

School of Business Reports



Volume 7, Spring 1992

MARGARET H. BLAIR

EXECUTIVE-IN-RESIDENCE



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

MARGARET H. BLAIR, EXECUTIVE-IN-RESIDENCE

As president of research systems corporation, Margaret Henderson Blair leads an Evansville company which is recognized nationally as the leader in advertising research. In response to requests from several of the world's largest advertisers, whom rsc represents, Ms. Blair is expanding rsc globally. Soon there will be subsidiaries in 22 countries of North America, Latin America, Europe, and Asia Pacific.

Educated at Sarah Lawrence College and the New School for Social Research in New York, Ms. Blair began her market research career in the Basic Research department of Schwerin Research Corporation (SRC) in 1963. After SRC was acquired by an Indiana firm in 1968, she developed the ARS advertising research methodology (1968-1971) and became executive vice president of the new division. In 1974, with the purchase of the ARS division, she co-founded and became president of rsc.

The ARS system is the most widely used method for evaluating the sales effectiveness of television commercials. Over the years, the company has pioneered a number of ground-breaking research studies on the development and management of effective advertising. Many of the findings from these studies have established industry-wide standards.

Ms. Blair is a director of the USI Foundation, a trustee of the First Presbyterian Church, and chairman of Lone Star Studio, a business founded to promote the arts.

The School of Business is Pleased to Present **MARGARET (MEG) HENDERSON BLAIR**

Executive-in-Residence for the Spring Semester, 1992

You Are Invited to Attend the Discussion Sessions and
Luncheon on Wednesday, April 1, 1992

SCHEDULE OF ACTIVITIES

7:30 a.m.	Marketing Student Round Table	University Center 309A
9:30 a.m.	Coffee and Donuts	University Center 350
10:00 a.m.	Discussion: "America's Future: Sluggers"	University Center 352
11:00 a.m.	Discussion: "Total Quality Systems Approach To Maximize Advertising Productivity and Global Expansion"	University Center 352
12:00 p.m.	Luncheon and Presentation: "Total Quality and Global Expansion"	University Center 350
1:30 p.m.	Student 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 Friday, March 27.



Phil Fisher

DEAN'S LETTER

Things have changed at the School of Business. Instead of dictating this letter, I'm writing it on the new IBM computer on my desk. When I'm finished, I'll send it to School of Business Reports Editor Nancy Bizal by electronic mail. Yes, installation of our new computers and the networking software went smoothly thanks to the efforts of Wayne Bohm and his staff at the USI Computer Center. The USI School of Business is squarely in the computer age. Every faculty and administrative office is equipped with networked personal computers and access to a good library of business software. The next big step forward will be to link our network to the USI Library's electronic search programs.

The second major change in the School of Business is that we are revising our curriculum to better prepare our students for the requirements of today's business environment. We will place more emphasis on global management, the influence of the political, social, legal and regulatory environments, the management of technology, the impact of demographic diversity on organizations, ethical issues, and leadership and communications skills.

The MBA curriculum is nearly completed. The new curriculum, to be offered this fall, will offer better accessibility to candidates with undergraduate degrees other than business through five accelerated introductory courses that will replace previously required undergraduate courses. The core of required courses has been revised to include courses on management information systems and the ethical, social, and regulatory issues confronting businesses today. The third component, also new, will be the opportunity to take up to three courses in one of several functional areas, thus providing a better foundation for those students who have already decided on a career field.

Work on revising the undergraduate curriculum is under way. Our goal is to have the changes made in time for the 1993-94 school year.



Phil Fisher explaining business policy to a class of senior business students.

Finally, I want to comment on the two fund-raising programs announced elsewhere in this issue of School of Business Reports, the Give-A-Book Campaign and the Wanda B. Hibbitts Accounting Scholarship. If the past few years have taught us anything, it is that to stand still is to become obsolete. We must teach our students the skills necessary for them to continue to educate themselves throughout their lives. To do this, we must have library resources that will support assignments to do reports and term papers for both our undergraduates and MBA students. While our state appropriation for this purpose has increased in recent years, a successful Give-A-Book Campaign is needed for us to reach our goal of adequate library holdings within two years, the time frame we have set to begin formal application for AACSB accreditation.

The Wanda B. Hibbitts Endowed Accounting Scholarship Fund serves two purposes. It is an appropriate and permanent way to honor someone who has been teacher, model, and friend to a generation of our students. The scholarships will also be a tangible expression of the value we place on achievement gained through hard work. We expect the cumulative effect of this and similar programs to be a culture in which effort and excellence are expected and rewarded.

The Wanda B. Hibbitts Accounting Scholarship Fund

The Wanda B. Hibbitts Accounting Scholarship Fund is being created to recognize accounting students who show accomplishment and drive, qualities Professor Emerita Hibbitts cherished and encouraged during her distinguished tenure on the University of Southern Indiana School of Business accounting faculty. This scholarship, the first of its kind for the School of Business, is being established as a perpetual tribute to Dr. Hibbitts and to encourage and reward students who achieve through motivation and hard work.

Wanda Hibbitts taught accounting at the University of Southern Indiana from 1970 to 1990. Those privileged to be her peers and students know that she was committed to the highest level of academic skill in order that she might better teach



Wanda B. Hibbitts

the students who crowded into her classes. She shaped minds with innovative teaching techniques and shaped lives with exemplary insights, interests, and values. Her interests and commitment have always gone well beyond the brightest and best accounting majors; she regularly held workshop sessions to give special tutorial help to students who found accounting difficult.

When Professor Hibbitts was nominated for and received USI's Distinguished Professor Award in 1986, former students wrote letters of endorsement citing the special contribution she had made to their lives as mentor and teacher. Her scholarship, technical expertise, and ability to bring out the best in individuals are qualities that have enriched the lives of many.

Professor Hibbitts retired from teaching in 1990 and now is energetically pursuing activities that epitomize the themes of her professional career.

This special scholarship is being established in Professor Emerita Wanda B. Hibbitts' name to carry on the rich tradition of excellence that she exemplifies and inspires. The School of Business is initiating a special fund-raising campaign to give alumni and friends the opportunity to contribute to the endowment of the Wanda B. Hibbitts Accounting Scholarship Fund.

To make your contribution to the Wanda B. Hibbitts Accounting Scholarship Fund, use the cutout form in this newsletter.

The School of Business Give-A-Book Campaign

We have a critical need for more library books. The School of Business is launching a Give-A-Book Campaign. We need better library resources to prepare students with the skills to acquire knowledge on their own. Students must have library resources that support assignments involving research such as supplemental reading, reports, and term papers. Of course, the requirements of the MBA program

add to our need for a more complete collection; and the AACSB accreditation standard recommends a more extensive collection.

Alumni and friends can support the Give-A-Book Campaign by making a tax-deductible contribution to the USI Foundation. The current average cost of a book for the business collection is \$45. For that amount, a nameplate with the donor's name will be placed on the inside cover page of a book purchased

from this fund. Donors may also make the gift "in honor of" or "in memory of" another person; the nameplate will include both the designated person's and the donor's names.

Donations to the Give-A-Book Campaign can be made by using the form enclosed with this issue of the **School of Business Reports** and making a check payable to the USI Foundation.

The Sunbeam Way

by Rich Strenkowski

With increasing global competition, companies must develop philosophies that maximize their resources especially in areas of customer service, innovation, and cost reduction. At Sunbeam Plastics we create this philosophy because we are convinced the collective efforts and ideas of all of our associates are far more effective than a management dictate.

It's a worn-out cliché that people make the difference, but I believe it's true...from the way people answer the phone to the responsiveness toward a customer complaint. What the company's people contribute is vital in today's market to maintain customer base. How does it all work? It's really simple in concept but probably the most difficult challenge faced by management because it is never-ending.

Putting people power to work has certain fundamentals. In a recent article Elizabeth Kanter of the Harvard Business School wrote, "Companies can systematically become more competitive by more effectively using people power they already have. Instead of looking for competitive advantage in 'big items,' they can find competitive advantage in a series of modest innovations. Employees at all levels must be encouraged to contribute...by doing better the things already in front of them."

We at Sunbeam believe there are four ways to link competitive success to direct employee effort:

1. "Focus on innovation everywhere. Constant incremental improvement in absolutely everything the company does."

Great companies ensure they stay ahead of competition through a constant stream of small improvements in every area. These could include creative financing, team problem-solving, more efficient purchasing, reduction of spoilage, initial

quality built into products, and building strong customer relationships. There's a theory called the "15-minute competitive advantage" which really describes the head start gained in the marketplace with each small new idea that advances a company. Sometimes, like in a horse race, it's more than enough to win the heat.



Rich Strenkowski, president of Sunbeam Plastics, is chair of the School of Business Board of Visitors. His commitment to bettering education for students and our country makes him a dynamic and forward-thinking leader of the advisory group of senior executives who meet regularly to advise the School.

2. "Look for opportunities in new combinations of old ideas."

Seeing these opportunities often requires breaking down the walls between departments, product lines, or divisions. Management must foster an atmosphere of open communication and cooperation across any department and between hourly and salaried associates. Sometimes it's the obvious that others see which can provide new ideas needed to keep a company growing.

3. "Differentiate products of superior quality and service provided by highly committed employees."

Quality is much more than the statistical summary of defects or mistakes. Coupled with the idea of

total service, it speaks of relationships with customers and how people treat people. This is not a new concept. Applying the principles "Fairly, Honestly, Justly and With Dignity" toward ourselves, our customers, and our suppliers has been a cornerstone of our business philosophy for years. Managers throughout the organization are asked to symbolize quality in their responsiveness to employees' concerns. All services provided must exceed the expectations of the customer—both internal and external customers.

4. "Multiply the marketing effort ten-thousand-fold by putting everyone in marketing."

Our "hidden marketing department" must be at work all the time. For example, when a secretary, customer service representative, accountant, or shipping department clerk speaks with a customer, the attitude must be one of pride and cooperation. Everyone must acknowledge the job is to service the customer—yes, accountants have customers too!

There's also an unofficial hidden marketing department. Everyone working at Sunbeam is asked to be a company ambassador. We try to keep everyone informed about the company. We all need to feel proud of our accomplishments and take pride in the company. Employees who believe and feel it is a great place to work put "word-of-mouth" marketing in motion.

Companies such as Sunbeam are leaders in innovation. We treat our mistakes as "paid-for" experience, not as failure. We need to take risks and close our ears to "it can't be done" or "we tried it before and it didn't work."

To be successful we strive to develop a creative, innovative organization that involves every associate in improving our competitive advantage. "An idea is a fragile thing. Turning it off is much easier than keeping it lit."

Michael K. Campbell, Fall 1992 Executive-in-Residence

by Derrick Pickett, business and communication student

The School of Business welcomed back one of its own, Michael K. Campbell, 1975 alumnus, as the Fall 1991 Executive-in-Residence. Campbell spoke to a crowd of 150 about his job as senior vice president and chief financial officer of Hurco Companies, Inc., and as president of Hurco Manufacturing Company. Hurco is an Indianapolis-based numerically controlled machine tool manufacturer. The following is a series of excerpts from Campbell's remarks.

On the formative years... "As I began my career, my first thoughts were of learning," said Campbell as he focused his attention on a group of students. "I established a priority to listen first and if necessary give my opinion more cautiously. Once gaining an understanding of the issue or the task, I then would set out on an aggressive mission to accomplish or solve the problems at hand."

On the manufacturing sector... "I left the finance service sector and accepted a position as finance manager with an international manufacturing company," said Campbell as he turned to the other section of the audience. "I knew that growth in America had to come from markets other than the U.S. However, I questioned whether manufacturing was really the sector I should focus on," said Campbell. "After all, the Japanese and Europeans were the bright stars in the manufacturing sector."

On the realization... "Our country was supposed to be a service country. How little did I know at that time what a terrible direction this was," said Campbell shaking his head. "U.S. manufacturing, the machine tool industry in particular, was getting an old-fashioned kicking."

"Our quality was bad and our image to the customer was somewhat pathetic. Americans believed that quality could only come from Japan, and Japan could do it for less money," said Campbell. "The machine tool business, along with many other industries, was losing big time."

On the reasons for noncompetitiveness... "These, I believe, are the primary reasons for the lack of competitiveness of the machine tool industry—and more than likely these are applicable to other U.S. industries as well. The first reason behind this country's noncompetitiveness is our failing educational system," said Campbell. "We are way behind in education, 17th in the world."

"The second reason we cannot compete is the exchange rate advantage. The U.S. dollar was allowed to remain strong for too long. Japanese products were artificially less expensive because of this."

"The third reason is American manufacturing did not meet customer demands: the machine tool industry is so cyclical, capacity was not built to deliver the product expediently to the market," Campbell said.

"Technology deficiency is the fourth reason," said Campbell as he turned from his notes. "The U.S. companies were unwilling to invest in new computer technology for machine tools."

"The fifth reason is very obvious; our quality was poor," said Campbell. "The U.S. was lagging in the implementation of programs to provide continuous improvements in the reliability of products, and consumers were fed up."

On the manufacturing rebound... "However, American manufacturing must be on its way back," said Campbell as he guided his attention back to the group of students. "We've begun to train and retrain our work force. We have workers who realize our competition is not just around the corner but that it's around the world."



Mike Campbell '75

"Manufacturing leadership has begun to listen to customers regarding product requirements and to our shop floor colleagues who know how to do their jobs," said Campbell with a smile.

"We are listening with improved attention span to the needs of customers in foreign lands," said Campbell as he scanned his audience. "We are designing products for these markets and adapting our products to comply with European and Asian standards."

"We know quality is first, and we know the importance of satisfying the customer and the need to achieve product differentiation," said Campbell.

On becoming the best again... "American manufacturing must once again become the absolute strongest industrial base in the world," said Campbell as he raised his left fist. "Here is what must be done. First we must improve education. Some have proposed 240 school days per year compared to 180; I believe they are on the right track."

"Second, United States government, business, and banking must work together to develop the most formidable team in the world," continued Campbell. "Third, the Department of Commerce should define American business as U.S.-owned, not just located in America."

"Fourth, our government must find a way to tax all foreign-owned businesses in this country on an equal basis with the U.S.-owned companies," said Campbell as he scanned the room for agreement. "Fifth, our government should give research grants directly to industries where it makes sense, in addition to grants to universities."

"Sixth, we need to invest in new technologies and retool America for the future. And finally," said Campbell, "let us rethink our anti-trust laws and develop a system where we can serve America's self-interest."



Students listening to Campbell

Business Etiquette and Protocol

In the fall Interbusiness Council students had an idea that turned into a plan, and then a reality. They initiated a fund-raising plan to finance the cost of bringing a business etiquette and protocol consultant to campus to assist students preparing to enter the business world acquire a more confident and "socially correct" foundation. Their selection was Ann Marie Sabath, founder and vice president of the Cincinnati-based At-Ease, Inc., author of a syndicated business etiquette newspaper column, and developer of the popular board game "Mind Your Manners." The School of Business is proud of these students who saw a need and an opportunity and executed a plan with a beneficial result. The following are two students' reactions to the program:

David Hawkins, *Business Administration major*, wrote:

How important is business etiquette? According to Ann Marie Sabath of At-Ease, Inc., business etiquette is just as important as a student's grade-point average. Every year many students graduate from college with the same degree, but what makes one student stand out from others when they are applying for the same position?

Ann Marie Sabath suggested tips to students trying to make a good first impression. The first thing she advised students to do was to give 110 percent whenever possible. She also advised students to follow the four rules of twelve: the top twelve inches of your head should look professional; the bottom twelve inches of your body should look professional; the first twelve words you speak should thank the person; and the first twelve steps you take should be energetic. Each of these rules are designed to make your appearance more professional and to improve your first impression.

Ann Marie Sabath also warned students to avoid the ten most fatal business faux pas that can occur when meeting with an important business person:

- Assuming that all business associates want to be called by their first name
- Sending out sloppy-looking business letters
- Mistreating the secretaries of business associates
- Displaying a cavalier attitude on the phone by failing to identify yourself, putting others on hold, breaking off the conversation to speak with someone else, etc.
- Being lax about making and keeping business appointments
- Smoking in the wrong places
- Giving conflicting signals about who pays for a business meal
- Inviting superiors out socially before they have taken the initiative
- Talking only about business at functions that are both business and social
- Failing to put "thank-yous" in writing

Ann Marie Sabath offered this advice to students to help make a difference in their success in applying for jobs.

Barb Rogers, *Business Administration major*, wrote:

"Table manners," words we have all heard since we were five years old, took on a new and positive meaning. Ms. Sabath gave faculty and students etiquette pointers to survive a business interview during lunch. Ms. Sabath informed students that potential employers don't invite you to lunch because they have no one else to eat with. "They are inviting you to lunch to see the real you."

Ms. Sabath said that before a student goes for that interview luncheon, a few etiquette skills may need to be acquired. After all, "we need to concentrate on what is being said rather than having to worry about our utensils or what to do with our hands." Sabath put emphasis on the usage of napkins, soup eating, and the position of utensils: for example, putting the napkin on your lap as soon as everyone at the table is seated, taking the spoon away from you when eating soup to avoid any drips that may occur, and placing the fork diagonally at the upper right edge of the plate (from 2:00 to 11:00) to signal the server you are finished. She also handed out a pamphlet called "Table Manners Tips" for future reference.



Ann Marie Sabath, business etiquette and protocol consultant

Career Enhancement Clinic

by *Amy Petijean, public relations director, USI Personnel Club*

The seventeenth annual Career Enhancement Clinic sponsored by the USI Personnel Club began with Darlene Fischer, president-elect of the Evansville Personnel Association, presenting Dean Phil Fisher with the Superior Merit Award plaque earned by the 1990-91 USI Personnel Club.

Next, seven human resource professionals gave students help with career planning. **Yvette Payne, manager of College Relations and EEO for Bristol-Myers Squibb**, gave the keynote speech concerning the benefits of cultural diversity in the work place.

Terry Stumpf, director of Training and Development at Indian Industries, supplied the dos and don'ts of resume preparation; and **Genie Hulsey, manager of Compensation and Benefits at St. Mary's Medical Center**, talked about interviewing. Both told humorous stories concerning resumes and interviews which they have witnessed in their years of hiring.

Alcoa's Industrial Relations Superintendent Colleen Martin spoke on career development. She informed the group that college is only a warm-up for life and that getting involved in school, part-time jobs, clubs, and other experiences will make a candidate stand out.

Marilyn Schmidt, director of USI's Career Services and Placement, said, "Jobs are out there for USI graduates, but finding the right job will take perseverance and a focused approach." During her talk on compensation and opportunities for USI graduates, she gave statistics concerning last year's graduates including that 97 percent of the 1991 School of Business graduates secured jobs, 87 percent of them in their chosen fields.

Finally **Allyn Testroet, manager of Employment and Benefits at USI, and Allen Mounts, vice president of Human Resources at Keller Crescent**, critiqued individual student resumes.



Phil Fisher, Yvette Payne, and Laura Dugan, president of USI Personnel Club

Faculty Involvement

Ethics and the Business Curriculum

The newest standards for Business School Accreditation by AACSB (The American Assembly of Collegiate Schools of Business) call for both undergraduate and MBA curricula to include coverage of ethical issues. In preparation to meet those standards Dr. Steven Cox, chair of the Economics and Finance Department, is coordinating our School's effort to incorporate ethics into the curriculum.

Before coming to USI, Dr. Cox attended the Arthur Andersen & Co. Business Ethics Program; and in the summer of 1991, he was one of three USI faculty to participate in Indiana University's "Ethics and the Educated Person" program. (The other two were Dr. John Gottcent in English and Ms. Marjorie Jones in anthropology and Spanish.) As part of their participation in that program, they have submitted a grant application to the Lilly Endowment. That application requests approximately \$10,000 to help fund the development and implementation of ethics components into existing general education classes across the University.

Dr. Cox is optimistic about project funding and is planning for his role as project director and School of Business ethics coordinator. Phase One will be the Faculty Recruitment Phase in the fall. Phase Two will be the Faculty and Course Development Phase in the 1992-93 academic year. Phase Three will be the Course Implementation Phase in the 1993-94 academic year.

The goal is to develop in students the ability to make informed and intelligent ethical judgments. The School of Business is excited about, and proud of, the opportunity to lead the University's effort to implement this general education goal as well as incorporate ethics into its own curriculum. Business students will receive training in moral reasoning and ethical judgment formulation throughout their entire educational experience at USI.



Recycling

Bicycle racks and recycling bins for newspapers are now on campus to encourage environmental consciousness and actions as the result of an idea generated by **Dr. Marwan A. Wafa** of the School of Business and the cooperative efforts of student government.

The bicycle racks, it is hoped, will encourage students who live on campus to use bicycles instead of cars to help ease the parking problem, promote health consciousness, and cut down on pollution. Recycling bins have been located at different sites on campus to handle newspapers and old class schedules.

Korean War Memorial

Drs. Jong C. Rhim, Sang T. Choe, and Kwangok Kim are participating in a Tri-State Korean community campaign to help The "C" Company 16th Infantry Battalion USMC establish a Korean War Memorial to honor those who served in the Korean War. This memorial will be erected at a site near the Four Freedoms Monument on the Ohio Riverfront in Evansville and will be dedicated during the weekend of August 29, 1992.



As a gesture of appreciation for the American sacrifices to help defend South Koreans from the Communists during the Korean War, these three School of Business professors raised \$1,610 from the Tri-State Korean community and have delivered the first collection to Mr. Paul McDaniel, treasurer of the committee. They will continue to raise funds from both the Tri-State Korean community and other area Korean communities such as Indianapolis and Chicago. They will also contact the Korean Consulate-General office in Chicago and Korean business enterprises in the United States as well as in Korea.

Tourism/Economic Development Grant Accepted

Drs. Timothy J. Schibik and Peggy O. Shields have received notification from the U.S. Department of Commerce Economic Development Administration that their final report for the grant entitled "Development of a Cooperative Regional Tourism/Economic Development Strategy for Southern Indiana" has been accepted. This is the next-to-last step in the fulfillment of the technical assistance grant awarded to the USI Historic Southern Indiana Project. Historic Southern Indiana is an alliance seeking to identify, develop, and promote historical, scenic, and recreational resources of southern Indiana.

The primary goals and objectives of this study were to first identify and inventory the area's historic, natural, and cultural resources and then to analyze the area's potential for tourism development. Recommendations and rationale for regional marketing and promotional plans have been provided to complete the study's objectives.

The study found that despite the area's infrastructure limitations, southern Indiana has potential for tourism development and that regional cooperative marketing efforts would benefit the region.

Drs. Schibik and Shields are completing a second report for the Extended University Program, which partially funded the study. The results will be presented at several public meetings across southern Indiana.

Sun Beams on Case Analysis at USI

Dr. Philip Fisher, author of more than a dozen cases published in business and management textbooks, initiated a brand-new project with Drs. Choe, Foroughi, and Wafa. The case project with Sunbeam Plastics in Evansville concentrates on three main areas: investment decision alternatives to penetrate the European market, design of a computer information system, and improvement and assessment of the manufacturing process.

The first case writing, a collaboration by the four professors, will be identification and assessment of Sunbeam's current status. Sunbeam Plastics led by Mr. Richard Strenkowski has been recognized as an innovator in the child-resistant cap and closure industry since its inception in 1953.

Thank You, Your Contributions Make A Difference

July 1, 1991 - December 31, 1991 Contributions

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John J. '80 and Carol Bolger
Bristol-Myers Squibb Foundation, Inc.
Marie Bussing-Burks
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Dr. Sang T. and Kyung S. '91 Choe
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You can help the School of Business.

Your gift will

- Fund scholarships
- Provide electronic data bases for students and faculty
- Buy books for our library
- Support faculty development
- Bring Executive-in-Residence and other business leaders to campus

Private gifts make the difference between subsistence and advancement. Your support will accelerate our development and the quality of the experience we can offer to our students.

Phil Fisher
Dean of Business

Yes, I/we want to support the School of Business at the University of Southern Indiana by contributing to the following fund(s):

- School of Business (wherever the need is greatest) Give-A-Book Campaign
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Donors will be recognized in both the School of Business Reports and the USI Honor Roll of Donors.

Share What You Know Career Resource Program

by Marilyn Schmidt, director of Career Services and Placement

Some of the most sought-after personalities from USI these days are folks that are "long gone." Alumni, we need you for this program.

Students from across the University have discovered that an ever-changing job market, job specialization, and the rising cost of education have made career planning a necessity. The Alumni Association and the Career Services and Placement Office developed the Career Resource Program which is a network of alumni volunteers

who provide valuable information to students on the educational prerequisites, demands, and responsibilities of a wide variety of career areas.

Nowhere is the interest as acute as among students in the School of Business.

Business faculty members have been enthusiastic about putting students in touch with targeted alumni. Frequently, informational interviewing becomes part of a class project, often leading to a conversation which results in a significant impact on a student's career goals.

Student inquiries are screened and frequency of contacts monitored to prevent overuse of alumni volunteers. With increasing interest on the part of students, however, we need new career resource professionals to offer time and expertise.

To be a volunteer for this program or to secure more information, please call Marilyn Schmidt, director of Career Services and Placement, at (812) 464-1865, or Nancy Johnson, alumni director, at (812) 464-1924.

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