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COLLEGE of BUSINESS REPORTS

Coop: From Tough Guy to Role Model Student shares story of transformation



You could say **Matthew Cooper** grew up on the wrong side of the tracks. Raised by a single mother who worked two jobs to make ends meet for her two sons and a father who was mostly absent, Cooper rebelled at an early age. He ran with the wrong crowd, got into trouble at school, and was on a self-described “path to jail.”

“I didn’t know anything better,” he said. “I think sports were the only thing that kept me out of trouble for a while.” He played football until his freshman year in high school and later got involved with a local paintball competition.

In December, Cooper graduated from USI with a degree in accounting and professional services and finance. His story is one of transformation. Spurred by his own desire to succeed and a family of support in the College of Business, he has found himself on a career path that has no limits. With degree in hand, he plans to join the Army National Guard in January and has an eye toward graduate school for an MBA or a master’s degree in accounting.

Cooper, or “Coop,” as many know him, grew up in Warrick County, just east of Evansville, Indiana. He often found himself in trouble and came close to failing to earn a high school diploma.

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What can established firms learn from startups?

Parallels between startups and radical innovation projects

Get the Edge.



Startups in their efforts to create new products or services operate under

extreme uncertainty. Two key characteristics are a mindset of experimentation and a willingness to fail.

Established firms in today's economy increasingly face challenges that are like those faced by startups.

Uncertainty associated with complexity, emergent technologies, and a rapidly changing business environment place intense pressures on firms to be adaptable and quick to meet challenges. Whether firms survive, grow, decline, or fail depends significantly on how well they generate inventive solutions to important market problems within a strategic framework. In other words, how well do they manage innovation? Even as innovation management has emerged as a strategic response, the indicators of success are far from promising.

The dynamic interaction between inventive solutions, market needs, and strategic thinking is most visible in the characteristics of a firm's innovation portfolio. Radical innovation—doing something very different rather than incrementally doing what it does but better—is often the driver of sustained competitive advantage.

The ability to support radical innovation is an essential organizational competence in today's economy. However, the exhibit displayed at the top right shows a remarkable shift towards incremental innovation in product development portfolios of firms representative of the economy's structure.

Business executives recognize the dangers associated with these shifts. A recent survey indicated that only 19 percent of business executives felt that their product development portfolios have the "right balance" between incremental and radical innovation projects. Stronger performing firms tend to have a much higher proportion of radical projects. However, management practices in many firms facing

Percentage Breakdown of Projects in Product Development Portfolios

| Project Types | 1990 | 2005 |
|---|------|------|
| New-to-the-World Products | 20% | 10% |
| New-to-the-Business Products | 39% | 24% |
| Major Product Revisions | 20% | 22% |
| Incremental Product Improvements, Promotional Developments, and Package Changes | 20% | 43% |

Sources: Kahn, K., *(The PDMA Handbook of New Product Development, Wiley, 2012, p. 22; Cooper, R. G., and S. J. Edgett, Generating Break-through New Product Ideas, Product Development Institute, 2007, p.7.*

mature markets, intense competition, and shareholder expectations for short-term profits have opted to focus on less risky, less ambitious projects.

This dilemma poses a tremendous challenge for firms that see sustained growth as the key to long-term success in today's uncertain business environment. It is difficult to assemble facts to build a clear business case for breakthrough projects. Radical innovation involves a leap into the unknown. Heavy reliance on imagination, insights, experimentation, willingness to fail, and the design of new metrics to map progress are some parallels between radical innovation and startup enterprises. A sharp organizational focus on key elements of the startup mindset represents a way forward for established firms that have shifted heavily to incremental initiatives.

This College of Business Reports provides a sampling of initiatives that reflect an experimentation mindset and the transformational impacts it is having on individuals, networks, and future initiatives.



Transformational Space:

From concept to functionality, USI's Business and Engineering Center is about transformation. The 122,500-square-foot building brings together faculty and students from the College of Business and the Pott College's Department of Engineering. It's a new model, but one that reflects a growing trend toward collaboration across the University.

The central atrium serves as a gathering space with open-tiered seating as well as smaller quiet spaces designed to facilitate an interdisciplinary curriculum. "While each discipline has its own focused space, we've created shared spaces to encourage engagement among students of both colleges," said

That's when he had an epiphany—he saw the path he was on and made a conscious decision to make a better life for himself. “I knew I had to change my environment,” he said. “I had to disassociate with everyone I knew.”

He attended an alternative school, taking a heavy course load, and was able to walk with his classmates during commencement. After high school, he got a job detailing cars. He was making good money but working long hours—sometimes 80 hours per week. Around the same time, his mother earned an associate's degree in accounting from a technical school. For the first time, he started thinking about self-development, had a role model, and saw the happiness that a career could bring.

“I realized I needed to get an education,” he said. “I didn't want a job; I wanted a career.”

The following spring he enrolled in classes at USI, but success didn't come easily. He was an intimidating figure at 6'3" and weighing more than 320 pounds. He was unshaven, wore baggy unkempt clothes, and had a bad attitude. He fumbled through his core courses.

When he started taking business classes, he found his calling. Accounting intrigued him. “I felt interested and challenged for the first time,” he said. “As I learned more about accounting, I added finance to my interests.” He also found role models in the faculty and

advisors that took him under their wings—they wanted him to succeed.

“Matt Cooper credits those around him for guiding him during his transformation,” said **Dr. Craig Ehlen**, professor of accounting. “But, the truth is, he is primarily responsible for turning his life around. I compare it to passing the CPA Exam: many people can help get you motivated, but no one takes the exam for you—you have to pass the exam yourself.”

Cooper also leaned on close friend **Matt Mitchell** for support. The two had met years earlier playing paintball and reconnected at USI. They studied together and often fell into long conversations, or, as Cooper calls them, “productive arguments.” Mitchell was a year ahead of Cooper and another role model. “He kept me in line; and when I fell into my old habits, he was there,” said Cooper, who recently served as best man in Mitchell's wedding and looks up to his peer who now holds a position with the Indianapolis office of the big four accounting firm, Deloitte and Touche.

By his junior year, Cooper was making good grades. He became president of the Accounting Professional Services Club (APS), where he was co-founder of the Accounting Tutor Room and helped lead the group to a Gold Certificate of Excellence in 2012. He got involved with Toastmasters, served as secretary and vice president of membership, and earned a

prestigious Competent Speaker certificate. He joined the Institute of Management Accountants (IMA) and was part of a team that competed in the International IMA competition last spring and this fall was part of a team that earned third place in the Indiana CPA (INCAP) Society's annual statewide case study competition (See pg. 7).

“I learned the importance of involvement; and, for the first time in my life, I was confident in myself,” he said. His looks changed too. He lost nearly 100 pounds and started taking care of his appearance. “I knew it was going to be important for my career,” he added.

“What Coop has done for himself during his time in the College of Business is an example of how we're developing professionals—one student at a time,” said **Nancy Bizal**, instructor in business communications. “His road from student to professional is truly transformational. I'm proud of him.”

Cooper now goes out of his way to help others and be a role model, like those that stepped in to guide him on his journey. He hopes others will be motivated by his story of transformation, but he has no regrets. “My past is what made me the person I am today,” he said. “Through all the ups and downs, I wouldn't change a thing. My motto is ‘Live life to the fullest and without any regrets.’”

Business and Engineering Center earns design award

Jeff Ryan, project designer and vice president of HOK, a global design, architecture, engineering, and planning firm in St. Louis, Missouri.

The St. Louis Chapter of the American Institute of Architects (AIA) recently recognized the Business and Engineering Center in its annual Design Awards competition. The project received a Merit Award in the Architectural Category and was one of four projects honored this year. Hafer Associates of Evansville served as the architect on the project. The building also was recently featured on the cover of a special section of the *St. Louis Business Journal*, announcing the AIA Design Awards.

It's no wonder the building is drawing attention—it literally transforms the way the two colleges are approaching learning opportunities. Specialized spaces for the business curriculum include a sales suite; several learning labs for decision support/negotiations, project management, web development, computer hardware/software, and entrepreneurship; stock market simulation rooms; several lecture halls; and student lounge and study areas.

Engineering-specific spaces include labs for environmental engineering, vibrations study, computer-aided drawing, biomechanics, fluid mechanics, heat/thermodynamics, communications, digital systems, optics/

modern physics, power and machines, surveying and materials testing; a design center; and a dedicated rooftop antennae space for communications experiments.

These spaces create an atmosphere where students in the two colleges can learn from one another in ways that mirror the relationships they're likely to encounter in the workplace.

The building design visually connects to the campus through a window wall in the atrium that offers a panoramic view of Reflection Lake and surrounding woodlands, and a front entryway that opens onto the grassy quad in close proximity to the Liberal Arts Building, University Center, and Rice Library.

Learning the Art of Leadership Maxwell training transforms participants

This fall a group of students and faculty participated in a non-credit, 10-week program based on the teachings and philosophies of **John C. Maxwell**, an internationally renowned leadership consultant, author, and speaker. His teachings are based on three leadership principles: inspire, challenge, and equip. The program was piloted in the spring 2012 semester.

The Maxwell training drew 16 participants, including both undergraduate and graduate students and faculty members.

Jason Fertig, assistant professor of management, served as the facilitator and coordinator of the project.

Typically Maxwell Group programs are geared toward business and corporate audiences. The College of Business has worked with Maxwell to create a structure that has been proven to work in the university setting. The program kicked off with an on-campus talk by **Chris Fuller**, an international leadership speaker, author, and consultant with more than 20 years of experience.

During the 10-week program, participants formed smaller groups that read and discussed the book, *Leadership Gold: Lessons I've Learned from a Lifetime of Leading*, by John C. Maxwell. They met weekly, engaging in discussion and participating in a series of conference calls with Maxwell leadership coach, **Greg Cagle**, a former CEO and now management consultant.

"I looked to the leadership program to help overcome language barriers and to learn to be successful in a business environment," said **Viviana Munoz**, a junior marketing major. A native of Ecuador, in South America, she has already earned a degree in international trade and worked for Ecuador



Viviana Munoz, a junior marketing major, and Dr. Chris Garrett, director of faculty development for the Center for Academic Creativity and associate professor of English, listen in during their group's conference call with a Maxwell leadership coach. The calls are part of a 10-week program to develop strong leadership skills.

customs. "Sometimes we may want to be a leader, but we don't know where to start. Through the book and the conference calls, we've learned a lot about that process."

Ryan Rogers is a senior business management major specializing in human resources. "This process is something that transforms you," he said. "It gives you the skills and mindset to communicate better and lead effectively. You can have all the hard skills you want; but if you can't deal with people and have the soft skills, you won't be an effective person. I think this process is going to help me transition from the classroom to a career."

"This is something that takes time," adds Munoz. "You don't just wake up one day

and become a good leader." She also enjoys the structure of the meetings. "It's so different from other programs," she said. "It feels like a break from my normal studies. We're able to relax and still have meaningful discussions. At the same time, we're applying leadership techniques and skills."

Participants leave the program having written a personal mission statement that helps guide them as they make decisions about their careers. "It's great to be able to take part in these conversations on leadership that are hard to have in a classroom," said Fertig. "This is training people usually don't get until later in their career."



2012 Executive in Residence Chris Traylor tells students to love their work and put family first

The construction industry has always been a part of **Christopher Traylor's** life, from the time he was a youngster dropping in the office, to summers as a teenager working in the shop, to college semesters interning on projects. "Don't feel like you need to rush into decisions about your major or your career," Traylor told students.

Traylor, co-president of Traylor Brothers, Inc., talked to students about the history of the family business and gave insight on strategic leadership and lessons learned as a young manager.

Speaking Eagles From timid to confident

At a recent meeting of the USI chapter of Toastmasters International, students gave speeches on topics ranging from Chef Gordon Ramsey and actor Will Ferrell to wine and algorithms. A student from France even gave a dynamic comparison of French and U.S. cultures.

The USI chapter of Toastmasters International is one of several Toastmasters groups in the Evansville area and part of an international organization focused on developing speaking and leadership skills. “We’re very fortunate to have a chapter on our campus,” said **Jamie Seitz**, instructor in accounting and co-faculty advisor, along with **Dr. Dan Wade**, professor of accounting.

“The best part about Toastmasters is that it’s a positive environment that enables participants to grow and learn,” said **Taylor Atkins**, president of the group. “Over the years, I’ve seen people who at first can’t get up and speak, go in front of the room and give 10-minute speeches. It’s really incredible to see that kind of transformation.”

USI’s chapter has been around for more than 10 years, but Atkins and Seitz both say they’d like to see it grow and encompass students from other areas of the University. “A lot of people don’t know what we do,” said Seitz, who was a president of the group during her time as a student at USI. “A lot of people think it’s only a College of Business thing.”

The group meets each Tuesday and is open to students in any of the colleges and from any major. Dues for all students are generously paid by the College of Business Accounting Circle. Members of the Accounting Circle also attend the meeting each week and provide feedback as well as networking opportunities.

Atkins met a recruiter through the group his freshman year and recently had the opportunity to interview with the same person for a job. “I built that networking connection with her for three years,” said Atkins. “She already knew me when it came time to interview and that helped me get the job.”

Seitz also touts the benefits of public speaking in preparing for academic presentations and competitions. “Toastmasters has really helped our case competitions” she said. “The students are more prepared to give presentations and they have confidence.”



Kelsey Welp gives a speech on actor Will Ferrell during a winter meeting of the Speaking Eagles Toastmasters group at USI. Welp and other members of the group develop speaking skills that will serve them throughout their careers.

His advice for students preparing for careers included: “Be flexible and open to new places and new people; strive for diverse experiences within your field; think hard before saying no to any assignment; no one person has all the answers—collaborate and surround yourself with good people; the best way to get ahead is to help those around you succeed; taking risks is sometimes necessary to separate yourself in the field; every company needs a shared vision and a strategic plan.”

A three-generation family business, Traylor Brothers is one of the top 150

contractors in the United States and competes in global markets. The company focuses on large marine, bridge, and underground infrastructure projects, including the post Katrina flood walls in New Orleans and the Natchez Bridge on Highway 231 near Owensboro.

Traylor helps lead the company along with brothers, co-president, Mike Traylor, and vice presidents Tom, Jr. and Daniel Traylor.

The Student View

Finance major transformed by Nashville experience

Austin Andrekus spent his final college summer interning with the finance department for Country Music Television (CMT) in Nashville, Tennessee. During the 10-week internship, he was responsible for a comprehensive audit of in-state vendors for the popular CMT Music Awards, resulting in a return of more than \$300,000 to the network in the form of tax exemptions and rebates.



Andrekus

“I was given full responsibility for the project,” said Andrekus. “The responsibility was massive. I was looking at millions of dollars of budgets and putting together a financial statement. It really enhanced my organizational skills. It also was a great experience in business communication and networking. With a big project like this, you can’t keep to yourself. You have to interact with many people in the office to get the information you need.”

“This was my first experience in a professional environment,” Andrekus said. “It taught me a lot about the field and about networking.”

In addition to the audit, Andrekus worked on a variety of other projects for the CMT financial manager. He also was given the opportunity to work at the 2012 CMT Music Awards show as a talent escort for country music and television celebrities.

In recent job interviews, employers have found his experience something that jumps off the page. “It’s a game-changer,” Andrekus says. “It’s something that distinguishes me from other candidates.”

BIO Austin Andrekus of Chicago, Illinois, was a senior finance major with a minor in economics who graduated in December. A standout forward on the USI men’s soccer team, he was named second-team Academic All-American by the College Sports Information Directors of America.



Get the Edge.

Making Connections

Students in the College of Business found a wealth of opportunities at the fall CareerLINK job fair in Carter Hall. The fair, which has taken place for more than 10 years, drew 65 companies and 11 graduate schools—the most in the event’s history. USI’s Career Services reported an increase in companies from outside the local area. The biannual event provides opportunities for students to find internships, jobs, and graduate school openings. The next CareerLINK job fair is scheduled for Wednesday, February 20, from 10 a.m. to 2 p.m. in Carter Hall.



(1) Joe Melroy, right, a business management major with a human resources emphasis, talks with a recruiter from Northwestern Mutual. **(2)** Marketing major Adam Kaps, center right, networks with fellow students and recruiters. **(3)** Julie Brauser, left, assistant director of Career Services at USI, catches up with alumnus Andy Lannert '05, a recruiter with Dauby O'Conner & Zaleski, LLC accounting services. **(4)** Vectren recruiter and USI intern Brittany Townsend, left, explains opportunities to Victor Medveder, a management major. **(5)** Management major Aaron Bledsoe hears about opportunities with American Income Life Insurance Company from recruiter Gretchen Keller '11, accounting and professional services. **(6)** Anthony Majors, right, an accounting and finance major, shares his qualifications with Master Brand Cabinets, Inc. recruiter and USI finance alumnus, Jarod Morrison, '03. **(7)** USI's CareerLINK job fair hosted a record number of companies and graduate schools, providing a wealth of opportunities for students. **(8)** Accounting major Nicole Tolbert, makes connections with Kimball International recruiter and USI alumnus Christopher Neu, '93.

Thinking Globally Students hear about international opportunities

Technological advances have created a world where more industries are working globally. Increasingly students are interested in taking advantage of those international career opportunities. A recent program offered a glimpse into the world of global markets. “Preparing Students for Global Work” was the topic of this fall’s Tri-State World Trade Network (TSWTN), a program hosted on the USI campus and supported by The Chamber of Commerce of Southwest Indiana, along with USI and the University of Evansville.

The event looked at what it is like to live abroad and explored the key qualities to successfully working in a global marketplace. Information also was provided on internships available with global companies.

Keynote speaker **Wayne Quigley**, formerly of Bristol-Myers Squibb and Mead Johnson Nutrition’s international operations, spoke to a packed house, including more than 200 USI students and students from UE and Ivy Tech Community College. Quigley covered various roles that global careers can encompass and the types of assignments someone might see in those roles. “Typically, global jobs go to high potential employees,” he said. “The question is, how do you position yourself as a high potential employee with the skills needed for global work?”

His recipe for success was straight forward. Deliver results, create a meaningful



Trenton Christian, a 2007 graduate of the College of Business and an international manager with Red Spot Paint, reflects on what it takes to succeed in a global marketplace.

career dialog that communicates your goals to your supervisor, do the things that qualify you, and build relevant experience. “Think globally,” he said. “See your success—don’t fear the unknown or failure.”

Quigley talked about a career path that led him to global opportunities and overseas experiences. A retired senior executive, he has lived and worked abroad and has more

than 30 years of experience throughout Europe and Asia.

Among the benefits of a global career, Quigley explained to students that they would garner a new perspective on culture and be part of a unique learning experience. “It’s rewarding and exciting,” he said. “But, it can also be challenging. It takes a huge commitment, and you have to be willing to spend time away from family and friends.”

Trenton Christian ’07, international affiliate manager with Red Spot Paint, and **Linda O’Risky**, associate director of global product development at Mead Johnson Nutrition, also discussed their companies’ global footprint. “When you think about your degree, no matter what you’re doing, you’re going to have to interact at a global level at some point,” said Christian, who graduated with a degree in business administration from the College of Business.

A second session consisted of a panel of six companies—Berry Plastics, Mead Johnson, PCI/Skanska, Red Spot, SABIC, and Toyota—describing their internship programs and available internships, particularly those with global dimensions.

“Almost all mid-size to large businesses have global dimensions across various aspects of their operations, affecting all types of employment opportunities,” said **Peter Cashel-Cordo**, professor of economics at USI. “As students enter this new workforce, they need to be prepared for that reality.”

Teamwork earns accounting students a third-place finish

A four-member team of accounting students recently brought home a third-place finish in the annual Indiana CPA (INCPAS) Case Study Competition. The competition challenged students to use knowledge, skills, and judgment to create a business acquisition analysis. INCPA Society teams from the College of Business have a long history of success.

This year’s team, including senior accounting majors **Matthew Cooper**, **Ryan Eichmiller**, **Dustin McGrew**, and **Nicole Smith**, competed against 12 universities and colleges at the state level and was chosen as one of six finalists. “Our paper for the presentation was about 80 pages,” McGrew said. “It examined what the company is worth and what it does, and it evaluated

and assessed every financial component of the company.”

The team made an oral presentation in front of a panel of judges at the finals. “We all worked on our own strengths in specific aspects,” Cooper said. “Then we came together and combined our efforts. Sometimes we stayed up all night practicing. Spending all of that time together taught us what it means to work as a team.”

Accounting instructors **Jeanette Maier-Lytle** and **Jamie Seitz** served as advisors. “I’m always amazed by the intense drive our students have during this competition,” said Maier-Lytle. “Our team spent countless hours preparing. This was one of the most dedicated teams I’ve ever worked with.”



INCPA Society team members earning third place in the Indiana competition are, back row from left, Ryan Eichmiller, Matthew Cooper, and Dustin McGrew. Front row, from left, are team member Nicole Smith, and advisors Jamie Seitz and Jeanette Maier-Lytle.

Senior project wows client

CIS students build information system to streamline Oklahoma festival



Team leaders Evan Burkhardt, left, and Beth Wead present their computer information systems senior projects to the IT Alliance Board during its annual fall meeting. Results of the project will be used by the Okie Noodling Tournament in Oklahoma to help streamline the annual event.

Two teams of computer information systems (CIS) students took on the task of developing an information system for the Okie Noodling Tournament, an annual tournament and festival for noodlers (handfishing enthusiasts) in Pauls Valley, Oklahoma. The CIS senior project was completed as part of an application software development course taught by **Dr. Sandeep Goyal**, assistant professor of CIS. Teams worked independently to meet the client's needs and prepared competitive presentations of their projects.

Dr. Les Nunn, professor of business law and operations manager for the Okie Noodling Tournament, was the client for the senior projects. He enlisted the help of Goyal and his students on the project. "This tournament has grown so fast," said Nunn. "This year we drew more than 12,000 people, including participants from Europe,

South America, and Canada. We expect to have 25,000 next year. As it grows, we need more and more volunteers and better systematic processes. That's where Dr. Goyal and his students came in."

During the projects, students solved real issues that occur with hosting a large-scale festival. Objectives included creating a secure centralized database for tracking attendees and funds, desktop application for organizers, and a web application for vendors, volunteers, and the general public. The teams solved problems of information loss, insecure information systems, and conflicts with websites for non-technical users. The project allowed students to come up with solutions to business problems, using what they learned in the CIS program.

"What the students have done is absolutely fantastic," Nunn said. "They sat down and asked me a lot of

questions, visualizing in their mind what the operations would be and trying to understand what was needed. I am so impressed."

In the end, Nunn chose one of the teams, Big Dipper Innovations (BDI), as the winner; although he gave both teams equal credit for their efforts. "I wish I could start a company and hire both teams. I wouldn't have to worry about anything. I'd be able to retire pretty quickly," Nunn said.

The teams presented completed projects to the IT Alliance, the advisory group to the CIS and CS programs. "Through the senior project, we're transforming our students into professionals," Goyal said. "Several IT Alliance members mentioned that the information systems created by the students were professional and had all of the bells and whistles that a professional consultant would provide to a real-life client."

Nunn, Goyal, and the teams see the opportunity to expand the database model to other festivals. Goyal plans to pitch the idea to Evansville's West Side Nut Club as an opportunity for its annual Fall Festival.

"I was constantly surprised by the teams and the energy they had," said CIS student **Evan Burkhardt**. "We were constantly challenged to improve our time management skills and develop creative concepts. Some of the ideas and work my teammates put forth were beyond what I could even imagine before we started."

Others said they were able to learn new approaches for using technology to meet business needs. "I can honestly say that we all developed friendships," said CIS student **David Rees**. "We also had to learn how to cope with real-world events like balancing schedules with work and family and deciding how much we can do with our skills using different technologies."



Tell Your Story!

Everyone has a story. We want to know yours. Tell us what you have going on. Email Nancy Bizal at nbizal@usi.edu.

Breivogel named Distinguished Accountant



Don Breivogel of Springleaf Finance was recognized as Distinguished Accountant for 2012 during the Accounting Extravaganza at USI. Breivogel told participants to learn from those around you and apply those lessons to your career.

Don Breivogel '83, senior vice president and chief financial officer at Springleaf Finance, Inc., has been named Distinguished Accountant for 2012. The College of Business accounting program and the Accounting Circle, an advisory group, present the award annually. The Distinguished Accountant Award recognizes professional achievement, service to the region and/or the University, and service to the accounting profession.

The award was announced by **Bob Smith**, director of warehousing at Berry Plastics, last year's Distinguished Accountant, and a past member of the College of Business Accounting Circle. "Don has given a lot of his time, talent, and treasure to this University," he said. "He likes to be involved with youth activities and to see them flourish."

Breivogel earned a bachelor's degree in accounting from USI and began his career at the accounting firm Gaither Koehler Roffert and Luckett, where he specialized in tax. He moved to Springleaf Financial Services (then American General Financial Services) in 1988 as an accounting manager for credit card operations. In the early 1990s he began working directly for the CFO and was responsible for finance operations in the United States and Puerto Rico. Around 1992, he was promoted to director of financial

analysis and was responsible for the forecasting and financial analysis of all legal entities. In 2000, he was promoted to vice president and treasurer and to senior vice president and CFO in 2001.

His responsibilities included corporate accounting, insurance accounting, financial reporting, business analysis, and tax, in addition to treasury and financial analysis. He later added human resources to his responsibilities and headed a staff of more than 200 employees.

At USI he has been a member of the College of Business Board of Advisors and a charter member of the Accounting Circle. He and his wife have established a scholarship for accounting students.

In accepting the honor at the Accounting Extravaganza, an annual fall event for accounting students and faculty and the Accounting Circle, Breivogel said, "What I take away from a long career is that you can learn a lot from people. You take the best things from the people you've met along the way, apply them to your own career, and great things can happen. I look at all the faces out there, and I think about what you're going to be able to accomplish in your careers. It makes me happy to see this University excel and produce quality accountants."

In Your Words

Here is what **you** said...

"Growing up on a farm in Southern Indiana, my upbringing was simple and there wasn't a need to challenge the status quo. I made the decision to attend USI to see what else was out there. Being surrounded by a diverse group of professors and peers opened my eyes and ears to how big the world is and how each and every person has the ability to make a difference.

"My professors encouraged me to reach beyond my comfort area. It took time. By my senior year, I had transformed from shy and quiet to a student leader. I joined Toastmaster's International and got involved in student organizations.

"USI helped me realize that if I want something, I have the power to go and get it. Being surrounded by a network of mentors and peers who want to help students succeed is what makes the USI experience special. The relationships that are cultivated at USI are invaluable and last well beyond four years of school."

— Julie Cline '08
Marketing Coordinator
WOW! Internet, Cable, and Phone
Evansville, IN

Cline is marketing coordinator for WOW! Internet, Cable, and Phone, which is privately owned by Avista Capital Partners. She serves on the Habitat for Humanity Board in Evansville.

Give Us Your Thoughts

We want to know what information is important to you. Have a little more to add to a story? Contact us at nbizal@usi.edu.

New faculty join College of Business

Francisco Villanueva, assistant professor in accounting, is earning a Ph.D. in accounting from the University of Texas at El Paso. Originally from Mexico City, Villanueva earned a bachelor's degree in accounting and a master's in business administration from ITAM in Mexico and a master's degree in accounting from California State University at Fullerton. His professional practitioner experience includes accounting and managerial positions in public accounting and banking, including Arthur Andersen and Banco Santander Serfin, one of the most influential financial institutions in Mexico and Latin-American. His research interest is in behavioral financial accounting, which combines psychology and financial accounting. He is currently studying investors' decision-making processes, in particular, the heuristics and biases they use when investing in stock and how financial statements may help investors in making better decisions.



Villanueva

Dr. Jack Smothers has joined the College of Business as an assistant professor of management. Before working at USI, he earned a Ph.D. in management from the University of Mississippi, an M.B.A. from the University of Tennessee at Martin, a bachelor's degree in business administration from Union University in Tennessee, and worked in higher education administration at Union University. His research interests include innovation, entrepreneurship, business history, leadership, personnel selection, and business education. Smothers has presented his research at national and regional conferences and has been published in the *Journal of Leadership and Organizational Studies*, the *Journal of Applied Management and Entrepreneurship*, *Leadership*, and the *Journal of Management History*.



Smothers

New responsibilities for three faculty members



McKnight

Dr. Mark McKnight, associate professor of business communication, has been appointed chair of the Department of Accounting and Finance.



McGuire

Dr. Brian McGuire, professor of accounting and associate dean, has been appointed director of the Accounting Program.



Hall

Dr. Ernie Hall, professor of management, has been appointed director of the MBA Program.

Students gear up for spring case competition

Four students from USI's College of Business are preparing to compete in the annual John Molson Undergraduate Case Competition presented by the John Molson School of Business at Concordia University in Montreal, Quebec, Canada, February 17-23, 2013.

Participants from the United States, China, Portugal, the Netherlands, Canada, and around the world have competed in past years.

The USI team includes **Ryan Eichmiller**, **Stacy Warford**, **Adam Brothers**, and **Ryan McGuire**. **Jeanette Maier-Lytle**, instructor in accounting, said team members were selected based on majors, minors, work experiences, and relevant class experience.

"This will be a tough competition, and you must be prepared to work hard," she told team members. **Jaime Seitz**, instructor in accounting, will also serve as a faculty mentor for the group.

One of the most important and prestigious events of its kind, the week-long Molson competition tests students' skill sets, from research to presentation.

Teams of four rely on knowledge and experience to guide them as they analyze and evaluate business cases. They then present strategic solutions and a detailed plan of action to a panel of corporate executive judges.

The competition consists of three stages—two preliminary stages and one final stage. Each round offers different challenges, format, and scoring.

During their stay in Canada, students also will experience Montreal, a city known for its innovative spirit, cultural diversity, and vibrancy as well as being one of North America's largest and most cosmopolitan business centers. Participants also will have time to interact with industry professionals and sponsoring organizations.

Gift will provide opportunities for faculty and students

A recent gift by Dr. and Mrs. Mark Browning provides a tremendous boost to the College of Business' efforts to be at the cutting edge in the design and delivery of innovative business curriculum. In particular, this gift is aimed at establishing the foundations for offering a unique program that integrates accounting knowledge and competencies with financial, marketing, communication, and information technology skills so that graduates can be prepared to be successful in the complex business world of global asset management and investment.

The design of a unique undergraduate curriculum in partnership with SS&C Technologies, Inc., a global financial services firm, will provide faculty members with opportunities to develop expertise in international financial reporting standards, investment accounting, and analysis of global financial markets.

Another direct outcome will be the development of student internships and employment in global businesses. "My hope is that these opportunities will distinguish USI students," Browning said. "Good grades are extremely important but so is experience. By participating in internships, students show they can work in a world outside of the classroom."

The gift also will enhance the capacity of the University to develop sustainable internship programs with global companies and organizations. Global internships with SS&C will begin this summer.

Dr. Mohammed Khayum said, "The foresight shown by Dr. and Mrs. Browning will have far-reaching consequences for the College of Business. Their investment will serve to enhance the reputation of the College, provide global experiences for students and faculty, and prepare students for success in global business, particularly in the global financial services sector.

"It is increasingly important to understand and be able to respond to global business competition and trends. Expanding the global awareness and immersion opportunities for USI students and faculty will help us achieve our mission of preparing individuals to live wisely in a diverse and global community."

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