our master’s degrees and continue to build our family. Professor Fred Naffziger was probably my most fond memory. John Peck is another. I can remember John’s class. He tends to talk about all this calculus. All of the students who took calculus was a freshman in college and I’ve totally forgotten, I was sitting in there with lots of people. I remember he was taking me away. They live that day in and day out. Professor Peck, for those that needed brushing up on their calculus, held separate sessions just to teach the calculus, on his time. I was. I was going to get paid extra for it, but he wanted his students to be successful. It was one of my favorite classes.

CN: Where were you in your career when you decided to go to IU South Bend? When you think back on your decision to go to IU South Bend, what were the key factors that led you to make that decision?

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One thing I always tried to do any time I went out to a factory, was to ask people, say "Hi." I never wanted them to feel like I was "management" and they were "labor." We are all part of the same effort, pursuing the same objective. That goes back to the ownership issue, I mentioned earlier. Everyone within our team were owners in the company.

In negotiations — and for this I credit Dane — there’s no point in blowing up your opposition. You try to squeeze the last drop out of the transaction, you’re not going to have a good relationship and typically in any negotiation, there is a relationship that continues on. If you end up with a bad deal and you play a game of racquetball — you put that ball — it does help to defuse the tension.

RD: Many people who read this will be either undergraduate or master’s students in business at IU South Bend. Do you have any advice for students?

CN: The education they are receiving now is preparing them to be multi-faceted, to juggle multiple balls, and going them broad exposure to different things. They need to identify who you can rely on, the ones that will produce. Those are the ones you need to identify, build, promote, and encourage in their leadership development.

Finally, education does play a role. I think most of what I learned, I learned on the job. But the education I received taught me how to learn on the job, in the learn and develop. You’ve got to encourage them. You need to identify who you can rely on, the ones that will produce. Those are the ones you need to identify, build, promote, and encourage in their leadership development.

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Those students who have used various editions of Professor Brenda E. Knowles's textbooks may be interested to learn that she has decided to end her 26-year association with her author team. During this period, she published two business law textbooks, one of which is in the eighth edition. These publications represent almost 4,200 pages of published work, not including the instructor's manual (on average about 260 pages in length) that accompanied each edition and several test banks of approximately 300 pages each.

The books' focus on pedagogy allowed Professor Knowles to create various features—for example, the "You Be the Judge" scenarios, the "thread" case that set out the legal issues faced by a hypothetical firm, and the IDES method of legal analysis—that represented some of the mainstays of the texts over the years. The publisher's data indicate that 180 schools had adopted various editions of the books, and one of the texts was the long-time official textbook for the Learning Channel's business law telecourse.

Knowles's most vivid memories not surprisingly center on the helpful comments her students made about the books over this nearly three-decade period; the changes wrought by technology (she had access to electronic databases for only the last couple of editions), her almost-continuous presence at the Notre Dame Law School during the 18-month run-up to any forthcoming edition, the frequency of which visits led the students there to believe that she, too, was enrolled at the law school; and the topical currency she achieved from doing research on numerous discrete substantive areas.

"Since these textbooks represent the bulk of my scholarly output, I will always cherish the opportunity the books gave me to reach a wide gamut of students and instructors," Knowles stated. "The research required for each edition made me a better teacher, honed my writing abilities, re-energized my passion for the material, and served to remind me of why I had chosen the academic life in the first place."

She will continue as a consulting editor on any editions published before she retires, but she is looking forward to channeling her writing toward scholarly journals and essays.

Dorothy Parker once famously said that she hated writing, but loved having written it. I am definitely a kindred spirit with Ms. Parker, though hardly a peer. I find writing difficult, and writing well darn near impossible.

But, if you have something you believe important to say, and worth hearing, you have an obligation to undergo the struggle to get it on paper. I’ve had the great good fortune of being invited to join several writing projects over the years—some for textbooks, and some for “trade” books. The 2006 books listed to the right are books for professional practitioners, while the 2007 book is for college courses in marketing research. Each audience presents its own set of challenges. Writing for both requires a change of both voice and content.

I’ve been blessed with co-authors that are not only a joy to work with, but who are also extremely capable of writing to fit the audience characteristics. Collaborating with such talented writers has been one of the most rewarding aspects of the writing process for me. You’d need to ask them if they feel the same about working with me. But please don’t.
Globalization and the application of information technology are two of the most significant changes affecting businesses.

Enormous resources have been invested in expanding business activity across countries and in upgrading information technologies within businesses. For example, not a single day passes without news of U.S. firms expanding operations overseas or foreign firms acquiring U.S. companies. Similarly, the Bureau of Economic Analysis reports that annual expenditures for information technology now exceed expenditures for any other category of industrial equipment. Despite pervasive globalization and high levels of investment in IT, research and surveys show that these pursuits do not always pay off. My co-authors (Sarv Devaraj and Parthiban David) and I set out to address these issues. Our research on the question of payoffs to IT investment is complete and will soon be published in a forthcoming issue of the journal, Management Science.

To address the question of when international business expansion pays off, we focused on the benefits of global expansion, including lower costs associated with global scale of operations, exploiting opportunities in one country market using resources located in other country operations, and leveraging differences across countries to learn and innovate faster and less expensively than domestic rivals. Our research notes that all of these benefits rely on the ability to overcome significant barriers to cross-border communication and coordination.

Consequently, successfully leveraging global presence requires significant investments to enhance the organization’s information processing capabilities. Consistent with these observations, we found that firms that invested significantly more in information technologies experienced benefits from international expansion, while those firms invested significantly less in information technologies experienced negative performance effects from their international expansion efforts. The paper documenting this research was published in a 2007 issue of the Journal of World Business.

In early 2005, School of Business and Economics professor Steve Norton was contacted by a publisher to explore the possibility of producing a book to prepare senior human resource management professionals to take the strategic level examination for certification as a Senior Professional in Human Resources (SPHR). Steve was not interested, but suggested I might be. That began a process that has continued to this day.

First, as a male I have not experienced the pain of childbirth. However, if it is any worse than the pain associated with writing a book that attempts to capture the body of knowledge in HR, I do not know how the species survives. I began writing, researching and editing the book sometime in the spring 2005 and completed it in mid-fall. Except for the time spent at the university, I would work on the book about 10 hours a day and normally only take Saturdays off. At the end of the period with deadlines looming, my wife told me to go to our lake house and not return until the book was finished. I did so, working 18-hour days for about three weeks. As in childbirth, I experienced a type of post-partum blues once the book was published.

While the financial rewards for writing the book were minimal, the psychological ones are huge. I can now talk about “my book,” something relatively few of us can do. Furthermore, the book has opened up opportunities. I have been asked to speak in several states and have just completed a teaching assignment in China. I have had the opportunity to meet a number of people, either through speaking engagements or through e-mail. Although the book does not give my e-mail address, good ol’ Google search provides direct access to the IU South Bend Web site where the address can be found. I get several e-mails a month regarding the book.

In early 2007, the publisher decided to bring out a second edition to update the material, particularly changes in the law and judicial interpretation. This evolution, however, was much more enjoyable. I had to work against a deadline that was self-imposed because of the China trip, but the pressure was certainly less than that of the initial writing and much of the book was unchanged. In this world of globalization and technology, I was able to sit in my apartment in Kunming, China, and complete the final edits as easily as if I had been in Indiana.
The robust rise in patenting activity at U.S. universities in recent decades has spawned considerable questions about what triggered this change in behavior. During this time, the introduction of the Bayh-Dole Act in 1980 significantly altered intellectual property legislation and mounting research indicated that universities can play important roles in the transfer of knowledge and economic growth. The potential impact of university research to influence economic growth has attracted much attention as concerns grew about the United States’ global competitiveness.

In recent years, much has been learned about university patenting. For example, we know which universities produce the most patents, which generate the most patent-related revenues, and in what fields patenting is most active. The incentive structures surrounding university patenting have been studied, and the transfer of technology at universities has been the focus of considerable research. Much of the research done has focused on institutional characteristics, such as the importance of technology transfer offices or a university’s culture. Little is known about university patenting activity at the individual level.

Assistant Professor of Economics Grant Black and his coauthors address this deficiency by examining who in the university patents, what personal characteristics matter for patenting, and how patent and publishing activities are related. Their research aims at four goals: (1) examining the distribution of patents and comparing it to the distribution of publishing, (2) examining how patent activity is related to individual and institutional characteristics, (3) investigating the relationship between publishing and patenting, and (4) examining patent activity using non-standard estimation techniques that better account for the characteristics of patent data at the individual level.

The research draws on rich but seldom used data from the 1995 Survey of Doctoral Recipients (SDR), a biennial longitudinal survey of doctoral recipients in the United States administered by the National Science Foundation. At the time of the research, the 1995 SDR was unique from other survey years in that it included information on patent and publishing activities. Black and coauthors examined a sample of 16,962 doctoral scientists and engineers employed at institutions of higher education.

The research findings are important determinants of the number of patent applications that a faculty member makes. For example, those working at medical schools are more likely to patent, and those in engineering and the physical sciences patent more compared to those in the life sciences, while those in computer science patent less. In addition, those employed at institutions with a rich history of patenting are more likely to patent, while tenured faculty in several fields are less likely to patent than untenured faculty. Patenting seems unrelated to citizenship status and is not clearly related to gender across fields. Little evidence is found for life-cycle effects (the impact of age and experience) having a significant impact on patent activity.

Interestingly, patenting is positively related to the number of publications, especially in the life sciences. Considerable concern has arisen in recent years that the move towards a culture of commercialization at universities could come at the expense of the production of knowledge (this argument is known as the crowding-out hypothesis) by encouraging faculty to increasingly allocate their time towards more applied research and/or to seek intellectual property protection for their research, thereby delaying or eliminating publication and public disclosure. The strong connection between faculty patenting and publishing found in this research suggests that the increasing commercialization has not come at the expense of placing knowledge in the public domain.

This research was in part supported by the National Bureau of Economic Research’s Science and Engineering Workforce Project. Findings from this research have been presented at Université Louis Pasteur (Strasbourg, France), the Max Planck Institute (Jena, Germany), Université Pierre Mendès (Grenoble, France), Georgia State University, NBER Higher Education Meetings, the Southern Economic Association, and the American Economic Association. The full paper titled “Who’s Patenting in the University? Evidence from the Survey of Doctorate Recipients” appears in the March 2007 issue of Economic Innovation and New Technology.

MONLE LEE

FRED NAFFZIGER


BHAVIK PATHAK

BHAVIK PATHAK

LARRY PHILLIPS


JAMSHID MEHRAN


FRED NAFFZIGER


BHAVIK PATHAK

LARRY PHILLIPS


FRED NAFFZIGER


BHAVIK PATHAK

LARRY PHILLIPS


LARRY PHILLIPS
we are so very appreciative of the support from public and private sources. That is why we ensure accuracy, if we have inadvertently erred, please notify us.

It does not include total amounts pledged to the School of Business and Economics. While every effort has been made to ensure accuracy, the listing to the right includes individual and corporate contributions received between July 1, 2006 and June 30, 2007. 

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<th>$100,000-$199,999</th>
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<td>John M. and Judy R. Moss</td>
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To achieve excellence in higher education today requires funding both from public and private sources. That is why we are so very appreciative of the support of our donors.

The listing to the right includes individual and corporate contributions received between July 1, 2006 and June 30, 2007. It does not include total amounts pledged to the School of Business and Economics. While every effort has been made to ensure accuracy, the listing to the right includes individual and corporate contributions received between July 1, 2006 and June 30, 2007.