



JUDD LEIGHTON SCHOOL OF BUSINESS AND ECONOMICS

INDIANA UNIVERSITY SOUTH BEND

// ANNUAL REVIEW

JUDD LEIGHTON SCHOOL OF BUSINESS AND ECONOMICS

Smaller classes and the Leighton School's dedicated professors, who really wanted me to succeed, paved the way for a world-class business education, which has been very instrumental in my career.

- PAUL MARSH

President and CEO,
Teachers Credit Union

PRODUCED BY INDIANA UNIVERSITY SOUTH BEND
OFFICE OF COMMUNICATIONS AND MARKETING

// GRAPHIC DESIGN AND COVER PHOTO
Katrina Smith

// PHOTOGRAPHY
Mike Goodrich
Hugo Raygoza
Kathy Borlik

PAPER: xpedx Endurance 70lb silk text
COVER: xpedx Endurance 100lb silk text
NOTE: xpedx is a Forest Stewardship Council (FSC) certified
vendor and supplies paper from renewable sources.

// January 2014



**JUDD LEIGHTON SCHOOL OF
BUSINESS AND ECONOMICS**

INDIANA UNIVERSITY
SOUTH BEND

ANNUAL REVIEW CONTENTS

1. Highlights
6. Cover Story
10. Community Engagement
18. Impact & Experiential Learning
24. Awards, Scholarships, and Recognitions
46. Faculty Scholarship
52. Special Thanks
56. Dean's Message

LEIGHTON SCHOOL RANKED BY BLOOMBERG BUSINESSWEEK

The MBA program at the Judd Leighton School of Business and Economics at IU South Bend, is ranked for the first time by Bloomberg Businessweek. The program is ranked 15th in the Midwest and 68th in the country in the part-time MBA programs category. Seventy-eight schools made the listing.

In the Midwest rankings, the Leighton School placed above the University of Wisconsin-Madison and Marquette University.

The Bloomberg Businessweek rankings are based on a survey of recent graduates, an academic quality measure that combines six school-reported data points — including average GMAT scores, class sizes and completion rates — and a calculation of post-MBA outcomes.

The ranking separates schools into six geographic regions and ranks each separately, since students in part-time MBA programs typically do not travel long distances to attend classes each week.

The Leighton School has a 92 percent degree completion rate and the teacher quality was rated a “B.”

“Obtaining an additional ranking — we’ve been ranked as a ‘best business school’ by *Princeton Review* for seven years — has been one of our objectives. We recognize this is an outcome built on the contributions of our faculty, staff, students and supporters and look forward to working together to move up in the future,” said dean Rob Ducoffe.

“In my opinion, this is a very important recognition. A lot of institutions offer an MBA which makes it difficult for a potential student to distinguish between programs. We are the only public AACSB accredited business school in this area and our MBA students routinely place in the top 10 percent of institutions that administer the Educational Testing Services ‘Major Field Test in Business.’ The Bloomberg Businessweek ranking is another data point that affirms the exceptional quality of our MBA program,” said P.N. Saksena, assistant dean, director of Graduate Studies and professor of accounting.



LEIGHTON SCHOOL MAKES PRINCETON REVIEW FOR SEVENTH CONSECUTIVE YEAR

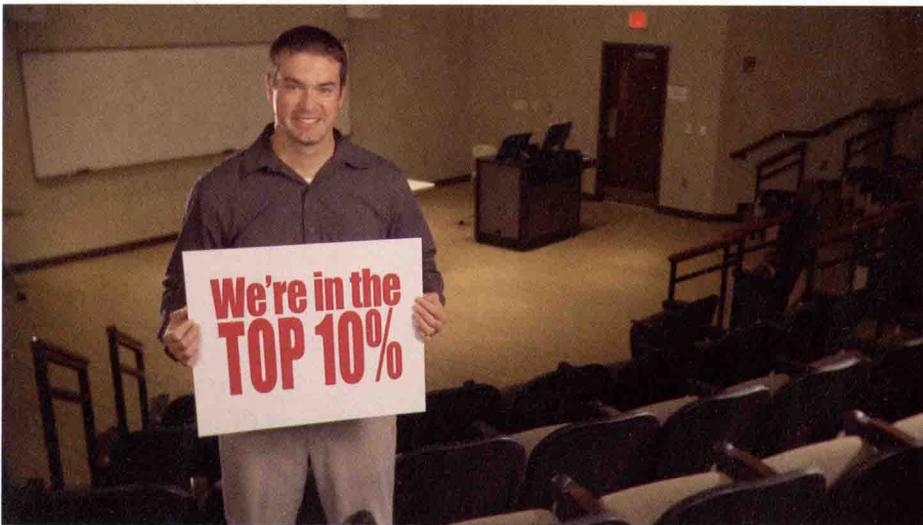
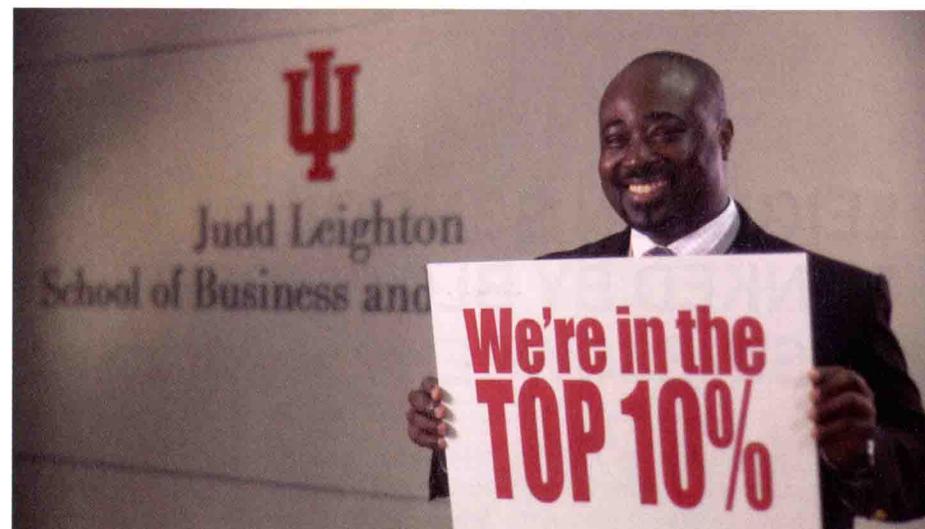
The Judd Leighton School of Business and Economics at Indiana University South Bend was again ranked as an outstanding business school by *The Princeton Review*. This is the seventh year that the school has been included in the publication. The review features IU South Bend in the 2013 edition of its annual guidebook, “The Best 296 Business Schools.”

“Being featured for the past seven years is most meaningful because inclusion is based on input provided by a group we value highly — our MBA students,” said P.N. Saksena.

The Judd Leighton School of Business and Economics is one of 280 in the U.S. and 16 international schools that are named. The listing is based on academic programs and a review of institutional data collected from each school. *The Princeton Review* also solicits the opinions of students who report on their experiences in an 80-question survey. The survey asked 19,000 students at the 296 schools their opinions of their school’s academics, student body and campus life, as well as about themselves and their career plans.

In the profile on IU South Bend, the Leighton School is described as a “value provider” when it comes to getting an exceptional business education. Students used “cost effective,” “engaged,” “flexible,” “sincere interest in working with students” and “well-versed” when describing the program and the faculty. The students are “happy and receive solid preparation in computer skills.”

Students also complimented their classmates for being “down-to-earth and unpretentious.” Other assets mentioned include the benefits of the international students, along with the even split between males and females. Someone else noted “ease in parking.” “The program was everything I expected,” said one surveyed student.



BUSINESS AND ECONOMICS STUDENTS CONTINUE TO EXCEL IN NATIONAL EXAMS

Leighton School of Business and Economics students in the MBA program scored in the top 2 percent in the Educational Testing Services (ETS) comprehensive business field test for Summer 2013. Their average score was 267 compared to the national average score of 248.5 from 260 participating MBA programs. In 13 of 32 separate administrations of the MBA exam since 2002 when it was first implemented, Leighton School students have performed in the top 10 percent or better on these exams.

In the undergraduate program, Leighton School students scored in the top 5 percent in the ETS comprehensive field test in which more than 585 schools participated for spring 2013. The mean score for IU South Bend students was 162.5 compared to the national mean of 150.3 from the participating schools. In 32 of 47 separate

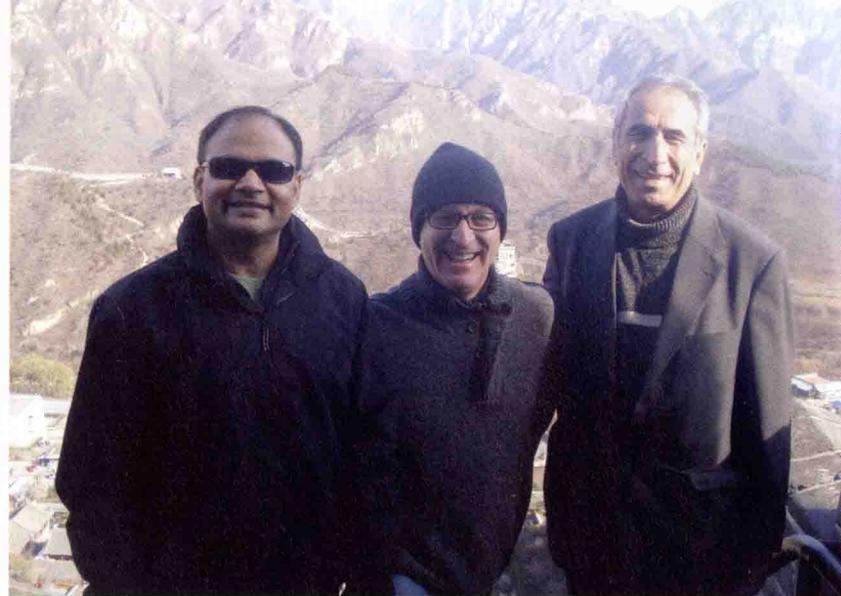
administrations stretching back over 17 years, Leighton School students have performed in the top 10 percent or better on these exams.

The business exam contains 120 multiple-choice items, some of which are grouped in sets and based on diagrams, charts and tables of data. The MBA test consists of 124 multiple-choice questions, half of which are based on short case-study scenarios.

Leighton School of Business and Economics dean, Rob Ducoffe, said the scores reflect the learning environment. "Consider that when most students arrive at IU South Bend, their scores on the ACT (undergraduate) and GMAT (MBA) entrance exams are at about the national average. When they take the Major Field Test in Business in their final semester, as a group, they often place ahead of test takers at 90 percent of institutions across the

United States. These outcomes indicate how much business students learn relative to their peers, the effectiveness of business and economics faculty as teachers, and the significant value of a business education at IU South Bend."

The tests are used by IU South Bend and other business schools to examine the curriculum. For the students, it is an effective measure of their own achievement, comparing their scores with those of other students in the program and nationally. The tests measure knowledge in accounting, economics, management, quantitative business, finance, marketing, business law and international issues. The questions, which are constructed by faculty experts, are designed to measure a student's knowledge and ability to apply facts, to use concepts and analytical methods.



LEIGHTON SCHOOL PARTNERS WITH CHINESE UNIVERSITY

The Leighton School of Business and Economics signed an articulation agreement with Tianjin Polytechnic University (TJPU) in Tianjin, China, for two programs – the Master of Science in Accounting (MSA) and Master of Science in Management of Information Technologies (MS-MIT).

Students who began in the linkage program at TJPU have already started IU South Bend's MSA program with 20 Chinese students at various stages of their studies from preliminary English language courses to advanced coursework in accounting.

Dean Robert Ducoffe, Associate Dean Asghar Sabbaghi and Assistant Dean and Director of Graduate Studies P.N. Saksena traveled to the northern city in China in spring 2012 to meet with faculty members and students.

Saksena said the Tianjin students are already versed in Chinese accounting. Here at IU South Bend, they study U.S. accounting principles and International Financial Reporting Standards (IFRS) which are becoming accepted throughout the world. The Tianjin students take a core of prerequisite classes based on IU South Bend syllabi and requirements before they are admitted to the 30 credit MSA program here. A similar model is planned for students interested in completing the MS-MIT program at IU South Bend.

Saksena said there is great interest in coming to IU South Bend and the U.S. "For us it will add more international students who are coming from a noted university. For them, it will lead to exposure

to a different culture and language. Students have an opportunity to come to the U.S. It is very exciting for everyone."

This is the first such program for the Leighton School of Business and Economics at IU South Bend and for TJPU.

In February 2013, a delegation from TJPU visited (for the second time) to discuss programs and continue to build relationships. It was a short but important trip to IU South Bend for the Chinese delegation. They were here to talk with students and faculty about the program and the possibility of expanding the articulation linkage. The visitors were Hong Wei Zhang, president of TJPU; Zhong Yuan Wu, dean of the School of Management; Jun Fu Wei, dean of the School of Environmental/Chemical Engineering, Chun Hong Zhu, dean of the School of Economics, Qing Zhu Guo, dean of the School of Foreign Language; Xiao Hong Wang, director of admissions, and Yu Bo Zhang, vice director of Presidential Office.

Han Gao, a current student in the MSA program, said "It is a big day to have [the deans from] TJPU here. I am looking forward to seeing my deans. They asked me about the school. It is going well and everyone is friendly. People make eye-contact and are willing to help. I like the professors. Everyone is helpful."

Gao came in August when it was very hot. "I didn't tolerate the heat but it cooled down and I got used to the time [difference], it is a nice place."

Yu Qi, also a TJPU linkage student, was very excited to see the professors from her hometown.

Qing Zhu Guo, dean of the school of foreign language, had previously worked in Ohio at Heidelberg University, and spoke warmly about IU South Bend. "Everyone is very nice. The campus is clean and convenient," he said as the group walked from the Student Activities Center to the Schurz Library.

Guo asked about the St. Joseph River, campus housing, the weather this year and the IU library system.

"At TJPU, we admit 6,000 freshmen every year and the total enrollment is 30,000," Guo said, in discussing the comparison of the institutions.

IU South Bend graduate Jian Zhang was the official escort. "They asked about the library and the computer areas. They want to see what makes the campus different from TJPU."

Following the tour, the faculty from the Leighton School and TPJU gathered for lunch to exchange more ideas before the delegation's trip to Chicago.

In the fall of 2013 the Leighton School hosted two visiting TPJU faculty, Professors Wenying An and Guanzhong Li, for the semester. The TPJU professors sat in on accounting and taxation courses and worked on research in their field.

ALUMNI PROFILE

RD: Please tell us a bit about yourself, your family and your background.

PM: I live in Granger with my wonderful wife Christine, and four great kids, Connor, Caleb, Cameron and Camille. When I have free time, I am an avid sports fan, and my favorite teams are whichever ones my kids are playing on at the time. I grew up in Edwardsburg, Michigan, and I attended Indiana University South Bend for my Bachelors in Accounting and Management and a Minor in Economics. I am honored to serve as President and CEO of Teachers Credit Union, headquartered here in South Bend.

RD: Can you please summarize your distinguished career by mentioning a few of the main highlights?

PM: The most important “highlight” is the fact that I had to pay for my own education. I learned the fundamentals of hard work, discipline and perseverance. As tough as that period of my life was, those basics have served me well during my career. I started in the unglamorous role of intern and I was happy to have my shot to prove what I could accomplish. Most people don't like to talk about the setbacks and difficult times, but those are when you learn and grow the most.

RD: Could you please comment on the key aspects of your business philosophy?

PM: I believe the most important part of any business are the employees, which we refer to as team members. They actually are more important than customers, or in our case, member-owners. We would never be able to differentiate ourselves and serve our member-owners successfully without the commitment from our team members. Our team members are the key ingredient to our success.

Secondly, a strong commitment to the communities we serve is intricately tied to our success. We categorize our commitment in



Paul Marsh became president and CEO of Teacher's Credit Union on June 27th, 2011 after starting as an accounting intern while he was a student at IU South Bend over 20 years earlier. Paul earned his BS in Business degree in 1990 with a double major in accounting and management and a minor in economics. Paul Marsh responded to questions from dean Rob Ducoffe.

terms Talent, Time, and Treasure, specifically in that order. The biggest impact we can make to our community is in terms of talent and time. That dedication and thoughtfulness builds a corporate integrity that ensures success and sustainability for the long term. All boats rise on high tides.

RD: How would you describe yourself as a business person? Do you have a particular set of values or a style?

PM: I have learned that a good leader never thinks that he or she is the smartest person in the room. I believe that strong leadership comes from the ability to see the talents in the teams you build, and effectively utilize those talents and encourage those teams to collaborate to reach the best possible outcomes.

I am a big fan of Jim Collins and his business studies, and I am a firm believer that while most people are “good” at what they do, everyone has the potential to be great at what they do as long as they have the support they need, and the coaching required to get them to a better place.

RD: What kind of student were you when you were in school?

PM: I succeeded based more on sweat than smarts. I felt extremely lucky to have the opportunity to learn and create a new path and worked hard to not let an opportunity slip away. I also was like every normal college

student. I made my fair share of mistakes. Life is a continuum that we all must continue to take one step back to take two forward. Because I was responsible for paying the bills in school, I definitely had a strong sense of responsibility for my educational success that I might not have had otherwise, so you could say I was highly motivated to reach the finish line.

RD: You've had the kind of success few people have. Can you offer hints for the rest of us?

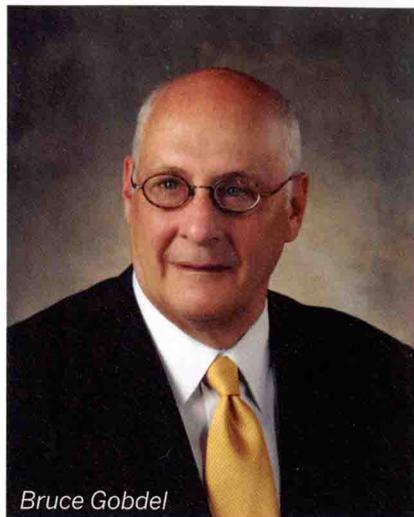
PM: Never give up. I tell my kids, “Marshs never quit.” Surround yourself with the smartest people. Life is a journey, enjoy every step, no regrets.

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

PM: I met my wife while at IU South Bend, and I got my start at TCU around the same time, so you could say that my time at IUSB was really the foundation for my lifelong career as a husband, a dad, and as a business professional. You never know what decisions in life will become the most important ones, so my advice is to always be prepared and know what you want and go after it with everything you've got.

RD: Thank you very much, Paul!

CEO ROUNDTABLE SERVES CHIEF EXECUTIVES



Bruce Gobdel

February 2013 began the second full year of Judd Leighton School of Business and Economics CEO Roundtable. The CEO Roundtable continues to evolve as it serves fourteen chief executives from the Northern Indiana/Southern Michigan area.

The Roundtable consists of CEOs from substantial area companies who are "newer" to the CEO position and who are passionate about taking their companies to the next level. Group sessions, on topics of the participants' choosing, are held for a half-day every other month. Outside guests are most often invited to contribute their expertise and share experiences on selected topics. Social events also add to building strong relations among the participants.

Recent topics selected by the participants include:

- Building a senior team and additional talent to lead the company to the next level;
- Preserving the valued elements of corporate culture as the company grows;
- Ensuring sufficient innovation to promote company growth;
- Building and implementing strategies for growth;
- Defining, assessing and managing business risks; and
- Defining and implementing acquisition strategies.

Bruce Gobdel, a member of the Leighton School's Business Advisory Council and recently retired partner from Crowe Horwath, organized and heads the Roundtable, and plans and facilitates the sessions. Bruce is also able to contribute from his experiences gained from almost forty years of strategy consulting and Crowe firm leadership.

The group consists of CEOs of companies operating in diverse industries, including: manufacturing, distribution, services, not-for-profit and government. The diverse organizational types and participant backgrounds contribute greatly to the richness of the sessions and relationships.

Dean Ducoffe explains, "I participate in the sessions and have enjoyed deepening my relationships with the participants. In several instances the participants, their companies and the School have benefited by sharing interests, talents and time."

Roundtable members

Dan Asleson
President & CEO, YMCA of Michiana, Inc.

Debie M. Coble
President & CEO, Goodwill Industries of Michiana, Inc.

Bryan Copsey
President, Kabri Products

David M. Diroll
General Manager, Jamil Packaging

Ken Himes
President, Waste-Away Group

Vicky S. Holland
President, Pathfinders Advertising & Marketing

Brian Hull
President, Hull Lift Truck

Lance Lyons
President, Lyons Industries, Inc.

Ryan Marcott
CEO, EA Technologies

Paul A. Marsh
President & CEO, Teachers Credit Union

Isaac Torres
President, Inter-Cambio Express

Bruce,

It was a good meeting yesterday. I'll be talking to my insurance agent today. I've got a great doctor, accountant, lawyer and company insurer but it's been a while since I met with my personal insurer.

Two of my favorite authors for negotiating training are Roger Dawson, "The Secrets of Power Negotiating" and Dale Carnegie, "How to win friends and influence people". They're "Classics" but they tell you what you need to know. I wish I would have read the Dale Carnegie book in 5th grade...would've made school a lot easier!

Regards,

Lance



BUSINESS SCHOOL HONORED BY NEW NAME

Indiana University President, Michael A. McRobbie, announced the naming of the Indiana University South Bend School of Business and Economics in honor of former South Bend businessman, banker, civic leader and philanthropist Judd Leighton. The school was renamed the Judd Leighton School of Business and Economics in recognition of the largest single donor gift in the history of IU South Bend.

The Judd Leighton Foundation, Inc. made a gift of \$4 million to support undergraduate scholarships, graduate fellowships, faculty development, and the creation of two positions focused on retention and student success. The agreement also includes a challenge grant of \$1 million to help fund the completion of the renovation of the Administration Building which houses the Judd Leighton School of Business and Economics.

"The Leighton family had a long and distinguished history of philanthropy that has greatly benefited South Bend for decades and that legacy of

support lives on through this most generous gift to IU South Bend from the Judd Leighton Foundation," President McRobbie said. "Like the Leighton Foundation, IU is committed to serving the South Bend region, and this transformative gift to the Judd Leighton School of Business and Economics will strengthen an already exceptional learning experience for our students, the vast majority of whom remain in the area to live and work upon graduation."

Former IU South Bend Chancellor, Una Mae Reck, added "With this generous gift, the Judd Leighton Foundation has changed the trajectory of the School of Business and Economics at IU South Bend and has ensured that it will always stand for excellence in business education."

The Judd Leighton Scholarships are awarded to academically distinguished high school students with leadership potential who are enrolled in the Judd Leighton School of Business and Economics and are majoring in business or economics as

part of IU South Bend's Honors Program.

Judd Leighton Fellowships are awarded to highly-qualified graduate students enrolled in one of the three master's programs in the Judd Leighton School of Business and Economics.

Support for faculty augments teaching and research activities, including assisting with funding for visiting scholars, conference travel, hardware, software, database tools, and graduate student assistantships.

Two positions have been created: a Retention Specialist to develop and coordinate freshman-year programming to improve student persistence and graduation rates and an Experiential Learning Coordinator to assist students with career development, internships, co-ops, field projects, and service learning opportunities.

Three experiential learning labs are also planned: Creative Design Lab, Financial Trading

I am excited to announce that today IU South Bend celebrated its largest single donor gift with the official naming of the Judd Leighton School of Business and Economics. The Judd Leighton Foundation has made the gift of \$4 million to support scholarships, fellowships, research, and faculty and staff development.

I hope you will join me in celebrating the commitment of the Judd Leighton Foundation and the vision of one of South Bend's great civic leaders.

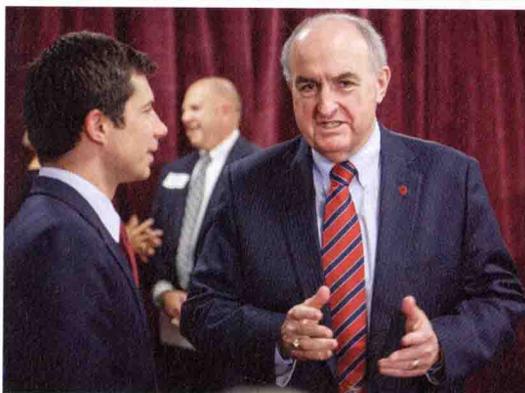
Cordially,
Eugene R. Tempel
President, Indiana University Foundation



Lab, and E-commerce Consulting Lab. The \$1 million challenge grant is designed to encourage other donors to contribute to the renovation of the Administration Building. A campaign to raise the \$1 million match is underway and is expected to be completed by December 31, 2013.

"We are honored to have the name Judd Leighton forever associated with the School of Business and Economics at IU South Bend," said dean Rob Ducoffe. "His legacy of leadership, character and community service will be passed forward by our students, graduates, faculty and staff."

"The Judd Leighton School of Business and Economics is training many of the next generation of local business leaders. This investment has the potential to keep more of our most talented students learning and working right here in our community. We are privileged to partner with IU South Bend in this important new effort," said James Keenan, president of the Leighton Foundation.



Judd Leighton was born in South Bend in 1910 and lived most of his life in the city while having a distinguished career in business and banking. He served as chairman of First Interstate Bank of Northern Indiana and Benicia Industries in California. He was a director of Gulf & Western Industries, Inc., Paramount Communications, Inc., and Associates Corporation of North America. He and his wife Mary Lou were well-known in the community for their service and philanthropy.

The Judd Leighton Foundation focuses on three primary areas – health, education and economic development. An auditorium and cardiovascular lecture hall at the Mayo Clinic in Rochester, Minnesota bear the Leighton name. The Leighton Memorial Heart and Vascular Care Center in South Bend opened in 2005. The Memorial Leighton Senior Center serves the elderly in the community, the Memorial Leighton Healthplex promotes a healthy lifestyle for children and the Leighton Gallery is open to the entire community at the Northern Indiana Center for History.

The Leighton gift will be invested and managed by the IU Foundation.





Carrie Kosac, Holly Klopfenstein, and Yesenia Garcilazo



1st SOURCE MENTORS MEET THEIR STUDENTS

It was a lunch, a meet and greet, lots of talk and exchange of schedules. In the end it was all business.

Twenty-five students from the Judd Leighton School of Business and Economics at IU South Bend, met with their mentors for the first time at a lunch in the Administration Building. The mentors are all from 1st Source Bank. The pilot program teams seasoned business people with promising students. The program is expected to improve retention and academic performance. The students will be exposed to different career fields, gain perspectives on the business world, foster networking skills, and create a foundation of civic engagement for the future.

There was a buzz in the air as everyone met. They learned about the program and heard about families, hobbies, school load and the perfect job down the line.

After the initial year, the goal is to expand the program and include mentors from other companies. They will meet with one another six

times through the school year, either on or off campus. The mentors-mentees will have topics on the plate for each session such as professional dress, ethics and interviewing skills.

The idea developed from a Rotary meeting where 1st Source and IU South Bend faculty talked about mentoring and working with the community. Associate faculty member Mark Bradford developed the idea and then handed it off. Gary Hawkins, lecturer in business and economics, took up the cause and worked with 1st Source.

Rob Ducoffe, dean of the Leighton School, said the mentor-mentee formula works and offers great potential. "These students have volunteered and they have demonstrated leadership by taking the initiative." Ducoffe said it will be a great year of growth for the mentees.

Carrie Kosac, a manager in small business administration and economic development at 1st Source, worked on developing the program and getting mentors. "For 1st Source it is very important to give back to the community. For us

there is a world of possibilities – working with students and plugging them into the business world."

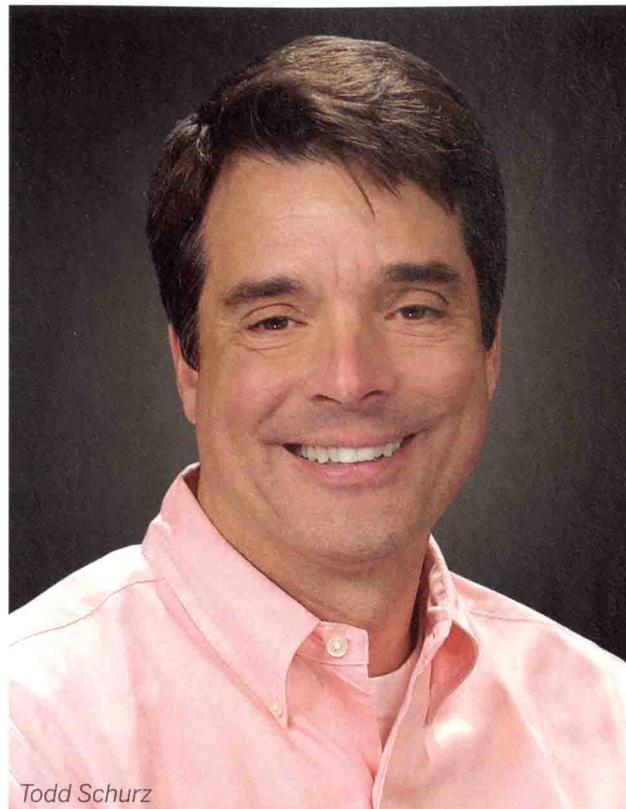
At the lunch Kosac said it is all looking promising. "They are excited. Everyone is primed for a great year." Angie Zajac, 1st Source compliance specialist, wanted to be a mentor when she first heard about the program. "My daughter is here and it's a great program. I want students to get a leg up on the business world." Brenda Smith, a business student from Elkhart, will be meeting with Zajac. "I heard it was 1st Source and I jumped at the chance to be here." Kristine Walker, 1st Source credit department, said she wishes she had someone to guide her through those college days. "Those little known facts could have helped." Holly Klopfenstein, of North Liberty, and Yesenia Garcilazo, of South Bend, both see it as an opportunity to meet new people in the business world and learn about opportunities.

LEIGHTON GIFT FUNDS TWO NEW FACULTY

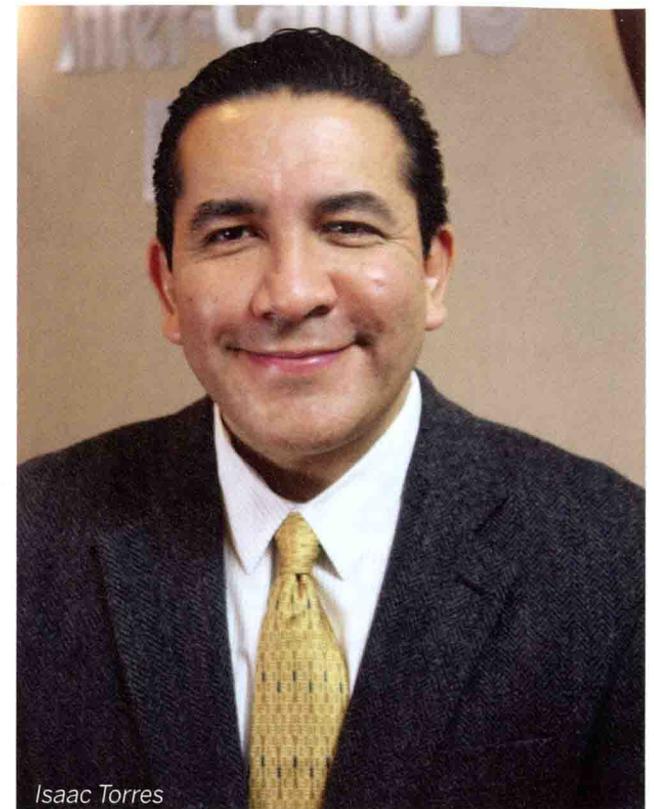
Gary Hawkins

Lecturer: Retention and First-Year Programming
574-520-4142, grhawkins@iusb.edu

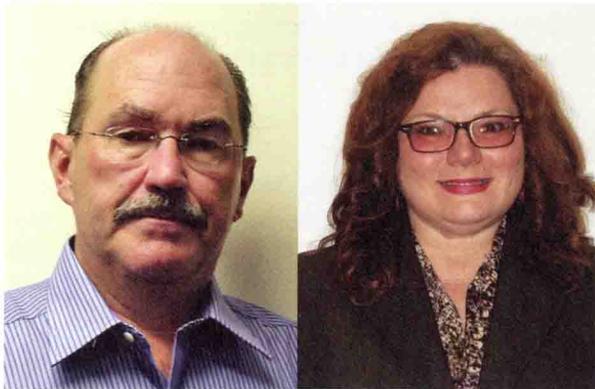
In his first year, Professor Hawkins personally mentored 80 freshmen business students and partnered with executives from 1st Source Bank to create a mentoring program for 25 more students in the Leighton School of Business and Economics. After analyzing IU South Bend retention trends and data, Professor Hawkins worked with other faculty to design a first-year experience course for freshmen. In addition, he facilitated the use of FLAGS to identify "at risk" freshmen students. Professor Hawkins piloted the course design for B190 Principles of Business Administration in fall 2013, and helped develop two freshmen cohorts in the spring of 2014.



Todd Schurz



Isaac Torres



Deanna Shively

Lecturer: Experiential Learning
574-520-4884, dshively@iusb.edu

In her first year, Professor Shively partnered with Heartland RV, Bradley Company, Robert W. Baird, and Crowe Horwath to place business students in internships, several of which developed into offers of employment. Professor Shively also worked closely with Graham Allen Partners to place business students with Data Realty, a new company located in South Bend's Ignition Park. For the 2013 tax season, Professor Shively facilitated student internships with Kaufman and Associates. Professor Shively is currently coordinating with enFocus to provide numerous internship opportunities for all IU South Bend students. Professor Shively also proposed a new career planning course for Leighton School freshmen and sophomores. X220 - Career Perspectives has been included in the freshman cohort programming for spring 2014.

EXPERIENTIAL LEARNING LABS NAMED

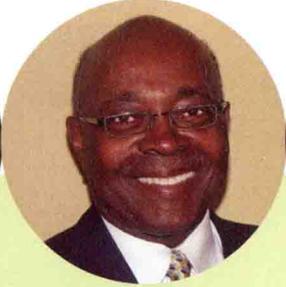
With the \$4 million gift to name the Judd Leighton School of Business and Economics, came a \$1 million challenge grant to help raise capital funds for the final phase of renovations to the Administration Building. All pledges to the Campus Improvement Fund are matched dollar for dollar up to the \$1 million award.

Two labs currently in temporary quarters received the generous support of donors whose names will honor these expanded experiential learning facilities once the renovation of the first floor of the Administration Building is completed.

The **Todd and Stephanie Schurz Creative Design Lab** will provide students with opportunities to develop and implement their creative strategies through the use of cutting edge hardware and software including Mac and Windows platforms that run video-editing software like Final Cut Pro and Adobe Creative Suite CS5 (including Premiere Pro and Photoshop), high-resolution cameras and HD camcorders, apposing devices like iPads and Echo Smartpen, a poster printer, high capacity video storage devices, and various accessories that allow these devices to be used. The lab is decorated with whiteboards and cork boards that facilitate brainstorming. Marketing and advertising students using lab facilities continue to distinguish themselves in national competitions with five consecutive top-10 finishes.

The **Isaac P. Torres Family E-Commerce Lab** will give management information systems majors at both undergraduate and master's levels, tools for working on real life projects in various areas, including Web development and administration, Web security, database integration, mobile applications development and infrastructure management, social network planning, search engine optimization, content management, e-commerce and mobile computing research, supply chain strategy, and personalization. The e-commerce lab will provide a platform for classroom and client projects, as well as student and faculty research.

A third lab, the Financial Trading Lab, also currently in temporary quarters, is used in investment, corporate finance, bank management, and real estate courses. All undergraduate students majoring in accounting, economics, finance and investments, as well as MBA students, benefit from using this center. Specialized courses such as Financial Modeling and Trading & Analysis of Financial Instruments can be developed in the future that would be exclusively taught in this lab. In its first semester of operation, over 50 students earned Bloomberg certificates signaling their experience with using this most powerful of financial analytical tools. The financial trading lab is currently available for naming.



LAKE CITY BANK ENTREPRENEUR SERIES: 11 YEARS AND COUNTING!

The Judd Leighton School of Business and Economics is proud to continue to present the Entrepreneur Lecture Series. This is the 11th year the school has hosted these outstanding presentations on the many facets of entrepreneurship. The 11 lectures in this fall's series focus on the theme "Entrepreneurship: Our Future" and showcase many of the area's premier business organizations and their leaders. The Entrepreneur Lecture Series is generously sponsored by Lake City Bank during the fall semester each year.

This series is part of the Leighton School's M.B.A. program and part of an undergraduate concentration in entrepreneurship. Through the generous support of Lake City Bank's entrepreneurship scholarship, its ongoing support of this lecture series, and the financial leadership of numerous alumni and business leaders, IU South Bend is proud to support the spirit of entrepreneurship in our local communities.

The Series is coordinated by adjunct professor, Christine Pochert Ringle, with the support of Leon Schjoedt, associate professor of entrepreneurship, and Mark Fox, professor and area chair of management. Lectures are once a week on Tuesday evenings every fall semester and are free and open to the public.

AMISH SHAH has been president of Kem Krest in Elkhart since 1999. Under his leadership, the firm has grown to nearly \$100 million in revenues. He has more than 10 years of experience in executive management and business development both domestically and internationally. Shah is also a co-founder and director of Educational Software for Guiding Instruction (ESGI), a technology start-up company focused on early literacy by developing tools to improve education.

LARRY DAVIS has been part of the Daman Products Company, Inc.'s manufacturing team for more than 35 years. Daman designs and manufactures hydraulic valve manifolds and related products. As president, he led the company's transformation from traditional management systems to a culture driven by mastery, autonomy, and purpose. This continuous improvement process is rooted in a drive to "do the right things for the right reasons" and "help customers be successful." Those tenets guide Daman's journey toward understanding what matters from the customer's perspective and building a culture around meeting those needs. Among its many accolades, Daman received the Great Lakes Manufacturing Excellence Award in 2009. In 2005, Davis was honored as Indiana's Small Business Person of the Year.

PERRY WATSON III is president of Lexus of Mishawaka. Before the Lexus dealership opened in 2001, Watson had a Dodge dealership that he operated in Minnesota for nine years. He was part of the Chrysler Minority Dealer Training Program from 1990 to 1993. Watson is originally from Muskegon Heights, Michigan. Watson is a member of the St. Joseph County and Elkhart chambers of commerce, Indiana Auto Dealers Association, and the National Association of Minority Dealers board. Locally, he is a mentor with the Urban League, Boys and Girls Club, and Jack and Jill of America. He is a member of Memorial Hospital's Entrepreneurial Advisory Committee.

MARK AND JENNIFER LIDDELL: Mark began his career in food service at the age of 13 working at Mancino's Pizza in Granger. He stayed with the restaurant for 10 years. Mark attended Fisk University in Nashville. He started as a member of the crew at Papa Murphy's Take 'N' Bake Pizza in December 2003, becoming a part owner of the franchise in 2006 and a full owner in 2010. Mark has participated in several community chef auctions to help organizations such as the Junior League of South Bend, March of Dimes, and the Life Treatment Centers. His wife, **Jennifer**, studied psychology at Tennessee State University, but decided to follow her passion of

event planning. Jennifer developed the special events and fundraising portion of Papa Murphy's, which now requires its own catering manager and staff. The Mishawaka store is No. 1 in the chain in fundraising events.

DENNIS KEBRDLE is a managing partner at Chikol, a management consulting company for troubled businesses. Kebrdle brings to clients his experience as president and CEO of distribution and international manufacturing companies. His 26 years in the industry provides clients with an in-depth analysis focused on working capital review, administrative effectiveness, business plan rework, debt restricting support, interpersonal relationships within management groups and ownership issues. Kebrdle works with the client to chart a course to financial success and specializes in organizations that distribute through resellers or manufacture from multiple factories. Kebrdle serves as advisor to a number of company boards and to mezzanine and private equity funds on investment and acquisition analysis.

TRACY D. GRAHAM is the founder and managing principal of Graham Allen Partners, a private holding company focused on the incubation of early-stage, high-growth technology businesses. Graham has 14 years of executive level experience



in the technology industry and has led more than \$80 million in technology related acquisitions and divestitures. Prior to founding Graham Allen Partners, he co-founded GramTel, Inc. (a managed data center provider) in partnership with The Jordan Company (a private equity firm headquartered in New York). Graham served as president of GramTel, where he led the company to become the largest provider of managed data center services in Indiana and the largest privately held provider in the Midwest. In 2007, GramTel was sold to Cincinnati Bell, Inc. After selling GramTel, he joined the Cincinnati Bell team and over a two year period worked with the company to build its managed data center business with a focus on the small and mid-sized business market.

RICH CARLTON is president and COO of Data Realty, and is responsible for sales and data center operations teams. Carlton was previously the executive VP for GramTel, Inc. At GramTel, he led sales efforts that resulted in more than 300 percent growth and a fivefold increase in managed data center space in three states. After GramTel's acquisition by Cincinnati Bell, Carlton's responsibilities increased to include overseeing the overall operational team, as well as the sales team efforts in Indiana, Illinois, and Michigan. Carlton has a long history of building service and solution-driven teams that provide great value to the clients of the organization while building value for shareholders. He is a member of the St. Joseph County (Ind.) Chamber of Commerce Board of Directors, a member of the board of Fellowship of Christian Athletes, and chairman of the St. Joseph Regional Medical Center's People, Vision, and Mission committee.

ROB BARTELS is president and CEO of Martin's Super Markets, Inc. The first store opened in 1947 on Portage Avenue in South Bend. Today, there are 21 stores in Indiana and Michigan with 3,400 employees. He began as a bagger in 1981 and during his college years, he worked in the meat department, in produce, and as a member of the night crew. Following graduation, he worked at Macy's in Newark, N.J. Bartels returned to the area in 1989 and worked for six

years in various management positions with Martin's. In 1997, he was promoted to director of corporate development. In 1998, he was director of marketing. He became executive vice president in 1999, president and chief operating officer in 2001, and in 2005, he was named CEO. During this time, management has added services to many of the stores including pharmacies, pet supplies, deli-cafés, and gas stations.

BARKLEY GARRETT joined the city of Elkhart staff in September 2009 as the director of Economic Development. In this, role he is responsible for business retention, business attraction, and entrepreneurial development. Prior to joining the city, he spent almost eight years doing economic development with Indiana's Economic Development Corporation, including four and a half years as the director of the North Central Region. Garrett is a graduate of the University of Oklahoma – Economic Development Institute. He earned his Certified Economic Developer certification through the International Economic Development Council. He received his bachelor's degree in corporate finance from the University of Alabama and his M.B.A. from Spring Arbor University.

TIM ABBOTT is an entrepreneur who has been involved in several startup businesses over the past 30 years. He has also helped others with their startups. In 2004, Abbott became the founding president of Irrigation Systems, Inc. after inventing Hydro-Edge, a unique irrigation system for flowerbeds. He gained experience in the invention process and eventually licensed Hydro-Edge to Easy Gardener Products, leading the product to be distributed in Home Depot, Ace Hardware, Lowe's, and to be featured on QVC.

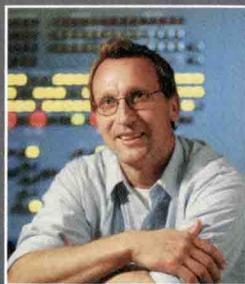
Since then, he has been awarded six U.S. patents and continues to follow his passion for the invention process. After serving on the Advisory Board of the North Central Indiana Small Business Development Center for two years, Abbott joined the organization as a business advisor. He heads up an inventors peer group that addresses the challenges that inventors face, as well as exploring

the many new technologies that are available to today's inventors.

KAREN BARNETT is a second-generation owner, and president / CEO of Valley Screen Process Inc., a commercial screen and digital printing company in Mishawaka. Traditionally, the company specialized in graphics for the recreational industry. With her guidance, the company diversified to include vehicle wraps and architectural graphics. The company's latest ventures are a website OleeKids.com, which focuses on kids' room décor – and an Architectural Graphics division called Olee Creative. Barnett is president of Women Business Owners of Michiana and a director of the St. Joseph County Chamber of Commerce. As a certified Woman Business Enterprise, Valley Screen was named a Top Women Owned Indiana Business by DiversityBusiness.com in 2008-2010. She also was featured in SmallBiz Magazine and on Entrepreneur.com.

MICHAEL L. KUBACKI is chairman and CEO of Lake City Bank and its holding company, Lakeland Financial Corporation. Lake City Bank is a \$2.9 billion bank headquartered in Warsaw, with locations throughout northern and central Indiana. In 2011, Kubacki was named Community Banker of the Year by American Banker. In addition, Kubacki was cited by the Greater Fort Wayne Business Weekly as its Best Value CEO for 2008. Kubacki joined the company in 1998 after 25 years with Northern Trust Corporation, serving in its offices in Chicago and Los Angeles. He is currently involved on the boards of the Indiana Chamber of Commerce (where he was past Chairman), Regional Chamber of Northeast Indiana, Elkhart County Community Foundation, IU South Bend Leighton School of Business Advisory Council, LaCasa Business Advisory Council, Centerfield Capital Partners Advisory, the Indiana chapter of The Nature Conservancy, and the Indiana Society of Chicago.

NIBCO IT MANAGEMENT SEMINAR SERIES



The Judd Leighton School of Business and Economics presented the sixth NIBCO IT Management Seminar series. The series brings IT management executives, professionals, professors, and graduate students together to discuss topics in information technology management.

Area IT professionals are invited for lively and informative evenings with IT executives and professors who facilitate the seminars.

Each presenter also serves on the advisory board for the Leighton School's Decision Sciences and Master of Science in Management of Information Technologies (MS-MIT) programs. The 13 sessions showcase the partnership between the Judd Leighton School of Business and Economics and the IT business community.

Seminars are once a week on Thursday evenings and the series is generously sponsored by NIBCO Inc. It is part of the capstone course for graduating students in the MS-MIT Program. All seminars are free and open to IT professionals in the Michiana community.

Associate dean and professor of decision sciences, Asghar Sabbaghi (photo far right) is the coordinator of this seminar series. Other faculty members who serve as seminar facilitators include: Raman Adaikkalavan, associate professor of computer & information sciences; Hossein Hakimzadeh, associate professor and director of informatics; Gary Kern, associate professor of decision sciences; Bhavik Pathak, associate professor of decision sciences; Ganesh Vaidyanathan, associate professor of decision sciences and director, MS - MIT program; and Liqiang Zhang, associate professor of computer science and informatics.

ALAN DOUVILLE — VP AND NORTH AMERICA CIO OF WHIRLPOOL CORP.

Alan Douville leads the regional IT strategy for Whirlpool Corporation, a major home appliance manufacturer with \$17 million in revenues. Since joining Whirlpool in 2008, Douville has led the organization of IT professionals responsible for providing business applications and infrastructure capabilities. Douville received his M.B.A. and a bachelor's degree in electrical engineering from the University of Maine.

STEVE FAY — COMPUTER SYSTEMS MANAGER, I/N TEK AND I/N KOTE

Steve Fay is the manager of Computer Systems at I/N Tek and I/N Kote, New Carlisle. He has 25 years of experience in information technology and process automation in the steel industry and nine years experience as manager at I/N Tek and I/N Kote. He received his M.B.A. in 1997 and his Master of Science in Management of Information Technologies in 2003 from IU South Bend.

STEVE HUFFMAN — VP AND CHIEF INFORMATION OFFICER, BEACON HEALTH SYSTEM

Steve Huffman joined Beacon Health System in 1997 and was named vice president and chief information officer in January 2008. He is responsible for all aspects of clinical systems, business systems and technical infrastructure for Beacon, which includes not only the hospital but all of its outlying clinics and facilities. Huffman holds a bachelor of management from Indiana Wesleyan and M.B.A. from the University of Notre Dame.

RON KRAEMER — VP AND CHIEF INFORMATION OFFICER, UNIVERSITY OF NOTRE DAME

Ron Kraemer is vice president and chief information officer at the University of Notre Dame. He oversees the IT infrastructure for the entire university. Before coming to Notre Dame, Kraemer served as the chief information officer and vice provost for information technology at the University of Wisconsin-Madison. A graduate of the University of Wisconsin-Eau Claire, Kraemer earned a master's degree from the University of Tennessee, where his research concerned geographical information systems.

SUSAN LOVE — CHIEF INFORMATION OFFICER, MPI RESEARCH

Susan Love has over 25 years of information technology experience with 12 years in executive management positions. She has directed global IT organizations, multi-million dollar budgets, ERP implementations, mergers and acquisitions, IT outsourcing, and both IT and business strategic planning efforts. Susan held Global Director positions at the Kellogg Company and Owens Corning, and she was the CIO at Johnson Outdoors, an S.C. Johnson company, and recently as CIO for AM General. She is currently the Chief Information Officer at MPI Research. Susan graduated from Nazareth College in Kalamazoo, Michigan, with a Bachelor of Business Administration degree, majoring in Computer Information Management.



**PATRICK M. MCMAHON — TECHNOLOGY
COMMERCIALIZATION PROGRAM DIRECTOR,
UNIVERSITY OF NOTRE DAME**

Patrick McMahon was the executive director of Project Future from its inception in 1982 until it closed in 2011. Project Future focused on attracting and maintaining businesses. One such effort resulted in the establishment of the St. Joe Valley Metronet, a non-profit, privately financed dark fiber network serving St. Joseph County. At Notre Dame, he creates an effective pathway for business ideas and concepts from faculty members and the community. McMahon has B.S. and M.S. degrees in engineering from the University of Notre Dame.

**CECIL MURRAY — CHIEF TECHNOLOGY
OFFICER AND VP, 1ST SOURCE BANK**

Cecil Murray joined 1st Source Bank in 2003 as vice president and was appointed to the position of CTO in June 2008. Before coming to 1st Source, Murray was vice president and CIO of the eBanking Division of Equifax in Atlanta, Ga. Prior to joining Equifax, Murray was vice president of engineering of FormTek, Inc., a division of Lockheed Corp. FormTek specialized in the development of large format document and content management systems. Murray also served for several years as senior director of the Northern Telecom (Nortel) research lab in Ann Arbor, Mich. A graduate of the University of Michigan, Ann Arbor, Murray, earned a bachelor's degree in electrical and computer engineering and pursued doctoral studies in engineering, specializing in large scale information management systems.

**MICHAEL ROSZKOWSKI — DIRECTOR OF
MANAGEMENT INFORMATION SYSTEMS,
SKYLINE CORPORATION**

Michael Roszkowski joined Skyline Corporation in 1996 as the systems development manager. Roszkowski is the director of Management Information Systems and is responsible for all systems and technology utilized by the corporation. Roszkowski has been in the information systems field for more than 30 years and has broad experience in application development, computer hardware and network infrastructure. His educational credentials include an M.B.A. from DePaul University in Chicago and a B.S. from Elmhurst College.

**DAN ROUSSEVE — VP OF INFORMATION
TECHNOLOGY, TEACHERS CREDIT UNION**

Dan Rousseve is the vice president of Information Technology for Teachers Credit Union (TCU), the largest credit union in Indiana. Rousseve is responsible for all IT infrastructure and strategy. Prior to his role at TCU, Rousseve was the lead enterprise architect for the University of Notre Dame, designing and implementing numerous campus-wide projects for the university. Rousseve began his career as a systems architect for multiple U.S. government intelligence agencies. Rousseve holds a B.S. in electrical engineering from the University of Notre Dame where he is currently pursuing his M.B.A. In addition to serving on the Leighton School's MIS Advisory Board, Rousseve also serves on the board of the Children's Campus, a division of the Center for Children and Families.

**TODD SMITH — CORPORATE DIRECTOR OF
INFORMATION SYSTEMS, CTS CORPORATION**

Todd Smith is the corporate director of IS for CTS Corporation headquartered in Elkhart. He has more than 25 years of manufacturing operations and IS leadership experience with global manufacturers. Smith holds an M.S. in manufacturing management from Kettering University and a B.S. in Business Administration from Indiana University.

**GEORGE A. SPOHRER JR. — RETIRED
EXECUTIVE, CROWE HORWATH**

George A. Spohrer Jr. retired from Crowe Horwath, LLP with more than 30 years of professional experience in IT governance, consulting and management. He is well versed in compliance, operational and technology consulting; including large scale systems integration, program and project management, strategy, risk assessment, process design, software evaluation, implementation and application.

**GARY WILSON — VP AND CHIEF
TECHNOLOGY OFFICER, NIBCO INC.**

Gary Wilson joined NIBCO in 1995 and is responsible for NIBCO's product engineering and enterprisewide information technology. He leads NIBCO's strategic focus on product innovation in the pipe, valve and fittings industry. Wilson has a bachelor's degree in industrial engineering from Iowa State University and an M.B.A. from the University of Iowa.



IU ECONOMISTS PEER INTO CRYSTAL BALLS

Five years after the financial crisis sent the U.S. economy into a tailspin, the nation's recovery from recession is still tentative and concerns about fiscal leadership remain in light of the recent federal government shutdown. In the annual forecast tour of the state, economists at Indiana University's Kelley School of Business travel and talk about what is happening with the markets and our pocketbooks.

Experts from the Judd Leighton School of Business and Economics, IU South Bend, joined the Bloomington economists on November 15, 2013, to report what lies in store for Indiana and the nation as Hoosiers look ahead to 2014.

The panelists spoke on their areas of expertise. The global and U.S. outlook was presented by Ellie Mafi-Kreft, clinical assistant professor of business economics and public policy, Kelley School of Business, Indiana University Bloomington. Robert Neal, associate professor of finance, Kelley School of Business, Indiana University Indianapolis, spoke on financial markets. Jerry Conover, director, Indiana Business Research Center Indiana University's Kelley School of Business, gave the Indiana outlook. The local area outlook was presented by Douglas Agbetsiafa, former professor and chair of economics, Judd Leighton School of Business and Economics, IU South Bend.

The panel forecasts "the year ahead is likely to be more of the same – unimpressive growth with modest progress in the labor market. But there are some definite positives and also some potential negatives. Uncertainty dampens our global growth forecast in 2013, with the greatest threats posed by the Euro crisis and the American budget deficit. Modestly rising output will lead to modest employment growth with the national economy generating about 2 million new jobs. Indiana's overall economic output is forecast to grow around 2.3 percent in the coming year. Hoosier payrolls should grow by 50,000 or more next year, building on the solid growth experienced this year. Relatively stronger growth is expected in education and health services, as well as professional and business services; manufacturing will also be a significant contributor to job growth in 2013."

The panel is sponsored by Teachers Credit Union and the IU South Bend Judd Leighton School of Business and Economics.

The moderator is Robert H. Ducoffe, dean, Judd Leighton School of Business & Economics, IU South Bend.

CENTER FOR ECONOMIC EDUCATION NAMES ADVISORY BOARD

Twelve members of the community have been named to the Indiana University South Bend Center for Economic Education's advisory board. The members are: Eric Bowers, Penn High School; Patricia Brademas, vice president, Center Management Corp., Mishawaka; Julia Chismar, director of admission, Fed Challenge, St. Joseph High School, South Bend; David Foutz, department chair, Elkhart Memorial High School and member of Elkhart County Council; Debbie Harrison, vice president, Container Service Corp. South Bend; Sherrie Huang, Concord Ox Bow Elementary School, Elkhart; Sandra Johnson, South Bend Junior

Academy; Paul Kingston, Adams High School; Kevin Irvin, financing & sales executive, IBM Corp.; Dana Mehl, Goshen High School; Ken Olson, dean of students, Plymouth High School; and Pete Riordan, Penn High School, Mishawaka. Hong Zhuang, chair of Economics in the Leighton School of Business and Economics, is the director of the Center for Economic Education.

The mission of the Center for Economic Education is to increase economic literacy in north-central Indiana. The center aims to help 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 to help local schools and students successfully meet Indiana's academic standards for economics. The center regularly offers instructional workshops, as well as an intensive graduate college-credit summer course for K-12 teachers. The center also provides services and expertise related to grants curriculum development, and classroom resources for K-12 economics education.

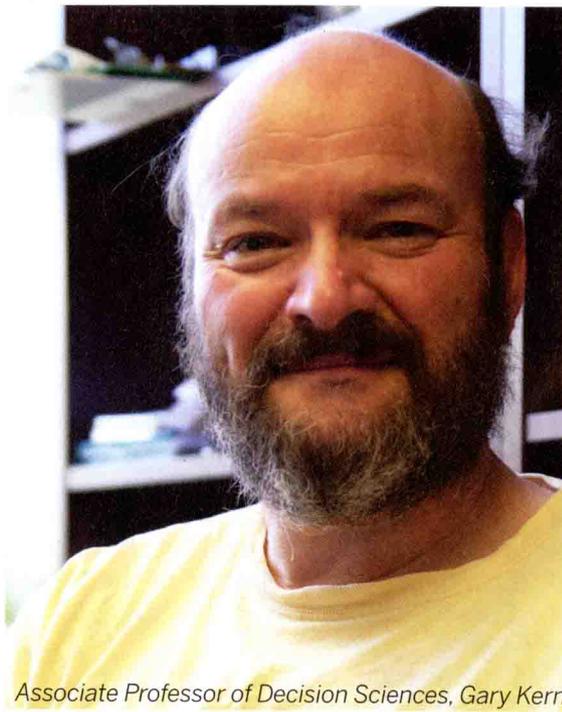
HONG ZHUANG ASSUMES LEADERSHIP ROLES IN ECONOMICS



Hong Zhuang has recently been appointed as chair of Economics and Director of the Bureau of Business and Economic Research and the Center for Economic Education.

The Bureau of Business and Economic Research provides business and economic expertise to the public in the Michiana region, including government, business, and non-profit organizations. The BBER maintains a database of local economic indicators, conducts research on local and regional issues, and serves as a vital source of information on regional economic activity. The BBER also publishes the *Michiana Business Newsletter*, a quarterly summary of our regional economy's performance.

SYSTEMS ANALYSIS AND DESIGN CLASS DEVELOPS PROTOTYPE



Associate Professor of Decision Sciences, Gary Kern

Indiana Mock Trial is a small, all-volunteer organization that oversees the state's high school and middle school Mock Trial programs. Working with the National High School Mock Trial Championship organization (NHSMTC), Indiana Mock Trial manages all regional and state competitions. This activity offers hundreds of students across the state the opportunity to become involved in the preparation and presentation of a legal case. Participants learn not only about the country's legal system; they also contribute to a team effort and they hone their presentation skills. For one lucky team, the state competition leads to a berth in the National Championship.

Indiana Mock Trial hosted the NHSMTC in Indianapolis May 9-11, 2013. Hundreds of team members, coaches, parents, fans, judges and volunteers arrived in Indianapolis for the weekend. During the spring semester of 2012, the Indianapolis 2013 organizing committee asked Gary Kern's Systems Analysis and Design class to develop a prototype for an online registration and volunteer management system. Starting in January, the students met with State Director Susan Roberts (partner with Stuart and Branigin, LLP, Lafayette), and 2013 Tournament Director Ann Marie Waldron (partner with Robinson Wolenty & Young, LLP, Indianapolis) to discuss their system needs and desired functionality. The students also analyzed dozens of source documents provided from previous championship tournaments in order to understand the information needs and uses.

During the month of April, the students organized into four module teams to begin intense design work for the new system. The scope and complexity of the project required the module teams to focus on different aspects of the system. At the same time, coordination between the module teams was essential in order to have the prototype system combine properly when the project was due. Teams had to communicate with the class as a whole as they revised their preliminary designs throughout the month.

On the last day of class, April 25, the students made a formal presentation of their system to Susan Roberts, dean Rob Ducoffe, and other representatives of Indiana Mock Trial and the business and economics faculty. The presentation was very well organized, and all in attendance were very impressed with the quality of the work and the professionalism of the presentation. In subsequent months, Gary Kern adapted the prototype for implementation by Indiana Mock Trial as they collect data and manage the information resources needed to organize the 2013 Championship.

Members of the Project Team (S310 Spring 2012 class) included:

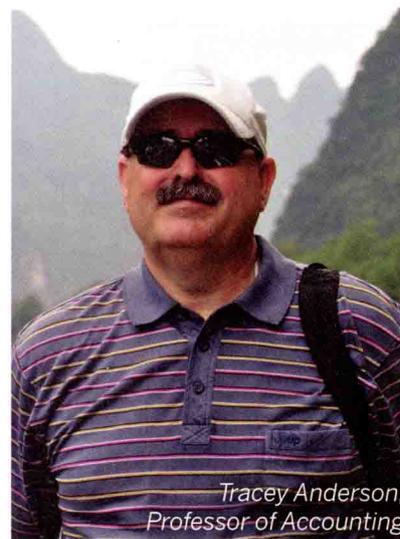
Khalid Almutairi, Matt Beck, Jeff Carrier, Kelly Endres, Gene Grove Jr., Sandi Heaney, Jamie Kleca, Samantha Macumber, Todd Messana, Trent Paczkowski, and Gerry Ross

ETHICS EVENTS EXPLORE CURRICULUM OPPORTUNITIES

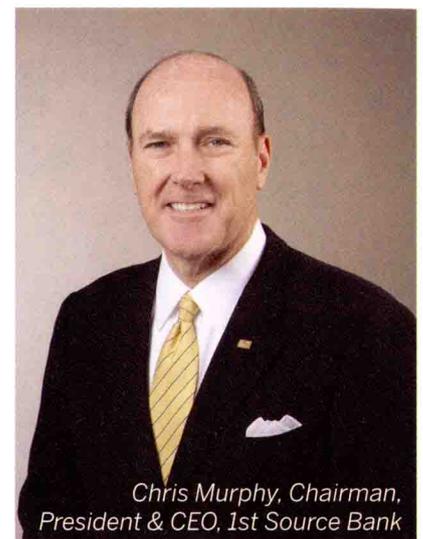
A group of corporate executives, advisory board members, business ethics experts, faculty members, staff and students participated in a panel discussion organized by the Leighton School's Planning and Assessment Committee to discuss additional ways to incorporate business ethics in the business curriculum. The event was moderated by accounting professor Tracey Anderson, and featured panelists: Christopher J. Murphy III, chairman, president, and chief executive officer of 1st Source Corporation; Patrick E. Murphy, professor of marketing, Mendoza College of Business, and the C. R. Smith Co-director of Notre Dame's Institute for Ethical Business, Notre Dame University; and Vinod M. Khilnani, ex-chairman, chief executive officer, president and member of Finance & Strategic Initiatives Committee, CTS Corporation. The panel emphasized the importance of ethics in preparing future business leaders. While it may be a challenge to shape the behavior of students at the college level, panelists focused on the importance of accountability to stakeholders and other external constituents

that requires strengthening ethical knowledge as well as sensitivities in different contexts and cultural situations. Participants discussed the benefits of stand-alone courses in business ethics, as well as integrating ethics into other courses in accounting, finance, marketing, and other areas of the business curriculum.

The Leighton School also organized a day-long faculty workshop on Ethics in Business and Across the Curriculum conducted by Professor Mollie Painter-Morland from the Department of Philosophy at DePaul University and associate director of DePaul's Institute for Business and Professional Ethics. She also serves as editor-in-chief of the Business and Professional Ethics Journal and as co-editor of Springer's Issues in Business Ethics series. Dr. Morland discussed ethics and ethical dilemmas and balancing one's self-interest with the interests of various stakeholders in ways that reflect values (justice, respect, quality, and trust) as well as balancing



Tracey Anderson,
Professor of Accounting



Chris Murphy, Chairman,
President & CEO, 1st Source Bank

conflicting values. She discussed the moral imagination and philosophical perspectives of ethics that help students to develop their knowledge of stakeholders' interests, and their understanding and responsibilities to stakeholders. Morland highlighted the importance of ethics for business majors, assessing what students learn about ethics across the business curriculum, the role of internships and fellowships, and shaping ethical decisions by future leaders.

The Judd Leighton School of Business and Economics is striving to improve coverage of ethics in its programs through a comprehensive and multifaceted assessment process, via general education and standalone business courses, as well as by integrating the topic into other courses.



Associate Professor of Management, Leon Schjoedt
and Professor of Management, David Vollrath

THE BARD

William Shakespeare is rarely mentioned in classes at the Judd Leighton School of Business and Economics. But faculty members Leon Schjoedt and Dave Vollrath believe that Shakespeare's life and plays offer important lessons about innovation, entrepreneurship and business. The management professors are connecting the Bard and Business as part of the 2013-2014 Campus Theme, "Much Ado about Will: 450 Years of Shakespeare and Counting!"

Shakespeare was not only a superlative playwright, but also an exceptional innovator and entrepreneur. Recent scholarship suggests that Shakespeare's membership in an acting company and his investment in building theatres closely track creative development of characters and relationships in his plays. In a Campus Theme presentation on Oct. 28, 2013, Schjoedt and Vollrath made the case that Shakespeare's great achievements resulted from the interaction between his personal qualities and the context in which he worked. In a second presentation, on March 3, 2014, Vollrath and Schjoedt will draw lessons about business from Shakespeare's characters and plays.



Assistant Professor of Management, María Méndez

STUDENTS APPLY DESIGN THINKING TO ASSIST PURPLE PORCH CO-OP

Students from Professor María Méndez's class Z302 Managing and Organizational Behavior participated in a semester-long creative challenge in collaboration with one of our most innovative local organizations, Purple Porch Co-op. Purple Porch is a food cooperative that sells organic, local food products online which customers pick up from their marketplace at 123 Hill St., South Bend. The co-op was created in 2009 and now has over 350 member-owners who are passionate about organic, local foods (their products are sourced within a 60-mile radius) and about fair compensation to producers (their producers receive 90 cents on the dollar when the return from conventional stores is 14 cents).

Greg Koehler and Krista Bailey, two of the early founders of Purple Porch, presented students with the challenge of increasing awareness in our community of Purple Porch and its mission. Students collaborated as a class to explore the challenge in depth and develop a good understanding of the needs of Purple Porch. Over 500 ideas were initially generated addressing different aspects of the challenge and the best 12 were developed by class teams. The best four

ideas were selected by the class and presented to members of the Purple Porch Board. A ready-to-go initiative for a 5k event in Howard Park received preliminary agreements from potential community partners and sponsors. It included free international cooking lessons using local produce aimed at building bridges with the international members of the community and fostering home cooking. Students' presentations conveyed their high levels of enthusiasm and involvement in the development and feasibility of their ideas.

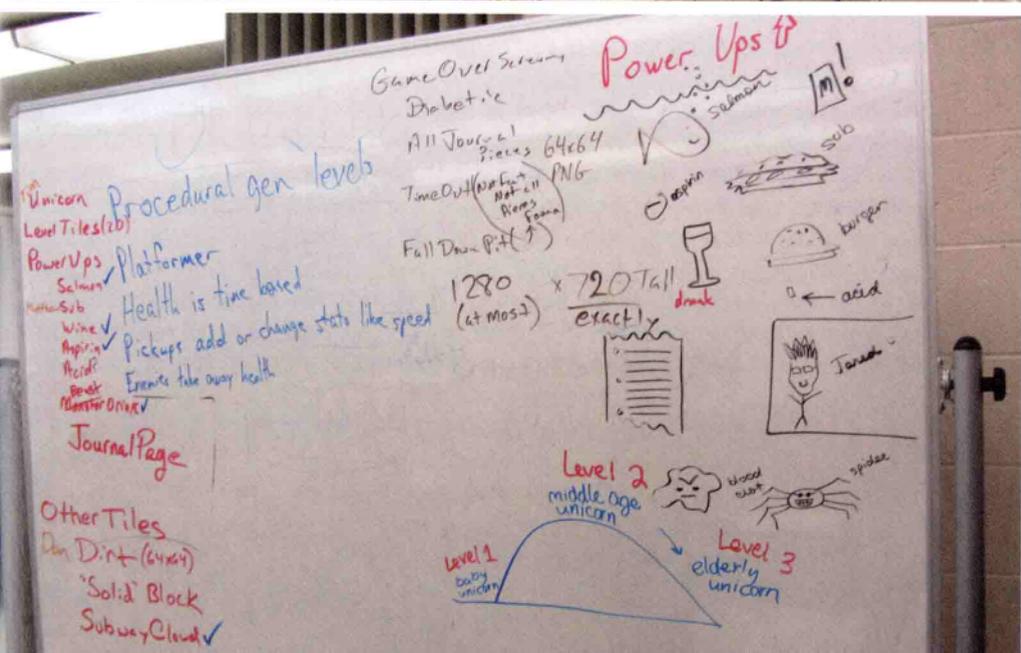
The students had a chance to learn Design Thinking by experiencing a process of innovation that builds on community and team dynamics. Additionally, Professor Méndez believes that "considering that today over 50 percent of the U.S. workforce report being dissatisfied with their jobs, the enthusiasm and strong commitment these students demonstrate in collaborating with partners in the community could be an important lesson regarding the value of corporate social responsibility."

The enjoyable experience of working with the Purple Porch Co-op was an unexpected delight. Each step from forming groups to final project presentation carefully followed the class lessons, but the learning experience was magnified by negotiations, cooperation, and building upon ideas in our groups. All in all this experience is one of the true treasures of my undergraduate experience.

Alex Schrumpf

Anyone who has had Dr. Maria Mendez for Bus-Z302 knows the project is not easy. She challenges us to think outside the box. My group was a mix of different cultures: American, Mexican, Asian, and European. We started to brainstorm ideas and every idea seemed to revolve around ethnicity. When we chose to do events to bring awareness to the Purple Porch, we came up with the idea of cooking different foods. The main focus was to bring different cultures together and bring awareness to the Purple Porch. What better way than having an ethnic cooking class! The idea of cooking with locally-grown produce and locally-raised meats made our idea original. The only other place that offers cooking classes is Martin's Supermarkets. What set this idea apart from them was it's free and anyone can watch the food being made.

Julieta Navarro



GAME JAM: 30 HOURS OF FUN

About 30 people from the community and IU South Bend gathered over a weekend in January in the computer lab of Greenlawn Hall to develop computer games for the Global Game Jam. From 5 p.m. Friday until 4 p.m. Sunday (with overnight hours away from campus to think about what they did), participants diligently programmed, developed, created and laughed.

In the end, they had created two games "A Dream of Oleg the Unicorn" and "Heartmaze" from the Global Game Jam theme of "sound of a heartbeat."

The worldwide goal was to create as many games as possible in 48 hours. Mark Schroeder, lecturer of decision sciences in the Leighton School, and campus game event organizer, said it started slowly on Friday as the two groups came up with ideas. One idea after another was tossed into the mix and the two games developed. In the end, the unicorn ran and hopped across the screen with hopes of getting a healthy lifestyle. The circulatory system became the basis for the maze as a miniature doctor moved through the body.

By late Friday, sounds and music were added by Andrew Kroepel of Berrien Springs. He brought in a keyboard and sound equipment and set up camp in one corner of the room. "I've participated at home at these before but this is the first time at an event." Designers and artists drew unicorns and programmed the jumping and movements.

By Saturday afternoon, both games had progressed. Charlie Guse, Tim Bell and Blake Robertson all work in the computer programming world but this was more fun. "It is great to throw out ideas and hang out with these people," Robertson said. Someone asked if there be a Plan B if this doesn't work? Guse said, "No, Plan B is just to have fun." By Sunday at 3 p.m. the programmers and others were watching the results of roughly 30 hours of work. The crowd cheered as the unicorn jumped over blocks and wine glasses, and the doctor made his way through the arteries.

Matthew Forsythe, an IU South Bend junior in new media, said he had a great time working with the other designers and programmers. "I enjoy seeing the final product." But he had to get home and get some other work done.



SMALL BUSINESS PRACTICUM CLASS EXAMINES TWO BUSINESSES

Take two small businesses – a diner and a fertilizer company – and add nine creative business students with lots of ideas. And what do you get? Suggestions, lots of suggestions on improving business.

The spring class was W408 Small Business Practicum. The instructor was Christine Pochert Ringle. The class split into two groups and each worked with an owner on marketing, visibility, and sales. The groups visited the establishments, studied the strengths, weakness, opportunities and threats (SWOT analysis) offered suggestions and gave a presentation at the end of the semester to the owners.

Both owners, Jeannie Rogge and Fred Dunfee, said the class offered great ideas to consider. "What they wrote was wonderful," Dunfee said. "They asked good questions and had good answers."

Rogge said she enjoyed the whole experience.

The students said they enjoyed the opportunity to work with business people in the real world. Liz Fisher, of Granger, said it was a great assignment. Branden Wawrzyniak, of South Bend, agreed and he even got breakfast.

One group studied Jeannie's House, 1444 Mishawaka Ave. The other group used their collective business sense on Positive Organic Living, Elkhart.

Jeannie's is a small, and very cozy diner that serves breakfast and lunch. Rogge purchased the building that was formerly known as the White House. Shortly after opening, a fire in September 2011 closed the noted eatery again. After a remodel, the diner reopened in February 2012.

The other business was Positive Organic Living. It creates fertilizer with worms. The worm castings (or vermicast) are natural, odor free and a very popular form of fertilizer in other parts of the country. Dunfee started the business in August 2012 as a one-man operation that occasionally added temporary help.

Student Seth Hoover of Elkhart said Dunfee needed to increase awareness of Positive Organic and get the product into local garden shops and nurseries. Hoover added he would need to "bite the bullet" and hire some additional employees to meet demand. Neil Loughridge of Mishawaka said Dunfee's business was expanding already with word of mouth communications about the product. Better marketing and advertising would convince the buying public about the advantages of worm castings, said Ibrahim Saleh of Elkhart.

As for Jeannie's, the group said the diner has a loyal following in the neighborhood. The key was to expand the market, combat the reputation of diners, and welcome new customers. On the plus side, everyone who worked with Jeannie said the coffee and the food are great. It was getting the word out about the diner.

Brian Barber of South Bend said they recommended that the diner start taking debit and credit cards to appeal to a younger market and reaching out to the IU South Bend market more. The group also said to redesign the menu and offer items for a children's menu.



MONLE'S STUDENTS SHINE IN COMPETITION

This year marked five consecutive top 10 performances by Leighton School marketing students under the guidance of professor Monle Lee. Monle's students in advertising and international marketing classes have competed on the national and international stage for years and it's fair to say that they are on a hot streak with her guided submissions.

In her graduate class this year, two teams submitted class projects as entries among over 100 teams in a competition run by one of the country's foremost marketing organizations, the Direct Marketing Educational Foundation/Marketing EDGE. One team reached the semifinals (top 25) and the other took the National Silver Award. Team members were Greg Monberg, Ming Zhen Liang, Robyn Hayden, and Victor Gaj.

The task was to create a targeted integrated marketing communications plan to help a major teen girl's clothing chain, dELiA*s, achieve its objectives. This was particularly challenging because the retailer was planning to target a new group of 12-14 year-old girls in addition to their already existing 15-17 year-old target market. For these adult-students, empathizing with the needs of American teenage girls was educational! They designed creative tactics under the inclusive "Y*u Belong" slogan. Their media choices were almost all non-traditional (from Twitter to Hulu) and included well thought out web based and event marketing tactics combined with sales sponsorships. All traditional media tactics were in support of creative events like the Fashion Club that used quick response (QR) codes and an interactive graphics user interface. The key to their success was the deep research they undertook and the thoughtful ideas they generated in executing their campaign. The proposal also had meticulous projections of expected outcomes from each campaign strategy and this was instrumental in convincing evaluators of the practical merits of their ideas and the credibility of their return on investment expectations.

In the current academic year, Lee's students are participating in two competitions, one involves creating a mobile marketing driven campaign for Domino's Pizza and the other is a competition exploring the global marketing tactics that the kingdom of Qatar wants to use to promote soccer to 6-17 year-old girls.

IDEA FACTORY BEGINS PRODUCTION

The Idea Factory is a new lecture and consulting series that invites prominent consultants and business leaders to offer solutions to marketing problems of regional organizations in a public, transparent setting that permits students to witness and participate in the process. Initiated by professor of marketing, Monle Lee, and supported by a Regional Economic Development (RED) Fund grant by Indiana University, businesses in the region participate by identifying their challenges and then working through them with the consultant in a public setting with students as participants.



Design by Monica Sherck

LEIGHTON SCHOOL GRADUATE STUDENTS PARTICIPATE IN TECH COMERCIALIZATION

As Mark Wilson, founder of the PreSeed Workshop explains, “the PSW rallies highly-skilled community talent and resources around academic researchers with patented inventions. Generally, five to eight teams were assembled for each workshop but the platform works for any number. The teams were led through a series of structured hands-on sessions where they investigated and transformed potentially commercializable technologies into pre-seed stage companies or licensing opportunities. Teams leave the workshop with a first-cut commercialization plan for their inventions.”

The Leighton School served as a key partner. Participants included: visiting lecturer in management Staci Lugar Brettin (now an assistant professor of marketing and management at Indiana Tech) and graduate students Vipasinee Kiatruangkrai, Hung Truong, Clint Garnett, Li-Yang Huang, Lindsay BeMiller, and David Hughes.

PSW commercial teams include an idea champion or expert on the technology proposed for commercialization; a tech transfer researcher or university faculty member experienced in the technology commercialization process; legal counsel; a graduate student who coordinates the research and data collection for the idea champion; and an industry or value-add expert. A business

strategist responsible for leading the team facilitates the completion of the key steps identified by PSW founders Mark Wilson and Judy Albers as the most important concepts to address in the pre-seed commercialization stage:

- Identifying the strengths and limitations of the proprietary technology
- Developing a technology-to-market map
- Identifying the market need
- Assessing and rating competitors
- Crafting a value proposition
- Developing a business model
- Objectively assessing the revenue potential
- Designing the commercialization team
- Committing to objectives and a timeline for ongoing research and re-development

Teams present to regional venture capitalists, receive critical feedback on the investment value of the pre-seed technology, learn strategies for increasing the commercialization value, and identify key challenges to be addressed pre-seed.



Lindsay BeMiller



Hung Truong

THREE B-SCHOOL ALUMNI RECOGNIZED AMONG “40 UNDER 40”

(Excerpted from the South Bend Tribune, June 5th, June 8th, and June 12th, 2012.)



Neilson and Weaver photos courtesy of the *South Bend Tribune*

Jennifer Kary earned her B.S. in Accounting from the Leighton School at IU South Bend and is currently a partner at Crowe Horwath. Her community involvement includes the First Brethren Church of South Bend, Habitat Women Build, CPA Day of Service Program, Habitat Restore, and El Campito Day Care. She is quoted in the Tribune explaining, “I am a person who tries to approach every aspect of my life with optimism and commitment, whether that’s in my role as a wife, mom, friend, neighbor or citizen. I am passionate about bringing improvement to all areas of my life and organizations with which I’m associated. I have had wonderful role models and cheerleaders in my life ranging from my parents, parents-in-law, husband and church family. I enjoy activities that allow me to be creative and have fun. I also enjoy seeing and doing new things, which is what I have enjoyed about my profession. Being an auditor has allowed me to meet lots of different people and to travel to all parts of the country. My family also enjoys traveling and my husband and I feel that it’s important for our kids to experience new and different places.”

Shauna Neilson, a B.S. in Business Management and Administration graduate from the Leighton School at IU South Bend, is a claims manager at Gibson. She serves on the board of directors, Leadership South Bend/Mishawaka, as risk management adviser to Hello! Gorgeous of Hope, Inc., as a Notre Dame Community Relations ambassador, as a Live a Difference Day volunteer, and is a former member of the board of directors of Make A Difference Michiana. Her goals are to maintain a positive work/life balance that provides her the opportunity to always be there for her husband and son while continuing to grow in her career with Gibson. She explained, “I have had a simple philosophy during my adult life. I want to have fun with whatever it is that I am doing. I am fortunate enough to have spent nearly 21 years with a phenomenal company that has developed me into a role that allows me to do this every day. My husband, Brady, and son, Nicholas, ensure that we have fun as a family. We enjoy bowling, golfing, and going to the beach, and most recently coaching and rooting for Nicholas and his Little League baseball team.”

David Weaver graduated with a B.S. in Business, with a major in finance, from the Leighton School at IU South Bend. He is chief financial officer and vice president of business development for Kem Krest. He participates in several charitable runs and competitions each year and, through Kem Krest, supports various charitable causes. He intends to continue to grow professionally and personally, to give more than he takes in life. He is currently finishing up his private pilot’s license. David’s passions in life include being on the water, learning new aptitudes and experiencing all life has to offer. He says his life has been deeply influenced by his supportive family and various educators and mentors throughout his life. “I am very thankful for the amazing support system I’ve had and greatly appreciate it,” he says.



ELIZABETH NAQUIN BORGER RECEIVES ARMSTRONG AWARD

Elizabeth Naquin Borger, was recognized by dean Rob Ducoffe with the 2013 Lewis S. Armstrong Award at the Leighton School of Business and Economics' annual fall event held at Christiana Creek Country Club and sponsored by Art Decio.

Financial advisor and civic leader, Liz Borger, brings her education and business management experience to the Michiana community. Liz graduated from the University of Notre Dame and has a master's degree from the Kellogg School of Management at Northwestern University. She has lectured on marketing and strategic planning at the University of Notre Dame, University of Illinois, University of Michigan, Drake University, and the Harvard Business School.

Ms. Borger has more than 20 years experience in the financial industry. Liz was a member of the Premier Advisors Group and the highest ranking female at Inland Steel Company. She is currently Senior Vice President/Investments for Stifel, with an emphasis on comprehensive investment

planning, retirement planning, estate planning, charitable giving and business succession plans.

Ms. Borger is also an active civic leader. Her commitment to this community is shown through her leadership roles with several non-profit organizations. Liz was the president of the Elkhart County Symphony and the Notre Dame Club of St. Joseph Valley. She held board positions for Loveway, The Elkhart Center, the Toradze Piano Institute IU South Bend; Wellfield Botanic Gardens, the Elkhart County 4-H Fair and WNIT-TV Michiana Public Broadcasting. Liz currently serves on the boards of the Elkhart County Community Foundation, Shakespeare in Performance at the University of Notre Dame, and Premier Arts.

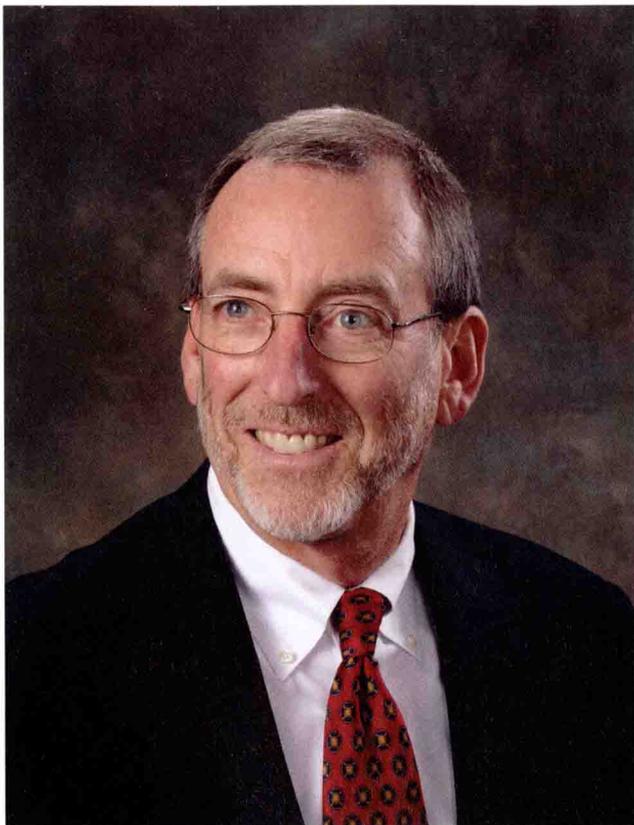
Last year Ms. Borger was recognized with the Woman of the Year award by the regional YWCA and also the inaugural Woman of the Year award from the Elkhart Chamber of Commerce.

2013 OUTSTANDING ASSOCIATE FACULTY AWARD PRESENTED AT THE LEWIS S. ARMSTRONG AWARD DINNER TO BRUCE DAVID HUNTINGTON

The Outstanding Associate Faculty Award is presented to an associate faculty member who has shown enthusiasm and dedication to teaching, and achieved excellence in teaching performance in the Leighton School of Business and Economics. Bruce Huntington teaches Legal Environment of Business, Commercial Law I and II, and the graduate course, Legal and Ethical Environment of Business.

Mr. Huntington is a partner at Botkin & Hall, LLP, Attorneys and Counselors. He specializes in real estate, commercial and corporate law, real property taxation, business planning, and related litigation and transactional services. He holds a JD from Valparaiso University School of Law. He is also a state certified general real estate appraiser in Indiana and Michigan, a real estate broker in Indiana and an expert witness in real estate valuation.



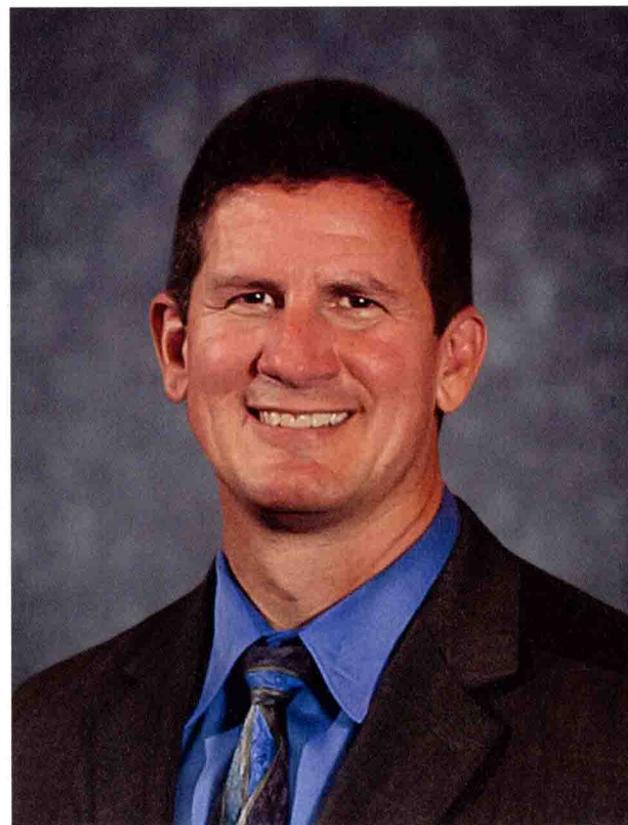


GREG DOWNES WINS E.M. MORRIS AWARD

For distinguished achievement, leadership, and contributions to the advancement of business and the quality of life in Michiana, the Leighton School of Business and Economics was pleased to recognize Gregory S. Downes at the Leighton School's 2013 Honors Day Program. Greg is chairman of the board, Gibson. Gibson is a 100 percent employee-owned independent insurance and risk management company, with offices in Plymouth, Indianapolis, South Bend and Fort Wayne. Gibson was named one of the Best Places to Work by the Indiana Chamber of Commerce. Greg graduated from Notre Dame with a B.B.A. in Marketing. Currently, Greg serves as chairman of the board for the United Way of St. Joseph County, president of Century Center Board of Managers, Member of the city of South Bend Redevelopment Commission, and Business Advisory Board Council member, Judd Leighton School of Business and Economics. He is the former chairman of the board of the Chamber of Commerce of St. Joseph County, former mentor and participant in Read to a Child for SBCSC, former board member of the Boys & Girls Club of St. Joseph County, Downtown South Bend Inc., Project Future Inc., Regional Approach to Progress, Marshall County Community Foundation, Plymouth Chamber of Commerce, Plymouth Plan Commission and the Plymouth Economic Development Corporation. He is the recipient of the 2005 Sagamore of the Wabash from Gov. Joseph E. Kernan. Greg has been married for 41 years to Mary, retired educator (teacher and high school principal) and public service administrator (chief of staff to Gov. Kernan). His son, Scott, is a senior project director for the Colorado Trust, Denver.

JEFF COSTELLO RECOGNIZED AS DISTINGUISHED ALUMNUS

For significant contributions to his profession and to the community, the Leighton School of Business and Economics was pleased to recognize distinguished alumnus Jeffrey P. Costello at the Leighton School's 2013 Honors Day Program. Jeff was appointed chief financial officer of Memorial Health System, Inc. in October 1995 and was named chief financial officer of Beacon Health System when Elkhart General Hospital and Memorial Health System combined in 2011. With assets of over \$1.3 billion, Jeff is responsible for leading the financial operations of the health system which includes two hospitals, a multi-specialty medical group and comprehensive home care operation. Prior to his most recent role, he served in various other financial positions dating back to his start with the health system in 1985. Mr. Costello earned a bachelor's degree in accounting from the University of Notre Dame and an M.B.A. from Indiana University South Bend. In 2010, he was named one of the top five CFOs in Northwest Indiana. He is a certified public accountant and a member of the Health Care Financial Management Association. He also serves on the board and as treasurer for the Community Foundation of St. Joseph County and serves on the board and as Treasurer for the St. Joseph Valley MetroNet.



BUSINESS ADVISORY COUNCIL MEMBERS RECOGNIZED

Mike Kubacki Recognized as Community Banker of The Year

Mike Kubacki, chairman and chief executive officer of the Lakeland Corporation, parent of Lake City Bank, was named a Community Banker of the Year by American Banker. Kubacki is a member of the Leighton School's Business Advisory Council and Lake City Bank has sponsored the Entrepreneur Lecture Series for 10 years.

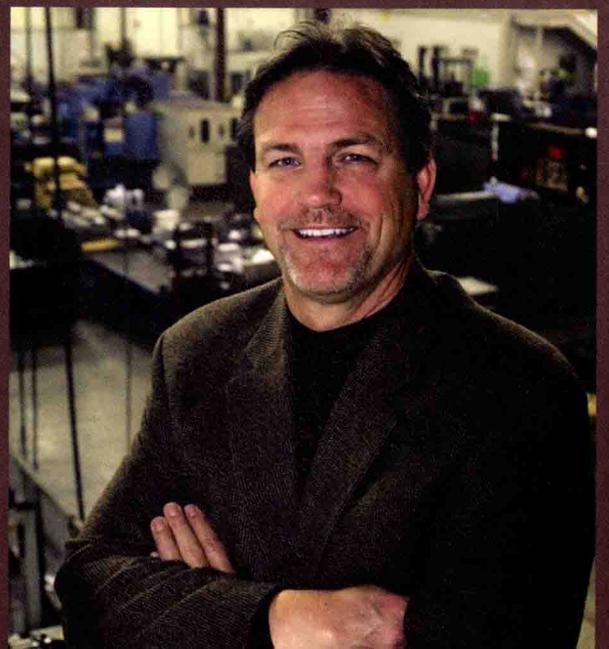
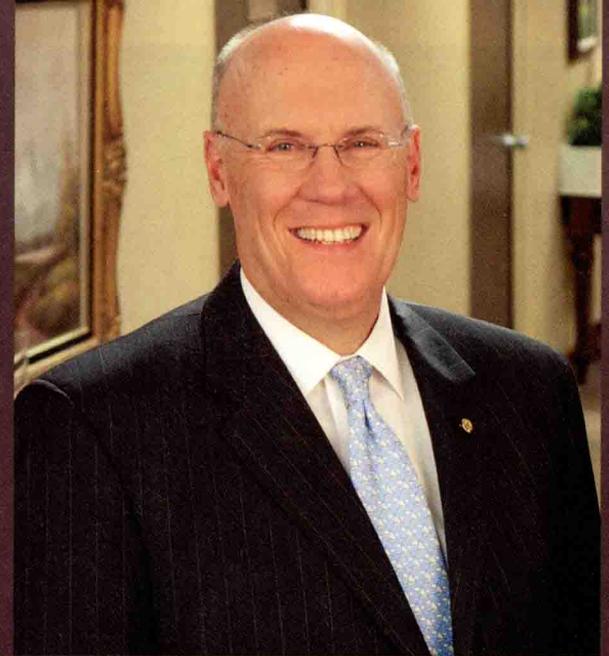
According to the American Banker, The Banker of the Year/Best in Banking Awards honor the people and the companies who set the highest standards of progress, innovation, and performance in banking and financial services. Kubacki commented, "I am grateful for this recognition, but am more proud of the fact that this is really a reflection of the performance of the entire Lake City Bank Team. I believe that our team represents the best facets of a true community bank and we work very hard at maintaining that focus every day."

Minority Business Magazine Features the 'Shah' of Elkhart

Amish Shah, president and CEO of Kem Krest, and a member of the Leighton School's Business Advisory Council was recently featured on the cover of *Minority Business Magazine* both for the tremendous growth and success of his company, as well as for the good works that he and his employees do in the community.

Daman Products Makes Inc's List

With more than 109 percent growth in revenue over three years, Daman Products was featured in the Inc. 5000 list of the nation's fastest growing companies. Larry Davis, president of Daman, is a member of the Leighton School's Business Advisory Council and a passionate advocate for education reform in our region.



EXCELLENCE

A 3D compass rose is centered on the page. The needle is a silver metal rod with a red arrowhead pointing towards the top right, towards the word 'EXCELLENCE'. The compass rose has eight main points and several smaller points between them. The background is a light beige color with a subtle pattern of lines radiating from the center.

AWARDS OF EXCELLENCE

TEACHING

Douglas Agbetsiafa
Peter Aghimien
Mark Fox
Beth Kern
Monle Lee
Anurag Pant
Bhavik Pathak
P.N. Saksena
Hong Zhuang

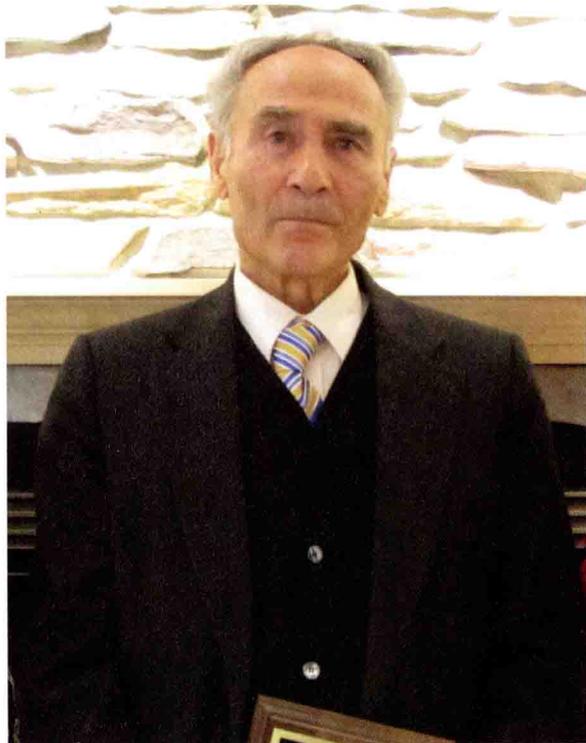
SERVICE

Douglas Agbetsiafa
Peter Aghimien
Tracey Anderson
Mark Fox
Beth Kern
Monle Lee
Jamshid Mehran
Anurag Pant
Bhavik Pathak
P.N. Saksena
Ganesh Vaidyanathan
David Vollrath
Hong Zhuang

RESEARCH

Vishal Bindroo
Mark Fox
Bob Kenagy
Monle Lee
Jamshid Mehran
Alex Meisami
Anurag Pant
Bhavik Pathak
Ganesh Vaidyanathan
Haiyan Yin
Hong Zhuang

JAMSHID MEHRAN WINS LEGACY AWARD



Jamshid Mehran, professor and chair of Finance and International Business at the Judd Leighton School of Business and Economics, received the Legacy Award from the IU South Bend Alumni Association. The award was given at the Chancellor's spring breakfast at the beginning of the spring 2013 semester.

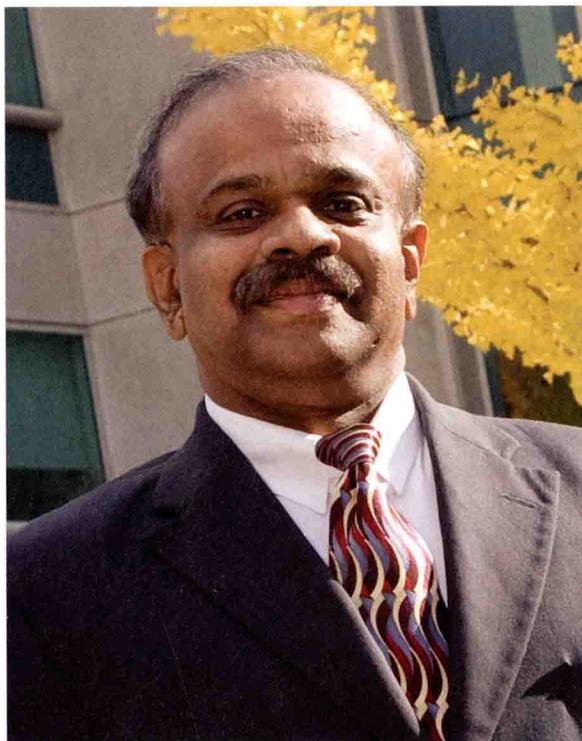
The award recognizes full time or retired faculty members who have made a significant impact on the lives of students at IU South Bend. A \$500 scholarship is presented in his name to a student in finance.

Nominations for the award come from faculty, staff and alumni. A committee of faculty, alumni and students make the final selection. The nomination cited his commitment and love of the subject matter. "Professor Mehran has provided encouragement and advice to many students. His research has been weaved into class adding an extra benefit to the students."

Mehran has been on the faculty since 1986. He received his doctorate and master's degree both from the University of Arkansas, and an M.B.A. from Central Michigan University.

He previously taught at the University of North Dakota and Western Michigan University and worked as an auditor, accounting supervisor and financial advisor.

VAIDYANATHAN APPOINTED MACK FELLOW



Associate professor of decision sciences and director of the MS-MIT program, Ganesh Vaidyanathan, was selected for appointment as a prestigious Mack Fellow with the IU Faculty Colloquium on Excellence in Teaching for the 2013-14 academic year. The research he is conducting during the year as part of the appointment focuses on the effects on students of teaching in online and hybrid formats.

Delivering classes and programs in online and hybrid (blended) formats is increasingly common in higher education settings. How students perceive learning in these environments is impacted by many factors including the nature of their communication experiences, the lack of face-to-face interactions between students and instructors, and other factors.

Vaidyanathan's specific research objectives are to examine students' perceptions of teaching effectiveness for both online and hybrid classes and measure whether demographics affect individuals' perceptions of various teaching effectiveness outcomes. A survey instrument will be used to collect the data. Both undergraduate and graduate students in the Leighton School of Business and Economics will be asked to volunteer to complete the survey.

BETH KERN NAMED ASSOCIATE DIRECTOR OF FACET

Beth Kern has been named associate director of the IU Faculty Colloquium on Excellence in Teaching, said John Applegate, IU executive vice president for university regional affairs, planning and policy. Kern, associate professor of accounting, will also have responsibility for the Mack Center for Inquiry on Teaching and Learning. The IU Faculty Colloquium on Excellence in Teaching, or FACET, is a community of faculty at IU dedicated to and recognized for excellence in teaching and learning. The Mack Center, administered by FACET, seeks to develop effective strategies for enhancing teaching and learning through the research of Mack Fellows and other faculty.

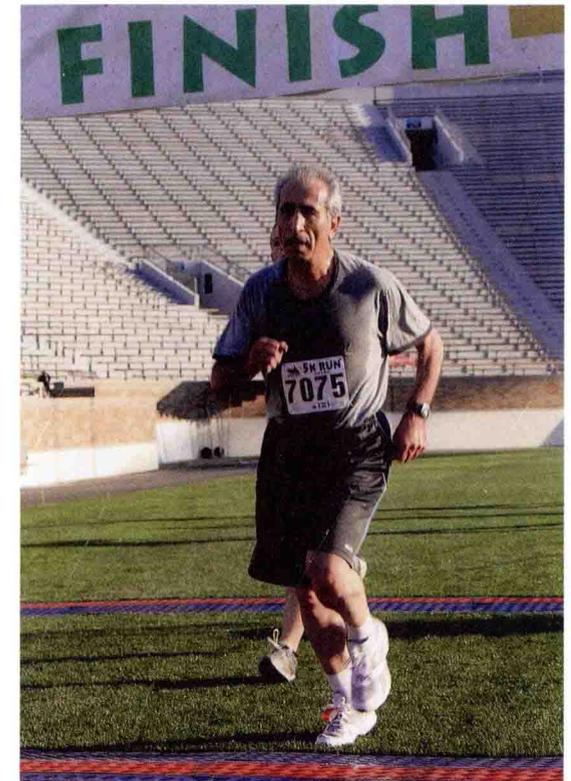
Kern's research in the scholarship of teaching and learning has been published in a number of journals, including the international *Journal of the Scholarship of Teaching and Learning*, *Issues in Accounting Education* and *Journal of Accounting Education*. She has received numerous teaching awards, including the Herman Frederic Lieber Award, the Indiana CPA Society Outstanding Educator Award and several Trustees' Teaching Awards. Kern has served as president, vice president and trustee of the American Taxation Association.

"FACET has become widely recognized at Indiana University as both a way to recognize excellent teaching and a means to provide networking and programs that support the scholarship of teaching and learning," Applegate said. "It is a unique organization at IU in its

ability to bring together faculty from all eight campuses. As associate director of FACET with responsibility for the Mack Center, I am sure that Professor Kern will make valuable contributions toward enhancing educational excellence across the university."

"The Mack Center will play an increasingly important role in FACET's efforts to extend the dialogue about teaching and learning beyond future local, national and international disciplinary boundaries," said Robin Morgan, director of FACET and professor of psychology at IU Southeast. "Beth has been a charter fellow at the Mack Center since 2003. Hers is an informed and enthusiastic voice in our ongoing conversation about the scholarship of teaching and learning, and she has a marvelous vision for the Mack Center."

Describing her vision, Beth wrote: "I was first drawn to SoTL (scholarship of teaching and learning) out of curiosity to see if some of the innovations I was trying in the classroom really did enhance student learning. Anecdotally, they seemed to do so and seemed to make learning accounting more enjoyable. But the empiricist in me wondered what types of students were helped? What kind of learning was enhanced? I was an accountant, not an educational psychologist, so I had a considerable amount of learning on my own to do in order to effectively engage in SoTL. That investment and its subsequent 'dividends' ended up being a highly enjoyable research excursion, one that has lasted the better part of 15 years."



FIT FACULTY

Associate Dean and Professor of Decision Sciences, Asghar Sabbaghi running across the finish in the June 2013 Sunburst 5k. Net Time: 22:44 Overall Place 217 of 3273. He finished 3rd in his age division.



IU SOUTH BEND FACULTY IN NEW YORK TIMES

Joan Downs-Krostenko, from the history department, and Beth Kern, from the Leighton School were featured in an article in the *New York Times* about a new form of community redevelopment activity that has taken root in South Bend. Neighborhood residents are buying homes left abandoned and saving them—not for a profit but for the good of the community. Downs-Krostenko and Kern belong to a neighborhood group, Chapin Park, Inc. The group's members have pooled their money to purchase properties they don't want to see deteriorate. The houses are fixed up through sweat equity and then resold to generate the funding for the next salvage operation.

STUDENT AWARDS AND SCHOLARSHIPS

These awards are granted to outstanding students in their respective majors or programs. Criteria include grade point average, extra-curricular activities, originality of ideas, contributions to class discussions and the rigor of their academic programs.



Accounting
Advertising
Banking
Economics
Finance
General Business
Health Care Management
Human Resource Management
International Business
Management Information Systems
Marketing

Emily Kannenberg
Heather Lee Short-Davis
Joel Todd Trevino
Jason W. Matthews
Chin Pin Yip
Dustee R. Krull
Julieta Navarro
Julie Ann Martin
Jason W. Matthews
Brandon C. Irwin
Chin Pin Yip

Small Business & Entrepreneurship
MBA
MBA Finance
MBA Marketing
MSA
MS-MIT
Judd Leighton School of Business and
Economics Scholarship
Peer Mentor Service Award
Julienne Turner and Patrick Wargo
International Study Abroad Scholarship

Scott Paddock
Muhmmad AlHoussain
Abdullah Aljarbooa
Victor Joseph Gaj
Timothy Kratzer
Hung Truong
Kayla Williams

Dave Andedo
Sarah Smeltzer

Underrepresented Student Scholarships

Gerald E. Harriman Scholarship
Chase Scholarship
Paul J. and Deborah A. Cafiero Scholarship
Sharon Rose Miller Scholarship
Frank K. and Marsha Martin Scholarship
Isaac P. Torres Family School of Business
and Economics Scholarship
Finance Scholarship Award
Jamshid Mehran Honorary Scholarship
in Finance
George Wing Memorial Scholarship

John R. Swanda, Jr. Ethics Award
Manohar D. Nasta Memorial Scholarship
James D. and Shirley Kowalski
Entrepreneurship Scholarship
Robert N. Robinson Memorial Scholarship

Indiana Certified Public Accountants
Society Award
RSM McGladrey Accounting Scholarship
Crowe Horwath Accounting Scholarship
Krugger Lawton Accounting Scholarship

James Pattillo Memorial Scholarship
Donald Cline Scholarship
KADA McDonald's Advertising Award
KADA McDonald's Marketing Award
Villing Advertising Creativity Award
Villing Marketing Communications
Plan Award
New Carbon Global Marketing Award

The Elkhart Truth Marketing Group
Spirit Award

The DMEF Collegiate ECHO Scholarship
Award
The Frank Julian Legal Scholarship Award
Lake City Bank Entrepreneurship Series
Scholarship
Key Bank Scholarship
ETS MBA Excellence Awards

ETS Undergraduate Excellence Awards

Beta Gamma Sigma Scholarship

Dayshawn Kimmons
Hugo Raygoza
Robert Lavelle
Renaë Michalski
Erin E. Smith
Faith Kagonda
Michelle Williams
Fernando Andres Garcia Abbud

Jamie M. Curtis
Kit Yan Leung

Yini Gao
Jason Manwarren
Bradley J. Force
Cathline Kirksey
Scott Paddock

Erik Gottschalk
Lisa Guzowski
Tyronne Miller

Tyronne Miller
Reginald Gichanga
Pat Herndon
Fabiola Kouame
Jason Klarke
Brandon Campbell
Francis Michael McElligott
Robert Tyler Irwin
Michael David Bannister
Amanda Rose Bruster

Yu Jiao Qiu
Alex Daniel Vargo
Mary E. Dolph
Clint R. Garnett
Natalie Elizabeth Peterson
Heather Lee Short-Davis
Chin Pin Yip
Eric Nichols
Chelsea Killingbeck

Madison Matthes
Michael S. Burns
Rebecca Casarez
Luiz Antonio Diemer Lopez
Nathaniel Hammar
Eric Nichols
Christopher Purcell
Yi Li

Beta Gamma Sigma Honorary Society

JUNIORS

Christine Bishopp
Erik Gottschalk
Lisa Guzowski
Erin E. Smith
Andrew Zawistowski

GRADUATE

Thomas Lureman
Jared Payne
Jonathan Rountree
Dana Schrader
Hung Truong

SENIORS

Elizabeth A. Fisher
Miranda Hankins
Emily Kannenberg
Robert Lavelle
Jason Manwarren
Jason W. Matthews
Lisa Anne Nichols
Victoria Paulat
Tyler B. Sims
Ashley N. Smith
Riley B. Thompson

Omicron Delta Epsilon Honors Society

Nathaniel Barnett
Jason Manwarren

The faculty initiate is:
Dr. Vicar Valencia

Financial Management Association International Honorary Society

Kit Yan Leung

Kem Krest Entrepreneurship Competition

Brian Barber
Kenneth Bergman
Richard Bosworth
Cathlin Brien
Elizabeth Fisher
Caleb Hartman
Seth Hoover
Neil Loughridge
Tyronne Miller
Amos Mwesigwa
Jennifer Nifong
Scott Paddock
Chelsea Roose
Ibrahim Saleh
Dave Stamper
Monica Vink

DEAN'S LIST

Spring 2012

Faleh Alajmi
Helal Alotaibi
Khalid Alotaibi
Eduardo Alvarez
Zachary Anderson
Todd Anglemeyer
Tracie Archambault
Brittany Arnett
Jonathan Austin
Shanell Baker
Steven Banks
Brian Barber
Morgan Bennett
Koffi Assoh Paule Carelle Bessin
James Bickel
Jennifer Bickel
Christine Bishopp
Robyn Black
Nicole Blatchford
Corbin Borkholder
Charles Boswell
Jason Brenneman
Megan Brenneman
Ryan Bridger
Caitlyn Burke
Natalie Callahan
Theodore Campbell
Daniel Carey
John Carington
Jeffrey Carrier
Paul Casselman
Sarah Cherryholmes
Michael Ciesielski
Paul Clayton
Zachery Clingenpeel
Matthew Close
Uriel Conreras
Benjamin Coram
Isaiah Counsellor
Jason Creakbaum
Pamela Creech
Kasey Crouse
Jamie Curtis
Gregory D'Adamo
Tierra Davis
Alexander Deitch
Whitney Dhaenes
Wes Doody
Bethany Drury
Andrew Dunnington
Miya Edwards
Ali El-Ammori
Rachel Enokou
Cameron Evans
Jaclyn Felty

Elizabeth Fisher
Yini Gao
Fernando Andres Garcia Abbud
Isiah Gates
Reginald Gichanga
Angeles Gonzalez
Erik Gottschalk
Ronald Gradeless
Ryan Grashorn
Gustavo Guerrero
Lisa Guzowski
James Hall
Richard Hall
Nathaniel Hammar
Miranda Hankins
Victoria Harrington
Caleb Hartman
Matthew Havranek
Donovan Hawkes
Vanessa Hawkey
Leah Hayman
Brian Hibbs
Denise Hogan
Geoffroy Honnon
Lorrie Hopper
Kelli Howard
Brett Hunter
Senada Hurley
Tina Imm
Brandon Irwin
Robert Irwin
Huan Jin
Faith Kagonda
Emily Kannenberg
Lauren Kavas
Wonjeong Kim
Dayshawn Kimmons
Cathline Kirksey
Jamie Kleca
Nancy Knapik
Jennifer Kosinski
Atse Jean Steve Lewis Kouassi
Matthew Koval
Sarah Kovatch
Gracie Virginie Koyo
Alison Krause
Thomas Kurzhal
Chun Ping Kwok
Kimberlee Lacy
Lauren Lashbrook
Robert Lavelle
Kit Yan Leung
Yi Li
Susan Long
Nyengeretari Makaruse

Jason Manwarren
Eran Markiewicz
Julie Martin
Shawn Martin
Todd Martin
Paula Masson
Jason Matthews
Max Matthews
Adam McCartney
Amanda McCord
Sean McCuddy
Aaron Medlin
Jon Michael Meier
Jermy Michl
Jeremy Mickelini
Benjamin Miller
Cara Miller
Marcius Miller
Trenton Miller
Tyronne Miller
Nicholas Mitchell
Stephanie Mohoney
Faith Montgomery
Zachary Morehouse
Dylan Morris
Jessica Myers
Essence Neely
Dawn Nicely
Eric Nichols
Lisa Nichols
Mary Noffsinger
Rick Nystrand
Robin Nystrand
Scott Paddock
Tat'yana Panchelyuga
Victoria Paulat
Samuel Petko
Abigail Plank
Lisa Poelzler
Haresh Prithyani
Katherine Pryde
Christopher Purcell
Janelle Pyclik
Hatidza Ramic
Kathleen Ray
Lowell Ritter
Martha Rivera
Michelle Robinson
Marc Rose
Reyna Rugelio
Zachary Russell
Tyler Savick
Morgan Schlarb
Ashley Schmitt
Tamara Schooley

Caitlyn Schrock
Krystal Schrock
Alex Schrupf
Eric Scott
Janice Seaman
Hang Sergio
Vincenzo Sgambelluri
Taleasha Sheley
Heather Short-Davis
Amy Siefer
Tyler Sims
Ashley Smith
Erin Smith
Jeffrey Smith
William Smith
Evan Stark
Elizabeth Stauffer
Zachery Storms
Wyatt Stutzman
Caitlin Sullivan
Jeremiah Sult
Alexa Szybowicz
Marcia Tatay
Riley Thompson
Rachel Tiller
Lena Tisten
Agnes Toroczka
Jenny Toth
Joel Trevino
Abigail Valencourt
Benjamin VanAntwerp
Jennifer VanDusen
Todd VanLeeuwen
Nichole Varga
Timothy Wagner
Jason Walters
Anlin Wang
Tim Warner
Julie Waterhouse
Brandan Wawrzyniak
Tammy Weatherspoon
Casey Weidler
Beth Wenzel
Jeremy Whetstone
Miranda Whicker
Heather White
Elliot Wiley
Lisa Williams
Scott Williamson
Chin Pin Yip
Michael Zapata
Taylor Zahrt
Andrew Zawistowski
Jian Zhang
Michael Zimmerman

Yasser Mohammed S Abujabal
 Aubrey Adams
 Zachary Anderson
 Daniel Andree
 Todd Anglemeyer
 Becky Archer
 Andrew Arnett
 Patricia Baldwin
 Steven Banks
 Brian Barber
 Michael Barnette
 James Bickel
 Jentry Binder
 Christine Bishopp
 Robyn Black
 Emily Bogol
 Zak Bollenacher
 Jacob Bontrager
 Jennifer Booher
 Charles Boswell
 Kara Bowers
 Ryan Bridger
 Timothy Britton
 Zachary Broadstreet
 Jonathan Brown
 Caitlyn Burke
 Sara Burks
 Daniel Cary
 Michael Ciesielski
 Paul Clayton
 Ashley Clingenpeel
 Matthew Close
 Katherine Coffel
 Jeffrey Converse
 Jason Creakbaum
 Pamela Creech
 Jamie Curtis
 Tierra Davis
 Alexander Deitch
 David Delarosa
 Whitney Dhaenens
 Benjamin Dijkstara
 Wes Doody
 Tyler Eash
 Christopher Eastman
 Kelly Egendoerfer
 Jumana El-Ammori
 Abdalfattah Elhassani
 Rachel Enokou
 Cameron Evans
 Yicong Fan
 Elizabeth Fisher
 Juan-Carlos Florez
 Yini Gao
 Fernando Andres Garcia Abbud

Brittainy Gilliland
 Angeles Gonzalez
 Erik Gottschalk
 Molly Grauel
 Brett Gray
 Nicholas Greene
 John Hamilton
 Miranda Hankins
 Zachary Harlan
 Victoria Harrington
 Caleb Hartman
 Donovan Hawkes
 Sandi Heaney
 Brian Hibbs
 Katie Hill
 William Ho
 Geoffroy Honnon
 Lorrie Hopper
 Hillary Horth
 Kelli Howard
 Brett Hunter
 Kathryn Jasiewicz
 Huan Jin
 Emily Kannenberg
 Deborah Keplinger
 Matthew Keszei
 Chelsea Killingbeck
 Dayshawn Kimmons
 Kristopher Kirchner
 Cathline Kirksey
 Holly Klopfenstein
 Dustee Krull
 Christopher Kulbieda
 Klaudia Kuncelman
 Kimberlee Lacy
 Charles Lamprakes
 Kelsey Lange
 Robert Lavelle
 Nga Thi Phuong Le
 Randall Lee
 Kit Yan Leung
 John Li
 Susan Long
 Cocheta Manion
 Emily Mann
 Julie Martin
 Jason Matthews
 Sarah Mauser
 Francis McElligott
 Aaron Medlin
 Jon Michael Meier
 Renae Michalski
 Angela Miller
 Cara Miller
 Marcius Miller

Tyronne Miller
 Brian Minniear
 Michael Moreland
 Jessica Myers
 Joshua Myers
 Julieta Navarro
 Jessica Newell
 Y-Binh Ngo
 Dawn Nicely
 Eric Nichols
 Lisa Nichols
 Jillian Niedbala
 Smantha Northrup
 Rick Nystrand
 Diana Orlova
 Scott Paddock
 Tat'yana Panchelyuga
 Corey Patterson
 Victoria Paulat
 Samuel Petko
 Rolan Pihl
 Abigail Plank
 Carleen Plunkett
 Andrew Presnal
 Emily Pressler
 Kathleen Pryde
 Juan Ramos
 Michele Reed
 Charlotte Ridenour
 Lowell Ritter
 Reyna Rugelio
 Zachary Russell
 Christine Saitz
 Kaitlin Sanders
 Tyler Savick
 Krystal Schrock
 Alex Schrupf
 Michael Schultz
 Eric Scott
 Janice Seaman
 Julia Seda
 Vincenzo Sgambelluri
 Brittany Shaffer
 Matthew Shaw
 Heather Short-Davis
 Jordan Shulz
 Sergey Shylin
 Amy Siefer
 Tyler Sims
 Sarah Smeltzer
 Ashley Smith
 Brenda Smith
 Erin Smith
 Ryan Spencer
 Evan Stark

Omar Stark
 Elizabeth Stauffer
 Conner Stealy
 Zachery Storms
 Paul Stout
 Nicholai Stuckwisch
 Wyatt Stutzman
 Caitlin Sullivan
 Jeremiah Sult
 Shayne Swiatowy
 Troy Swift
 Alexa Szybowicz
 Alisha Thibault
 Dan Thompson
 Joshua Thompson
 Riley Thompson
 Jenny Toth
 Paige Ullery
 Abilgail Valencourt
 Heather Vanderberg
 Brittany VanDyke
 Benjamin VanHuffel
 Todd VanLeeuwen
 Timothy Wagner
 Jesse Warner
 Tim Warner
 Ryan Watts
 Casey Weidler
 Miranda Whicker
 Michelle Williams
 Aaron Wilson
 Jing Xu
 Haruka Yamazaki
 Chin Pin Yip
 Michael Zapata
 Andrew Zawistowki
 Jian Zhang
 Michael Zimmerman

TWO STUDENTS WIN ROTARY SCHOLARSHIPS

Two IU South Bend students have been selected as recipients of the 2013 Rotary District 6540 Summer Study Abroad Scholarship. Lowell Ritter, a business major from Elkhart, and Chaise Cope, a political science major from Bremen, were selected following written applications and panel interviews. Only two scholarship winners were selected from a pool of applicants recommended by the 55 Rotary clubs in Northern Indiana. The scholarship funded up to \$7,000 in study abroad expenses. The Rotary seeks out students who are prepared for the challenge of serving as outstanding ambassadors of goodwill.

The scholarship program supports the mission of the Rotary Foundation of Rotary International to advance world understanding, goodwill, and peace.

Cope and Ritter participated in a study-abroad program in Oaxaca, Mexico. They studied language, history, culture, and society at the Institute Cultural Oaxaca. They took weekend field trips to archaeological sites, museums, and major cultural events to get a better understanding of the Mexican culture. Oaxaca City is the capital of the state of Oaxaca, one of the most diverse in Mexico with villages that retain strong Zapotec and Mixtec indigenous influences.

Upon returning from Oaxaca, Cope and Ritter will give presentations to Rotarian members and other civic organizations, and remain active with their host Rotary club.

Elizabeth Bennion, director of IU South Bend's American Democracy Project, says she is thrilled that Rotary recognizes the outstanding leadership qualities of the two scholarship recipients. "Lowell Ritter did an outstanding job as the American Democracy Project's Service Learning Fellow during the fall 2012 semester, getting the campus started with large-scale, all-campus service projects. Cope has continued this commitment to excellence, most recently organizing a Cesar Chavez Day diversity reading program that brought college students into primary and intermediate classrooms in eight local public schools to teach about the positive difference an individual can make in the lives of others. Both Lowell and Chaise are already ambassadors for our campus as they work to build partnerships between the university and the larger community. They were ideal candidates for this scholarship and our campus is thrilled that the Rotary recognizes their potential in the field of international diplomacy."

Cope and Ritter left for Oaxaca on July 5 and returned August 3.

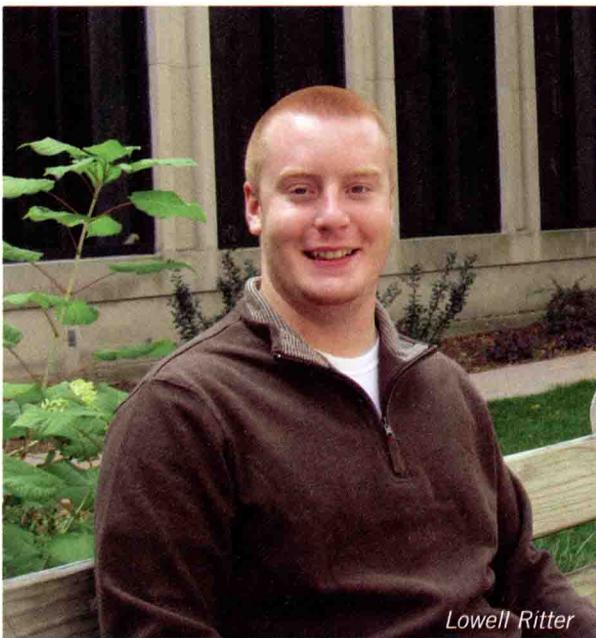
BOLLENBACHER CHOOSES UNIVERSITY OF VIRGINIA LAW SCHOOL

Zak Bollenbacher, a recent veteran of the United States Navy will soon be embarking on an exciting law school career. Immediately upon his honorable discharge, Zak enrolled at IU South Bend, majoring in economics, and has achieved a 4.0 GPA. After months of study and a 97th percentile LSAT score, he was accepted to Duke and Virginia law schools and at the time of this writing, waiting to hear from Stanford, Northwestern, and UC Berkeley, all

considering his application. He plans on using his future knowledge of the law to help improve the legal prospects of small business under attack from large corporations. Zak has since chosen to attend University of Virginia School of Law



Chaise Cope



Lowell Ritter

JARED SHARKEY: A CHAMPION ON WATER

Jared Sharkey is 22 years old, a Leighton School senior and marketing major at IU South Bend, and a graduate of Penn High School. He has been tournament skiing for 15 years, starting at age three on the St. Joseph River in Mishawaka.

In 1999, at the age of 9, he began trick skiing. Trick skiing is done on a 42-inch long by 11-inch wide ski with no fin. Skiers get two 20-second passes to do as many tricks as they can. Tricks such as 180, 360, 540 and 720-degree turns are done on the surface and in the air off the boat wakes. Jared does various flips and ski line tricks (ski goes over the line) in his hand passes, as well as a toe pass consisting of similar rotations using his foot to hold on.

Jared was a natural and picked up tricks rapidly. In July 1999, Jared won boy's tricks at the Indiana State Championships. He followed that by placing

first in tricks every year through 2008 with the exception of 2001 when he placed second. Jared has broken five state records since 2004. He placed third in the Jr. U.S. Open and skied in the Jr. U.S. Team trials. In 2009, at the age of 18, he moved into the men's division and won the Men's state trick title in '09, '11, '12, and 2013. Jared has won men's tricks in the Midwest Regionals several times and holds the Midwest regions men's all tournament record at 7790 points. He has skied in 13 U.S. National tournaments, placing fifth in 2003 in the boy's division and fourth in 2009, his first year in the men's division. This past August, he achieved one of his goals by winning Men's tricks in the USA Water Ski Nationals in West Palm Beach, Florida.

Jared's future plans are to represent USA for the 2015 Worlds, and compete in pro tournaments around the world.



LONDON AND EDINBURGH THROUGH THE 18TH CENTURY

Four weeks in a classroom is more than worth it to spend two weeks in Great Britain. I have always wanted to go to London and the city was more than I'd ever imagined. We stayed in a set of dorms that was minutes away from Kings Cross Station so we could go anywhere we wanted in the city. Every day we had some kind of trip that we went on as a class; to see a museum or park that was somehow related to the 18th century, but normally by two o'clock we were free to roam the city and do whatever we wanted.

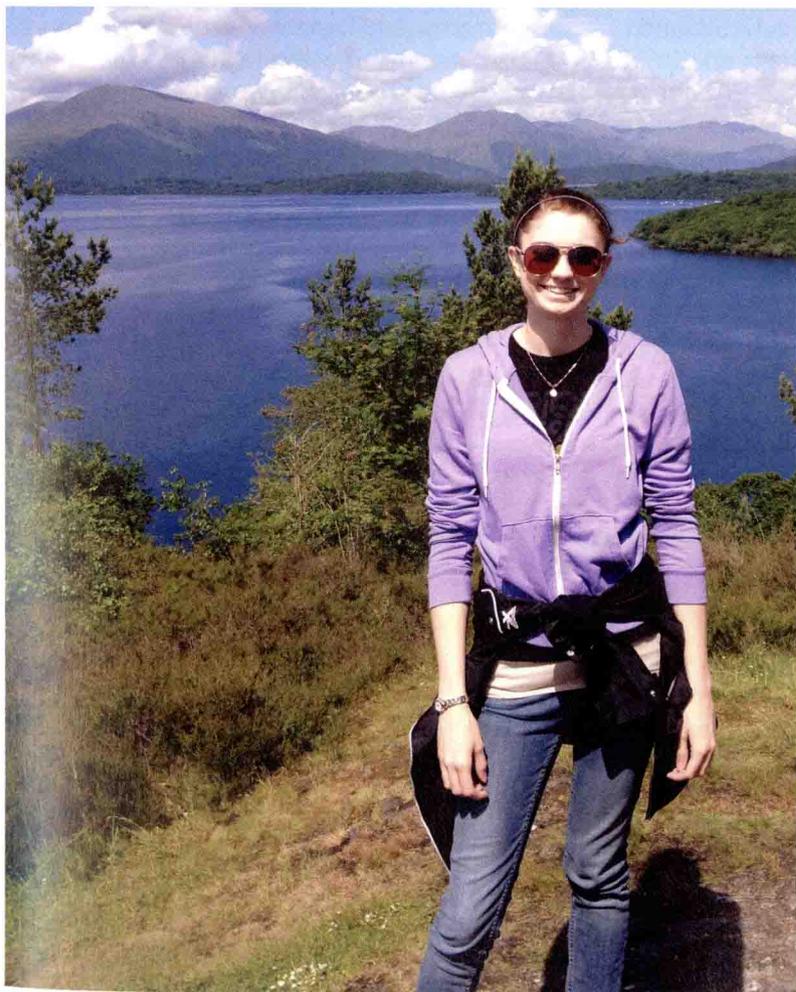
I spent most of my free time walking around looking at buildings and taking pictures of interesting architecture but I also got a chance to go shopping for souvenirs and have some amazing food (and some not so amazing food, like breakfast at the dorms).

In Edinburgh we stayed in a hostel which was over a bar with the best food and drinks. It was in old town where the streets are narrow and so steep it was almost impossible to pull our luggage to the top. While we were in town there were a lot of street vendors and

acts going on. We watched someone juggle a chainsaw and a machete and another just dance to the most random music and throw shoes at people as they passed. My favorite part of our stay in Edinburgh was the Hairy Coo Bus Tour that we took as a group. We got to travel through the highlands to multiple lochs (or lakes) that were mentioned in some of our pre-trip readings. It was absolutely beautiful and I have so many pictures of the countryside. The best part of the tour though was the Hairy Coo themselves. They are basically just really hairy cows but they look so cute and we were even able to feed them. All in all, the trip was amazing and I wouldn't trade the experience for the world. I learned so much about the 18th century and about myself and just how much I want to go back "across the pond" again.

Sarah Smeltzer

Sarah is the inaugural recipient of the Julienne Turner and Patrick Wargo Study Abroad Scholarship



STAY THE COURSE

Until recently, when discussing my current work situation and future plans people were often curious as to why I'd even bother with an MBA after a bachelor of science in kinesiology, a biology masters, and 5+ years of clinical work and medical sales. In fact, many even openly thought of it as a waste of time. This quickly became one of several catalysts that fueled my drive to plow forward, as I knew the endeavor would ultimately improve my career path and further my development as a person.

Through the coursework, the Judd Leighton School of Business MBA program guided me into several developmental opportunities including: the Pre-Seed Entrepreneurial Workshop, a nationwide marketing promotions competition, a start-up money service business internship assisting as an executive-level business consultant, and an account services internship with the area's largest marketing firm. Additionally, throughout this time, I was excited to be awarded with the program's Marketing Award and score in the top 5th percentile among 130+ other national programs participating in the ETS exit test for graduating MBA's.

Leading up to graduation, I had nailed down the criteria for the ideal company with a position in which I could use my MBA and MS Biology. I applied to numerous positions and interviewed with several companies (some for practice) while networking

as much as possible. My confidence grew through the process of preparation and interviewing and I was ultimately able to decide between several offers. I accepted an Infection Control Product Manager position with Biotrol, a division of Young Innovations. This recently turned public-to-private dental company, is positioning itself for significant growth, and specializes in preventive care and distributes well-respected products throughout the U.S. As a product manager, I work with the executive team on developing current and future market opportunities including furthering international expansion. This position requires a thorough understanding of the competitive product landscape, being a go-to person for product knowledge, and providing insight into complex internal processes and applications. Although the growing Biotrol product line is based in science, it is the business platform that remains paramount in this role. Thus, the skills I obtained in the MBA, and the successes achieved in the process, were integral to my successful job search. Post-hire, I was told what differentiated me was the common thread established by my determination for self-improvement and my relentless efforts to move the ball forward.

Like other full-time workers in a part-time graduate program, I faced personal and professional challenges that can really test one's resolve. The most trying was the loss of an immediate family



Clint Garnett, MBA '13

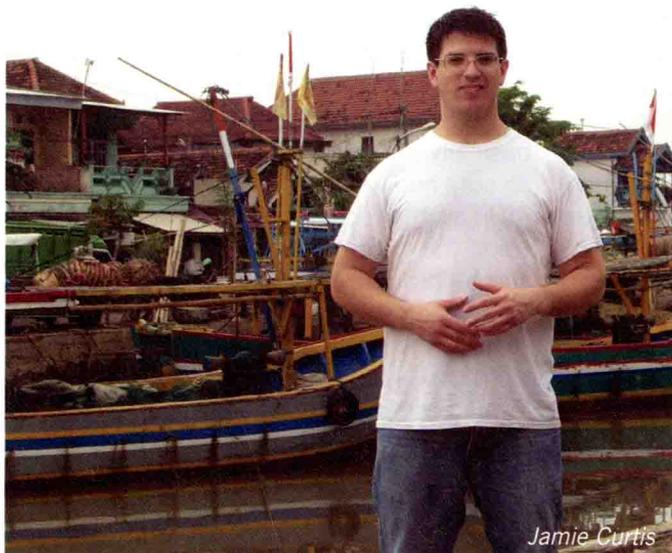
member whom I love and miss dearly. The key for me was never losing sight of the end-goal and to reach out to those who'll be supportive when times were hard. My family members, my fiancée, and close friends continually supported me. There were some great professors that always made themselves available and were a constant source of encouragement, most notably, Dr. Anurag Pant and Dr. P.N. Saxena.

By the way, funny enough, there was a change in the perspective of others once I graduated. It shifted from "huh" to "wow, that's really awesome." That it was:.... and it will always be a highlight of mine!

CURTIS CHANGES PERSPECTIVE ON INDONESIA

I am a finance major with a minor in economics here at Indiana University of South Bend. One of IUSB's greatest attributes is its diversity. As a student, I have had the chance to meet people from around the world. In fact while studying at IUSB, I met a good friend from Venezuela and was offered the opportunity to stay there for six months. I recently visited Indonesia for the second time in December, and I felt as if I were seeing this beautiful country through a whole new lens. My education at IUSB has given me a new perspective. During my recent trip I could identify social and economic challenges that I previously could not recognize. Indonesia is the fourth most populous nation in the world, and home to the 16th largest economy (measured by GDP PPP). Indonesia's economy is

projected to expand at a rate of 6% in 2012, with a potential for even higher future growth. One of the reasons for Indonesia's growth has been a strong domestic market with consumption continuing to rise. Additionally, the country's real estate market is booming. Yet, Indonesia still faces many challenges such as: developing a dynamic middle class, developing infrastructure, improving property laws, maintaining low levels of Inflation, and ridding the nation of poverty. I like that IUSB has given me access to great professors who have taken their time to discuss current world issues outside of the classroom. The active participation between professors and students at IUSB leads to more than an understanding of a textbook. It teaches you how to apply that knowledge to the real world.



Jamie Curtis

ACCOUNTING STUDENTS IN HIGH DEMAND FOR SKILLS AND CARING

Engagement is key to student success, validated by decades of research on student retention and success. Engagement at all levels is now one of three key tenets that AACSB International, our accrediting body, has identified as critical for its members to retain accreditation.

The Judd Leighton School of Business and Economics has long been recognized for its strong academic programs and faculty engagement with students. In particular, students and graduates of the Accounting program have been instrumental in filling internship and full-time positions at local public accounting firms, accounting departments, and not-for-profit organizations. Mr. Chris Bradford, partner at McGladrey LLP, and an alumnus of the Leighton School, strongly believes in this partnership. "McGladrey has been recruiting students from IU South Bend for over 20 years. We are very pleased with the quality of the students graduating from your business school. They are well prepared for the challenges of working in the fast-paced, business environment of public accounting."

Using the School's Accounting Association as a conduit, a variety of professionals make presentations on opportunities in the field. Then, working with the University's Career Services Office, three of the largest local public accounting firms interview and hire our students for internships and full-time positions. During the spring 2013 semester, Leighton School students represented between 20 percent and 100 percent of all hires at these firms. "For many years, Crowe Horwath has turned to IU South Bend for recruiting top talent for our South Bend and Elkhart offices for both internships and full-time positions. In 2013, about 20 percent of our spring interns and 40 percent of our spring and fall full-time hires are students or graduates of IUSB. Of the students that we interviewed this past fall, two-thirds of the students that we interviewed received offers and 70 percent of those students accepted our offers for either internships or full-time positions. Given our success in recruiting top talent from IUSB, we look forward to continuing our relationship," according to Jennifer Kary, partner at Crowe Horwath LLP and an alumna of the School.



Tyler Sims, Jennifer Purdy, Jason Barnes, Dawn Nicely and Pat Herndon

In recent years, our students have played a leadership role in the Volunteer Income Tax Assistance (VITA) program through the United Way of St. Joseph County. Student volunteers earn IRS certification and help taxpayers with a variety of issues related to their taxes. They also serve as a resource to other programs which help taxpayers to enhance their financial literacy. Students from the Leighton School have played the role of coordinator for the last few years and our campus has served as a tax preparation site as well. In 2013, IU South Bend accounted for almost six percent of all tax returns completed through the program.

The far-reaching impact our School has had on the community is best captured by Kruggel, Lawton LLC director of human resource services, Mr. Terry Bush, who recently said, "Our firm benefits greatly from the ability, work ethic, and preparation IU South Bend Accounting graduates receive. Clients and co-workers appreciate their ability to learn and apply new knowledge and skills on top of an already-strong foundation they built at IU South Bend. The faculty and staff in the Leighton School of Business and Economics are world-class and also firmly grounded in the Michiana-area, and they are easy to relate to. We're very fortunate to have this tremendous resource here in our community."

STUDENTS CONTRIBUTE TO VITA PROGRAM

The Volunteer Income Tax Assistance (VITA) program through the United Way of St. Joseph County has continued to win competitive grants allowing us to not only grow, but also equip the program to meet community needs. The grant is a very competitive process nationally and adds an even greater dimension to the work IUSB's students step up to perform. They are not only doing tax prep as leaders, but they also are managing the outcomes

and tracking at sites for our grant reports. The last few years saw the software change and has been challenging at times. They have gained management skills and experience that will make them outstanding employees. I am extremely proud of them and IUSB should be too. I can't finish without thanking IUSB and Dr. P.N. Saksena for their support of this program. The returns prepared with your support have helped thousands of hard working families,

and saved an estimated million dollars in preparation and loans fees over the years of our partnership. United Way and IUSB have truly partnered to make a measureable difference in lives in this community.

Dawn Chapla,
Director of Labor and Financial Stability
United Way of St Joseph County



CLUB UPDATES



Finance Student Association

The Finance Student Association (FSA) kicked off the year participating in Welcome Week letting students know about the career opportunities available in the field of finance. Additionally, they worked on advertising the FSA through various routes including My Involvement, Facebook, and an official website under construction with an IU South Bend web domain name. They have considered how to utilize Google Apps to ease the transition of new board members, making it easy for successors to start up from where previous club leaders left off.

The FSA has engaged the local finance community making contact with local and multinational finance institutions including: 1st Source Bank, JPMorgan Chase, Martin Capital Management, PNC Finance Services, and UBS Financial Services and plan to continue strengthening their ties with financial services institutions throughout Michiana.

They hosted some great speaker events including:

- Chris Craft, president of the Auto/Light Truck and Specialty Vehicle Fleet Divisions, 1st Source Bank
- Dan Oakley, president of Northern Indiana Market, JPMorgan Chase Bank, N.A.
- Frank Martin, founder of Capital Management LLC.
- Chris Thornton, senior vice president, PNC Bank, N.A.

Other events included a trip to Chicago to visit the Federal Reserve Bank of Chicago, The Chicago Board of Trade/Chicago Mercantile Exchange Group and the Chicago Board of Option Exchange. Guest speakers from Northwestern Mutual Finance Network and Stalla CFA review were also hosted.

The FSA is striving to engage the student body of the Judd Leighton School of Business and Economics to ensure the Club best serves the interests of the students at IU South Bend.

Accounting Association

It was an exciting year for the Accounting Association (AA) and its members. Over the past school year, the AA had nine meetings, multiple people hired by local firms, and more involvement with the United Way.

Monthly meetings featured professionals from outstanding firms such as McGladrey, Crowe Horwath, and Kruggel Lawton, who shared their experiences of what it is like to work at a public accounting firm. Successful professionals from other regional organizations included Kevin Hochstedler, CFO of Robert Weed Plywood, and Maurice Bokhart, CFO of Pinnacle, who spoke during a joint meeting with the MIS club.

Aside from visits from local firms, the AA held several meetings dedicated to the CPA exam. For example, Debbie Cannistra, from Becker CPA Review, came in for two separate meetings

and other events, to talk to students about the various aspects of the CPA course and what their program has to offer students to help them in exam preparation. Amy Cline, from INCPA and a manager at Whirlpool, talked to students about the interview process and the CPA exam as well.

Quite a few AA members received offers for jobs and internships. For example, McGladrey hired Caleb Hartman, Emily Kannenberg, Lisa Nichols, Alyssa Peterson, and Abbie Valencourt. Crowe Horwath hired Patrick Hosea, Nathan Hammar, and T.J. Miller, and Kruggel Lawton hired Michelle Chupp, Michele Reed, and Mike Reed.

The AA featured Jim Fulton, president of Aunalytics, at its annual banquet. At this event, a scholarship was awarded, elections for officers were held, and great food was enjoyed by all. The AA is working on developing relationships with firms in Chicago and Indianapolis as well as recruiting more international and underclassmen to join the association. Plans are to develop an annual trip to firms in Chicago and Indianapolis to give members a taste of what it will like be working in a bigger city. The Association wants to continue to have more students get involved with the United Way, as this is an excellent way to not only get experience while still in school, but to help the community as well.



Advertising and Marketing Clubs

The Advertising and Marketing Clubs sent students to a Chicago Advertising Federations event. Funds were raised by participating in initiatives like the Zoo Boo held at Potawatomi Park, poinsettia sales, raising money from sponsorship banners, and canvassing student government for support. The clubs also held weekly meetings featuring alumni from local firms including Fastenal, Atwood Components, and Green Savorie Promotions. Speakers gave insight into their job search processes and their functions and answered questions from students. The clubs also hosted firms like Welch Packaging that was seeking to hire management trainees. A number of bonding events and mentoring discussions occurred during the weekly meetings. Students even organized a fundraiser to celebrate their camaraderie at a dance club.

IUSB Society for Human Resource Management

The IUSB Society for Human Resource Management (SHRM) student chapter is quickly becoming a visible, active student organization with over 50 members joining in just the first six weeks in the fall semester. We hold meetings twice a month where we conduct career management activities, host guest speakers, raise funds, and provide knowledge-sharing opportunities, which compliment what our student members are learning in the classroom.

This semester we are hosting Meagan Thornburg (IUSB Career Services), Becky Ragsdale (Fiserv), Tamara Freeman (CPC), Carol Senour (Bremen Castings), and others.

We are also conducting resume & job search workshops, two different fundraisers with a goal of raising \$1,000 this semester, we will view National Geographic's "The Human Family Tree" on our movie night event, will host a brunch social at professor Vasilopoulos' residence in early November, and have already created a group page on Facebook.

MIS

The MIS club is a student organization for IUSB students interested in learning more about the business of information systems by stepping out of the classroom and meeting with real-world practitioners. The MIS club invites speakers from a variety of industries and backgrounds to speak about their special interests in the area of computer technology. Speakers have made presentations on computer forensics, business intelligence, security, gaming, healthcare systems and HTML. These presentations also give students the opportunity to network with local computer professionals. MIS club members have taken several field trips to state-of-the-art data centers in our local community. In January 2013, the MIS club served as the South Bend host of the Global Game Jam, a world-wide event which draws creative students and community members from varied backgrounds together for a weekend-long game creation marathon.

Enactus

Enactus is an international non-profit organization that brings together student, academic and business leaders who are committed to using the power of entrepreneurial action to improve the quality of life and standard of living for people in need. Guided by academic advisors and business experts, the student leaders of Enactus create and implement community empowerment projects around the globe. The experience not only transforms lives, it helps students develop the kind of talent and perspective that are essential to leadership in an ever-more complicated and challenging world.

The IU South Bend Enactus Club began in 2011 with 10 students and Mark Bradford serving as the team's faculty advisor. During the first year, the team engaged in two projects, the most significant being a diaper drive to serve the needy in the South Bend Community. Last year, the team participated in three projects. Two of projects were for a local transmission repair business and a local construction business. The team worked with local representatives of the SCORE chapter on both projects and participated in the Enactus regional completion held in Chicago in the spring of 2013. This year, Brian Hibbs has assumed the role of Enactus president and Gary Hawkins has assumed the faculty advisor role, with 15 active members. Currently, the team is prioritizing potential projects to be completed in the current school year and is looking forward to expand the presence of Enactus on the IU South Bend campus.



SATISFIED CUSTOMERS

(Note: Some of these letters have been lightly edited.)

Professors:

My intention of writing this email is to thank you for the quality education and opportunities provided in Finance at IU South Bend. After having completed 21 credits in the Kelley MBA program, I've really been able to develop a good idea of how the IUSB Finance program is relative to a Top 20 program. In doing so, I've realized that I was extremely lucky to have you three as professors. While the Kelley professors are also great, I feel I was better prepared for the MBA than most of my other colleagues in the program.

Thus far, I've completed several finance courses (Asset Valuation, Derivatives and Hedging, Corporate Finance, and Firm in the Capital Market) and have received some perspective as to what concepts are taught at this level and the depth at which they're proposed. I can say with 100% certainty that I was prepared by you professors to greatest extent possible. In all of my courses, I score at the top of the class and several of my classmates frequently call, email, and ask for tutoring help with the concepts. In my Asset Valuation/Derivatives and Hedging course, my professor informed me I am the first MBA student to take the course and receive 100%.

In each of my finance courses, most of the grades are structured around cases and case studies. As such, I feel F444 afforded me the best preparation possible for these. The rigor of the cases and how difficultly they were graded trained me to be particular and astute, helping to develop the skills I have to score well on all of the cases at this level. While some of the work is appropriately more difficult here, and there are some concepts we didn't cover at IUSB, the groundwork laid in the F302, F420, F444, F345, and F423 courses gave me a head start above most of my peers.

The research opportunity provided at IUSB was also instrumental for me here. I am currently working on a few different projects with professors, two of which are papers with me and the Associate Dean of Research (also a Professor of Finance). Without having processes and methods taught to me at IUSB, it's doubtful I would have been afforded this opportunity here.

I don't mention my performance to brag, but rather to share evidence of how great the education at IUSB was/is.

For all of this, I say THANK YOU.

John R. Busenbark

My name is Ali El-Ammori and I am graduating with a bachelor's degree in economics and a minor in business after just three years. I am graduating with highest distinction and currently have a 4.0 cumulative GPA. Born and raised in South Bend, I have two older sisters—Samantha El-Ammori and Rema El-Ammori—who graduated from IUSB before me. My older brother of two years—Mohammed El-Ammori—will be graduating at the same time with me here at IUSB. He will graduate a triple major with a bachelor's degree in Marketing, Advertising, and International Business. I have a younger sister—Jumana El-Ammori—who is also currently enrolled full time at IUSB. I have landed an interesting position after graduation. I will be consulting for Price Waterhouse Coopers—one of the big four accounting firms globally—and be based in the Middle East.

My parents both migrated from Jerusalem to the United States in their early 20s to establish a life here, neither of the two are college graduates. Given that I was born and raised in South Bend, I had always considered IU South Bend a great candidate to continue my education beyond high school. The reason I selected IU South Bend was two-fold. First, I wanted to achieve an education in an environment that I knew I would be able to thrive in and that was facilitated by caring professors who would give direct attention to students. The second reason for my choice was to remain close to home and continue running my own retail apparel business that I started while in high school all in an effort to pay for my own tuition and be debt free upon graduation.

My experience at IU South Bend has been unimaginable. Through attending this University I have been able to equip myself with the tools necessary to compete with students internationally for a job opportunity that is very rare. None of this success could have been achieved without the fine direction of professors and administrators. After graduating in the bottom 25% of my high school class, I was enthralled that IU South Bend offered me the opportunity to prove myself. IU South Bend created an environment that facilitated the exchange of knowledge and encouragement to strive beyond excellence. This university changed my life forever and I will forever be grateful for it and those here who were a part of it.

Ali El-Ammori

While a long journey toward success is almost here, I stand before my accomplishment as a proud graduate of IU South Bend. Tracing back to the year of 2004 when I first came to the United States from a small country called Bosnia and Herzegovina; not knowing the English language at all, I knew that the road ahead of me would be very tough. Many days and nights were spent learning English and seeking help on how to act in a new culture. High school was a very hard experience for me as others made fun of the foreign kid that wanted a better future for himself. As years passed by, I became the first individual in my family to apply to college here at IU South Bend. Coming into a university not knowing anything was very difficult. I did not know what I really was doing until I spoke with one of my IU South Bend professors who became my first mentor. By taking his priceless advice I became more confident in myself and started to plan for my future. I became active with different clubs and associations and started to feel like I was meant to be here. With the entire faculty and the students being very welcoming, IU South Bend became my second home. Today as I look back on my accomplishments and time spent here at IU South Bend, I really don't think that I am ready to let go of that. By being a student at his wonderful university, I gained so much knowledge that I will keep for the rest of my life. I can honestly say that IU South Bend changed me as a person in these last four years. By staying on track with all of my expectations, I began an amazing internship at a local health exchange company (MHIN - Michiana Health Information Network) that offered me a full time position right after college. As people say, we are all truly blessed in different ways. I believe that I am very blessed to be a college graduate of IU South Bend and I am looking forward to extending my knowledge as soon as the fall comes around. I would like to thank IU South Bend and all of its people for the extensive support that has been shown to me and for the life experience that I will never forget. It's a great feeling to say that I am an IU graduate.

Dino Hadzimesic

Professor Lee and Pant,

Hope all is well with you both! I have been extremely busy these past several weeks. I just thought I'd catch you up to date on a couple of exciting things that have been going on.

I have been the leader in the production of all of our sales collateral. I have built presentation decks for Target, Miller-Coors, Bud Light, and Nationwide Insurance. So far, we have landed a deal with Target for the 2014 season, Miller-Coors is in contract, and Nationwide insurance just landed a multi-million deal for the release of a NASCAR Series at our Mid-Ohio track. This is the first NASCAR Nationwide Series ever there! I am so excited to have been a part of these major deals! I have also dabbled in graphic design. I created an 8-page flyer for our Yacht Club for our St. Petersburg event, newspaper ads, ticket flyers, and have even been trained on website management. I have copies of the final printed pieces of my work so I'll make sure to bring it in. What an awesome experience this has been so far and to know that I created every part of these promotional pieces is so rewarding!

As the sales season comes to a close, we are starting to prepare for the 2013 race season. I went to a sponsorship summit at the speedway today. I shook the hands of the President and VP of Firestone, networked with The Boston Consulting Group, met the entire Andretti race team, and met the head of marketing with DreamWorks! DreamWorks is currently putting together a 3D movie called Turbo, about a snail who has high hopes of becoming a "driver" at the Indy500. Ryan Reynolds plays the lead voice of the film. We saw a private showing of scenes from the film today. The trailer has not been released yet but I will be sure to send it your way once it is launched. This evening, I am attending a season closer banquet event in which I will meet the stars of the IndyCar racing. I am getting off of work soon and heading to the salon to get my hair done! haha. You never know which driver will be at my table ;).

I cannot thank either of you enough for encouraging me throughout my college experience. You both have meant so much to me and I wouldn't be where I am today if it weren't for that. I look forward to giving in any way that I can to the upcoming grads and the IUSB marketing program. I am hoping that once I get into race season, I will be able to come and share my experiences with the students. We also have internship programs in full gear at Honda Grand Prix of St. Petersburg and Toronto Canada. I will be going through my review tomorrow and I listed developing an internship program at the Indy office under a long term goal of mine. I'll keep you posted on these opportunities when/if they become available.

I will be in St. Petersburg FL nearly the entire month of March preparing for the race event that month. I couldn't be happier with my career path so far. Life is great.

Kelsi Clark

Coming to IUSB as an out-of-state freshman from Ohio, I had just as much anxiety as I had excitement. I remember sitting in my first class and literally almost falling out of my chair because of a mixture of fear, anxiety, a house full of roommates, and a diet full of frozen pizzas and Ramen noodles. A few months into my schooling I began to wonder if I could get through the tough gen-ed classes and manage to take care of my bills while making a very little amount of money serving at a local restaurant. I found support from my family and fiancé and never felt like failure or quitting was an option. The next year I married my high school sweetheart and she moved to Mishawaka and started her path at IUSB towards a liberal arts degree. By this time I was feeling the struggle of a young relationship, working, and going to school full-time. I always focused on my values, and never once believed that I should have to settle for years of mediocrity while my wife and I tiptoed our way through our schooling. I waited tables and worked at a local big-box retail store to try to make just enough money for school and to make ends meet around our house. There were weeks that I would work 50+ hours while going to school full-time while my wife was also working retail and going to school full-time. This was a recipe for disaster since we virtually never saw each other. With help from God, our family, and our friends we didn't let this defeat us, rather we continued to believe there was something better for us.

Since I grew up surrounded by small business, I had always thought I was meant to be in the small business entrepreneurship program. This all changed in 2009 when I set foot in my first marketing class. I knew from a young age that I was passionate about business but more specifically business growth. I learned in my first marketing class that everyone uses marketing in business but it is efficient and effective plans and strategies that propel businesses to sustainable growth. I quickly began to look for any job where I could use this new knowledge. I found a job at Firevine Advertising & Design in Edwardsburg, Michigan. I sold myself to the owner as a natural born salesman, partly because my wife always told me this. My boss and I both knew after a short amount of time that my real passion was marketing. Firevine's fundamental focus on innovative and creative thinking changed the way I think forever. Firevine also changed everything for my education and career path because I was able to take the principles I was gaining in my marketing classes and apply them to real operating businesses in the Michiana area. The big change happened when I stopped memorizing the keywords and terms for test purposes and starting understanding them in relation to real world applications.

Once the marketing honeymoon was over, I began to get frustrated because most marketing strategy techniques I was learning about in class and seeing in small businesses in the Michiana area were based on intuition or what had worked in the past. Then I came to Dr. Anurag Pant's Market Research class where he began to ask questions like "Why do you think that?" and "What research do you have to back that up?" For most students Market Research was one more hurdle before the finish line but for me this was a breath of fresh air. I started building all of my strategies on a foundation of market research instead of intuition. I accepted another sales and marketing position at a company called Melrose Pyrotechnics. Melrose was a great opportunity because they let me oversee a portion of their new brand reconstruction and all of their online marketing strategy. Later that fall I was awarded an internship with Golden Malted in South Bend where I helped design a turn-key marketing strategy for a new product line. I finished school in December of 2011 on a high-note when my team won the IUSB Chevy Sonic Marketing competition and placed 8th in the country. At this point I looked back and realized how far I had come but I knew I wasn't done yet. In January 2012 I started looking for Marketing positions in the Michiana area. I applied at twelve different companies and managed to have nine interviews. I was able to pick between a few different companies and decided to work with a global company called Selena which has its U.S. headquarters in Elkhart. I accepted a position as their new product manager for the North American region. I have recently returned from a two week training visit in Poland and will have the opportunity to continue to travel both nationally and internationally in the future.

If someone would have told me in In 2009, when I was working retail, waiting tables, and going to school full-time that I would be doing what I am doing today I wouldn't have believed them. It is simply by God's guidance and the education provided by IUSB that has placed me in the right places at the right time. While reflecting on my education and interviewing at multiple Michiana businesses I have realized that every person that I am graduating with today is fully equipped to be world changers, and obstacles overcomers.

Ryan Knox

I have had an amazing experience so far as a college freshman student at IUSB. Since I have been given the opportunity to be enrolled in college, I have been using my experience to the best of my advantage. I was a student in Mark Bradford's Business B-190 class. As a teacher, he told his students to attend seminars that were held at the school and gave us a list of seminars we could attend outside of school. He also encouraged us to join a group in college that I found interesting so I am a member of the Advertising and Marketing Club.

My dream is to run my own bakery and, in October of 2012, there was an "ideas lecture" at Notre Dame. The founder of Jimmy Johns, Jimmy John Liataud, was there having an entrepreneurship lecture about how he started his 1.5 billion dollar business. I walked in and it was a full house. After the lecture, I was going to just walk out but something was telling me that I should approach him, shake his hand, and introduce myself. I did just that and he handed me his business card. I asked him what advice he could give me on taking my talent to another level as far as not just doing cakes at home for other people but to make a business out of it. He told me to e-mail him my name and put bakery business next to my name. As I was leaving, I was approached by the South Bend Tribune. The woman asked what we were talking about because, whatever it was, it seemed to be pretty interesting. I told her he gave me his business card, told me to e-mail him, and we could meet in Champaign, Ill. I went home and e-mailed him the same night and received a quick response. After a few e-mails to arrange dates, we finally set a meeting date for January 7, 2013.

But then something else equally incredible occurred. Quite by coincidence, the owner of a local bakery saw the article in the paper. Another coincidence happened when I contacted him to see what information he could give me about starting a bakery and he said that HE had been trying to contact ME! The owner was interested in selling and lately I have been working on doing what I can to learn how to develop a successful business plan to propose to the bank, while still attending school. Thanks to all the support I have received from IUSB, I know, even if this deal falls through, that whatever life has in store for me will definitely be worth it.

Victoria A. Trujillo

Professor Kenagy,

I just wanted to say thank you for being my law instructor a few semesters back. It was a very enlightening course in that I learned a ton about law but also about how to study and earn a grade. It was one of the most challenging courses based on the material and the amount of information I had to retain. For that, thank you! Your course made me become a better student.

Last week, Lowell Ritter called me and I could sense the excitement and inspiration in his tone. He said he met with you about law school in the future and you basically gave him a reality check. Most students would be frightened, scared or disappointed based on the response you gave. But Lowell couldn't have been happier with the conversation and your straightforwardness. Lowell said, you not only told him what he needed GPA-wise for a good law program, but also that you motivated and inspired him to not only become a better student, but also a better man.

Speaking on this better man notion, our fraternity, Delta Sigma Phi is about creating "Better Men." We do this through a variety of methods including study hours, volunteer work, philanthropy, etc. Our fraternity's competitive advantage is that we never settle for less; we hate being average, and we can always become better in everything we do. Right now our chapter, as a whole, is struggling GPA-wise. We have a new academic chairman and we are constantly rethinking our academic plan.

Then I think about you, Professor Kenagy, and how you positively impacted my collegiate career as well as the conversation you had with Lowell. You are truly a better man and inspire students—every day—to work harder and become better students. I really admire your ability to motivate and inspire individuals.

Warmly,

David Kuczanski

Hi Nan!

I wanted to give you an update on what has been happening since my classes with you. I am now working as an accountant for a company here in Mishawaka and am completing my last semester at IUSB in the Spring. I just wanted to let you how much your classes helped me in my journey. You have a way of teaching that makes it so much easier to understand. As you know, I am a returning student and my last accounting classes were 15 years ago. I was worried that I would not be able to keep up because it had been such a long time for me. Thanks to your teaching method, and your wonderful patience and many office visits to explain concepts to me, I did well in your classes and have continued to do well.

Whenever I talk to someone who will be taking accounting classes at IUSB, I always tell them to try and take them with you. I think the way you do so many problems on the board and take the time to explain things as you go will make the classes better for anyone studying accounting! I will try and pop in to see you during the Spring semester, and I hope things go well for you in the future!!

Thank you for all you have done for me!

Laura Mlnix

Hey P.N.!

I just wanted to thank you again for being my reference for Life Treatment Centers, Inc. As I told you before, I got the job! It is working out great!

Just wanted to let you know my supervisor who is training me had some very nice things to say about you. He said you are "worth your weight in gold" because of how proficient I am in Excel. (I told him the professor who was my reference was actually my teacher in Excel too). And I told him that

isn't even half of the things you taught us in class and he says he is just amazed the way I can navigate Excel.

So, I thought I would pass that compliment on to you because he had many nice things to say about you. Also, I was told that once they talked to my reference, they knew for sure that they wanted to hire me. So, again... thank you! You have made a great impact in my life and I appreciate everything you do for us as students!

Amy Grill

Rob,

Just a quick note to tell you how much I enjoyed doing the mock interviews and to congratulate you on the quality of your students. Great young people that any university would be proud to have as their own. Well done!

Greg Downes, CPCU, Chairman of the Board,
Gibson Insurance

Good Morning Dr. Kohli:

I just wanted to thank you again for all that you taught me during my time at Indiana University South Bend. I have completed nearly a year at my current job and want you to know that without your classes, I would not be able to effectively do my job.

My leadership qualities and technical decision making skills have earned me a great deal of autonomy and respect, and I can attribute these skills to my classes and mentorship by professors during my time at IUSB. I work every day to maximize shareholder wealth. My decisions are always focused on this goal, and I am being rewarded for it. This single value has earned me more responsibility and compensation and I'm only 11 months into my first year. I work intimately with owner's capital accounts and provide direct decision support for day to day operations as well as new capital investment projects. I learned these values from you and your colleagues, Dr. Mehran and Dr. Meisami.

Thanks again for doing what you do. You are training the next generation of executives.

Regards,

Ryan Grashorn

I am an international student who came five years ago to Indiana University South Bend to study finance. I wanted to explore and learn practical knowledge in business, improve my interpersonal skills, and use this knowledge and these skills to build businesses in the future.

Indiana University South Bend has provided me the opportunities to grow and the faculty has given me so much support along the way. The opportunities and support are two of the most important factors in developing my skill sets. I believe those are the two things that really set IU South Bend apart from other schools.

I was lucky enough to join the Learning Center and become a tutor not long after I started college. I was able to study with other students and improve my communications skills at the same time. Later, I started working at the Leighton School as a peer advisor to help organize student events such as new student orientation. I was able to develop my leadership skills through these experiences. During my junior year in college, with the help of the Career Development Center, I was able to find an internship at a local finance company. I learned how mutual funds are managed and how to diversify portfolios through hands-on experience.

Without the support from the faculty, I would never have been able to become who I am today. I had been working on a finance research paper under the supervision of professor Alex Meisami. The research returned good results and I had the opportunity to present the paper at the 49th MBAA International Conference in Chicago.

With the experiences I had at Indiana University South Bend, I have received several offers from some great MBA programs such as Notre Dame and the College of William and Mary. For students interested in either pursuing academia or practical training in business, I believe Indiana University South Bend will provide you a rich, unique, and valuable learning experience.

Jian Zhang

Dear Dr. Gihoon,

I want to say thank you for your instruction and helping in the past semester. Your patient explanations in and after classes helped me to understand the knowledge of economy better. I did learn a lot from your lectures and those will help me with my further education and career. Once again, appreciate for all and wish everything goes well on you, and, Merry Christmas!

Sincerely, Mofei Wang

Dear Dr. Meisami,

I just wanted to thank you for your dedication to your students and your profession. There are many Professors and scholars out there who do not have the desire to help others achieve. I have found that you are a true teacher. You are someone who is dedicated to really helping your students succeed and gain true knowledge of the subject. You are very firm but also fair. I wish to extend my respect to an exceptional and excellent educator. Respectfully,

Barry Moyer

Dear Dr. Yin,

I think you are a wonderful teacher; I really enjoyed your class because you have a very nice personality and, most importantly, you care for students' knowledge. I learned a lot in your class; the simulation game inspired me to desire a professional position. You have made such a big difference in my life. Please accept my sincere thanks and gratitude for the time you took to help me in my effort to be successful.

Sincerely,

Mireya Olvera

Mr. Ducoffe,

Thank you for writing a letter of recommendation for me last month. It must have helped, because they offered me the position over 131 other candidates. I am extremely grateful for my experiences and education gained from IUSB and its staff over the last 5 years, and I look forward to applying this knowledge when I begin my new position in August.

Thanks again,

Chelsea Roose

Christine,

Thanks for the invite. It was the best class I have ever spoken to. They were very engaging and seemed to be interested. Great Format!

J.V. Peacock, OWNER, Outpost Sports Trading Company

Dear Dean Ducoffe,

I just wanted to take this opportunity to tell you how much I have enjoyed my education experience at IUSB. I will graduate this spring with a degree in marketing and advertising and have been attending IUSB for several years while working. Last semester I was introduced to my favorite professor thus far, Anurag Pant. In December, I was unable to submit the end-of-semester review for him, so in lieu of that I hope this email will communicate my appreciation for his pedagogy.

To begin, his passion for aiding in student's success in school is laudable. He informed us about resources available at our pleasure, of which we were not previously aware. The Creative Design Lab in particular is an awesome benefit for us, where I now frequent and meet with classmates. Simply put, the computing power is fabulous. The high-end computer processors and graphics cards may not be visible but they allow the creative software like desktop publishing, photo editing and video creation to run perfectly. This is additive to the marketing curriculum because we are able to easily access and learn the most current "tools of our trade." In addition, Professor Pant encouraged us to learn and utilize the Bloomberg Market software which (as you know) is a vast sea of information that I am now able to navigate.

Additionally, his passion for ensuring student's success after graduation is unparalleled. He consistently talked to his class about job opportunities (current and future) and explains during lectures why a topic is important for job placement and/or security. His ability to connect the "why" of learning to "how" it's applied is a quality that elevates him above other lecturers. During class it is clear that he is teaching us something because he thinks it is important for us to know. That passion is exciting and engaging for me as a student, which resulted in my thorough understanding of basic marketing research.

Complimenting Professor Pant, Dr. Monle Lee has also stood out as a great professor; this spring I have the pleasure of taking Administrative Policy with Dr. Leon Schjoedt, whom I suspect I will also enjoy. Overall I've been extremely happy with the breadth of my business education at IUSB. I've communicated this sentiment with many colleagues, and Mary Jo Ogren, whom you have met, is beginning the MBA program this semester.

To conclude, thank you for your efforts and for the efforts of those I do not see. It is this hard work that will impact us students for our lifetime. I know this will be another great semester!

Sincerely,

Heather Short-Davis

Here is my story.

In May 2007 I graduated with a Master's degree in foreign trade from Akademia Krakowska in Krakow, Poland. I got married and moved to the United States. I have always dreamed about studying in the USA but never had the opportunity. I knew I wanted to become successful and I had my mind set on getting my MBA degree. I wanted to experience studying in a foreign language, smaller classroom setting, real world examples, and professors with real world experience. I began my search for a school. I knew I wanted to stay in northwest Indiana where my husband worked. The first school that I called was IUSB, and it was the last one. I set up my meeting with the International Student's Office and the same day I filled out my application. At that time I was working in Niles, MI as a customer service/logistics specialist and my goal was to one day hold a management position.

Two years into my studies I had a child -- a beautiful girl name Amelia -- and I took a one-year break. I was halfway through my MBA program and I wasn't sure if I could work full-time, take care of a child, and work on my MBA degree. Tracy White called me and encouraged me to come back. She is the best! So I did and that was one of the best decisions I have made. The experience at IUSB was amazing. I loved every course. The program is designed to teach every area from finance, through accounting, marketing, business strategy, and leadership. Thanks to the knowledge I gained at IUSB I was ready to turn my hobby into a business. My husband and I love photography. This has been our hobby for years. I was always afraid of the business aspect of being a professional. Not anymore. In 2010 we started our business. I wrote our business plan (based on the knowledge I gained at IUSB). I can proudly say that I am a small business owner, manager, accountant, marketing specialist, statistical analyst; and I do it well. Our business is growing. Every year we have more customers. I predict that in the next five years I will be able to be a full-time professional photographer with an MBA degree. There is no way that I could have created such a successful business without the education that I received at IUSB. Here is our website www.pd-photovideo.com.

My husband always tells me, "You know the business side the best. I let you do it. I just take photos," and it is all because of the education and confidence I received at Indiana University of South Bend.

So here it is; my story. :)

Thank you,

Paulina Pitra



Haiyan Yin, Assistant Professor of International Business



Vishal Bindroo, Assistant Professor of Marketing

FACULTY SCHOLARSHIP HIGHLIGHTS

Project Management: Process, Technology, and Practice, Pearson/Prentice Hall, 2012.

By Ganesh Vaidyanathan

Most graduate programs in business and information systems and many undergraduate programs in business usually require a project management course. This textbook is designed to be used in senior undergraduate and graduate-level classes as an introductory course in project management. It focuses on both the art and science of managing projects. Every phase of a project deals with project risks, project scope, and project requirements.

Project Management: Process, Technology, and Practice, covers processes, tools, practical insights, and analytical and qualitative approaches important to project management students and practitioners. New technology concepts such as agile methods along with how and when to use those concepts are included. The goal is to provide instructors and students of project management with theoretical concepts, applications, a variety of tools and processes, and practical insights. A variety of study aids, real-time projects, and tools accompany the book for these purposes.

Information technology projects from management information systems, healthcare, financial, consulting, and manufacturing industries and the many lessons learned from those projects are covered in each chapter. The book not only provides knowledge on project management but how and why various project management processes work. Theory based on sound research by experts and project management insights by gurus and practitioners are combined to validate content. Practice based on grounded theory and research is integrated to provide students and readers with rich and insightful content.

Four case studies are discussed in the book. Three of the four cases involve companies from Michiana including 1st Source Bank, Memorial Hospital, and NIBCO. The cases illustrate implementation of an Management of Information Systems project, a healthcare IT project, a financial services IT project, and a general project from four different companies. These "running" case studies span all chapters, as the material is made available in a progressive fashion to relate practices illustrative of the content of each chapter.

Managing Diversity in the French Foreign Legion, *Organizational Dynamics*, volume 41, number 1, 44-51, January-March 2012.

By David. B. Balkin and Leon Schjoedt

The French Foreign Legion—widely recognized as one of the world's elite fighting forces—has sustained a long record of distinguished service to France. Since its inception in 1831 the mission of the Legion has changed in many aspects. One enduring characteristic of its mission is to protect the interests of France overseas as an international fighting force beginning with protection of France's colonial possessions, such as Algeria and Indochina, and continues today with the Legion providing security for the Space Center in Kourou, French Guiana, where about half of the world's commercial satellite payloads are launched. Another enduring characteristic of the Legion, since its formation 180 years ago, is all of its members, the legionnaires, come from widely diverse backgrounds—cultural, ethnic, language, racial, religious, traditions—representing more than 100 different nationalities. Consequently, the Legion has always needed and continues to need to manage diversity.

Over the years the French Foreign Legion has developed practices that transform the men who volunteer (only men may join the Legion) for service from all corners of the world into a cohesive organization that is among the world's elite military units. The approaches used by the Legion to manage its diverse workforce are shaped by its unique mission and differ from some of the traditional diversity practices used by leading corporations. These traditional practices may include mentoring programs, provision of alternative work practices that promote work-life balance, or in-house training programs to educate employees about diversity, diversity as a value and a source of competitive advantage. Our intentions with the article is to identify and explain some of the noteworthy and interesting management practices that have enabled the French Foreign Legion, over time, to manage the diversity of its multinational workforce—its legionnaires. In the article we show that several of the practices the Legion uses to manage its diverse workforce can be used in both corporate and non-profit organizations, which is especially relevant with increasing globalization.

An Empirical Study of Bank Efficiency in China after WTO Accession, *Global Finance Journal*, Summer 2013.

By Haiyan Yin, Jiawen Yang, and Jamshid Mehran

China's banking industry has gone through structural reforms and significant changes in the past two decades. China's accession to the World Trade Organization (WTO) has ushered the entry of foreign banks into China and can be viewed as a landmark in the country's banking reform and development. Have structural reform and the introduction of foreign commercial banks improved efficiency in China's banking industry?

With stochastic frontier analysis and a comprehensive dataset covering 171 banks in China for the period 1999-2010, we estimate bank efficiency

and observe an upward trend after China's entry to the WTO in 2001. This improvement is most pronounced among the five largest banks in China which were known for low efficiency. We also find that bank efficiency in China is determined by a set of bank characteristics – ownership, risk aversion, size and management effectiveness. Banks with substantial state ownership are less efficient than other banks. More risk-averse banks are associated with lower efficiency scores than more risk-seeking banks that use more borrowed funds (deposits) for their loans. We find a non-linear relationship between bank size and efficiency. Bank efficiency decreases with bank size at the lower end, but banks gain efficiency when bank size grows large enough for the institution to realize economies of scale. When banks rely heavily on other fee-generating businesses (e.g. insurance, investment, etc.), they become less efficient and we fail to find evidence of economies of scope. Finally, we observe that management effectiveness is a determinant of bank efficiency. The results of this study provide insights for policy makers, bank regulators, managers and investors.

Beyond the Unidimensional Collective Leadership Model: Study of Leadership Patterns in Committees, November 2011.

María J. Méndez*, Jon P. Howell, and James W. Bishop.

*Recipient of Best Young Scholar Award for the 11th International Academy of Management and Business conference in San Francisco.

Social movements like the Arab Spring and Occupy Wall Street have brought collective leadership to the public's attention, but we can find examples of this phenomenon in self-managed teams and committees in all sorts of organizations. This form of leadership is a fluid, dynamic process in which leadership roles are shared and distributed among multiple group members. While research on collective leadership has gained momentum in the last two decades, we still need to learn more about the internal dynamics of this phenomenon. Particularly, it has become apparent that multiple forms of collective leadership exist. For instance, leadership roles may be shared by several or all group members, may be permanently assigned to specific members of the group, or may be rotated over time. Existing measures of collective leadership fail to distinguish among these forms of leadership, and thus, little is known about the specific effectiveness of each.

This paper contributes to the existing literature on collective leadership by proposing a model that captures all these forms of leadership and distinguishes between them. The model is developed considering committees as social networks and analyzing the characteristics of these networks: the amount of connections among all committee members in the network (network density), whether there are important differences in influence among network members (centralization), and whether these differences change when comparing different leader behaviors (distribution). Empirical results from a sample of 28 committees across industries indicate that committees where members share charismatic, directive, and participative leader behaviors are more effective than committees that assign these leadership roles to specific committee members.

Enhancing Nonprofit Governance through Better Information Flow to Directors

Robert T. Kenagy, Mark A. Fox, and David Vollrath, *Journal of International Banking Law and Regulation*, Issue 5, 2013

An article in *Contemporary Readings in Law and Social Justice* focuses on the benefits of increasing information flow to directors of nonprofit organizations. This would balance the ability of a nonprofit's chief executive officer to control information reaching directors. While directors of a nonprofit organization, just like those of a for-profit organization, have the ultimate duty to lead the organization, boards delegate to the executive officer of the organization the practical management responsibilities. This delegation is both necessary and appropriate. However, given the resulting opportunity that the chief executive officer has to control the information flow to directors, boards need to consider various approaches to broadening their information sources. This is especially important for nonprofit boards where directors often do not have either governance or business experience or where business-oriented directors may not understand the importance of goals and programs that have a vital but nonfinancial mission.

Our article proposes that boards should formalize a process where leaders of the organization's various functions present operational reports directly to the board. This would strengthen the board's ability to make decisions based on information from sources in addition to that of the CEO, improve the directors' ability to independently evaluate members of the management team, and increase the directors' understanding of the nonprofit's activities and performance. This article complements a previous article published by Professors Kenagy and Fox in *The CPA Journal* in December 2011 highlighting the need for directors of for-profit corporations to consider expanding their sources of information beyond the chief executive officer to other members of senior management to better manage the organization with more balanced information.

Customer Clusters as Sources of Innovation-based Competitive Advantage

Bindroo, V., Mariadoss, B. J., & Pillai, R. G, *Journal of International Marketing*, Vol. 20, No. 3, pp. 17-33, 2012.

A review of the literature relating to innovation in firms shows that innovative activities tend to occur in a geographically concentrated region. There is growing evidence of the benefits for firms that choose to concentrate spatially with related firms - in terms of knowledge flows, innovation and patenting, etc. Although there exists abundant research on geographical concentration of firms from within the same industry, (e.g., biotechnology, footwear and semiconductors), little research has examined the effects of clusters of focal firm's own customers on innovation performance in global markets. Customers are important relationship partners who possess unique information that can be advantageous to the focal firm (e.g., related to market, competition, new technology, and customer preferences).

In this research, we studied the effect of geographic concentration of a firm's customers on firm innovativeness. Geographic concentration of a firm's customers was measured using two fundamental dimensions: the firm's proximity to the customer cluster and the heterogeneity (diversity) in the customer clusters, that is, the extent to which these customers are located in the same or in separate regions. Therefore, the two broad questions studied in this research are: (1) Does it matter to firms' innovative output (new product development), if the customers of the firm are located geographically close to the firm? and (2) Does it matter to firms' innovative output, if the customers of the firm are geographically situated only in one region (e.g. Shenzhen, China) vs. customers are geographically spread out in many different regions (e.g. USA, UK, China etc.).

Empirical evidence was obtained using secondary data from two separate datasets published by the Economic and Social Research Council (ESRC). Results show that the proximity of customer clusters significantly affect new product development. Specifically, proximity of customer clusters leads to increased speed in new product development and more importantly, these new products are significantly different from the current options available in market. The empirical evidence also indicates that the diversity within a firm's customer clusters will expose the firm to new ideas and information, leading to more radical innovation.



FACULTY PUBLICATIONS 2011 - 2012

Peter Aghimien

Agbetsiafa, Douglas and Peter Aghimien. "Assessing Teaching Effectiveness in College Level Economics and Accounting Courses Using Student Rating of Teaching." *Journal of Current Research in Global Business* 14:12 (Winter 2011).

Tracey Anderson

Anderson, Tracey and Jerome Margraf. "Indiana Inheritance Tax Impact of Formula Clause Fix." *Res Gestae* 54:7 17-22 2011.

Vishal Bindroo

Nahmens, Isabelina and Vishal Bindroo. "Is Customization Fruitful in Industrialized Homebuilding Industry?" *Journal of Construction Engineering and Management* (December 2011).

Bindroo, V., B. J. Mariadoss, and R. G. Pillai. "Customer Clusters as Sources of Innovation-based Competitive Advantage." *Journal of International Marketing* 20:3 (2012).

Staci Lugar Brettin

Brettin, Staci Lugar and Michael Wiese. "The Market Oriented Innovator's Dilemma." *Business Journal of Entrepreneurs* 2011:4 (December 2011).

Dana Costea

Costea, Dana, Franklin Carter, Shin-Yi Chou, and Art King. "Is Advertising Effective or Not? Evidence from the Pharmaceutical Market." *NMIMS Management Review XII*: (November 2012).

Mark Fox

Kenagy, Robert T. and Mark A. Fox. "Improving Director Access to Corporate Information: A Proposal to Counterbalance CEO-Dominated Boards." *CPA Journal* 68-71 (December 2011).

ElBenni, Adam and Mark A. Fox. "An Analysis of the United States Video Rental Industry with a Focus on Legal Issues: Part One." *Entertainment Law Review* 22:4 107-111 (2011).

Fox, Mark A. and Adam ElBenni. "An Analysis of the United States Video Rental Industry with a Focus on Legal Issues: Part Two." *Entertainment Law Review* 22:5 141-145 (2011).

Walker, Gordon R., Alma Pekmezovic, and Mark A. Fox. "Types of Financial Advisers in New Zealand." *Company & Securities Law Journal* 29:1 66-68 (2011).

Fox, Mark A. and Grant Black. "The Rise and Decline of Drive-in Cinemas." in *Handbook on the Economics of Leisure* Sam Cameron (ed.) (Cheltenham, UK: Edward Elgar) 271-298 (2011).

Fox, Mark A., Grant Black and H. Lane David. "Competitive Forces in the United States Recreational Vehicle Industry." in *Handbook on the Economics of Leisure* Sam Cameron (ed.) (Cheltenham, UK: Edward Elgar) 428-452 (2011).

Cameron, Sam and Mark A. Fox. "Half Full or Half Empty: The Economics of Work-Life Balance." in *Handbook on the Economics of Leisure* Sam Cameron (ed.) (Cheltenham, UK: Edward Elgar) 100-127 (2011).

Cameron, Sam and Mark A. Fox. "Working from Home: Leisure Gain or Leisure Loss" in *Handbook on the Economics of Leisure* Sam Cameron (ed.) (Cheltenham, UK: Edward Elgar) 128-152 (2011).

Fox, Mark A., Gordon R. Walker, and Alma Pekmezovic. "Corporate Governance Research on New Zealand Listed Companies." *Arizona Journal of International & Comparative Law*, 29:1 (2012).

Kenagy, Robert T., David Vollrath, and Mark A. Fox. "Tests of Deceptive Advertising used by the Federal Trade Commission with an Application to Alternative Medicine." *Contemporary Readings in Law & Social Justice*, 4:1 (2012).

Helms, Caitlyn, Mark A. Fox, and Robert T. Kenagy. "Corporate Short-Termism: Causes and Remedies." *International Company & Commercial Law Review* 23:2 (2012).

Fox, Mark A. and Staci Lugar. "Accessibility Characteristics of Community Acupuncture Clinics." *The American Acupuncturist*, 58 (Winter 2012).

Robert Kenagy

Kenagy, Robert T. and Mark A. Fox. "Improving Director Access to Corporate Information: A Proposal to Counterbalance CEO-Dominated Boards." *CPA Journal* 68-71 (December 2011).

Helms, Caitlyn, Mark A. Fox, and Robert T. Kenagy. "Corporate Short-Termism: Causes and Remedies." *International Company & Commercial Law Review* 23:2 (2012).

Kenagy, Robert T., David Vollrath, and Mark A. Fox. "Tests of Deceptive Advertising used by the Federal Trade Commission with an Application to Alternative Medicine." *Contemporary Readings in Law & Social Justice*, 4:1 (2012).

Beth Kern

Kern, Beth. "The Intoxicating Brew of Black Liquor and Son of Black Liquor: Deciphering the Tax Planning, Research, Policy and Financial Statement Implications of Tax Credits via Financial Reporting Income Tax Disclosures." *Journal of Accounting Education* 30: (2012).

Gary Kern

Kern, G.M., and R.M. Isaacson. "Enhancing Student Feedback to Assist Understanding of Metacognition in Educational Psychology." *Proceedings of Decision Sciences Institute Annual Meeting Boston, MA: Decision Sciences Institute* (November, 2011).

Isaacson, R.M., G.M. Kern, and C. Was. "Monitoring with a Metacognitive Mirror: Presenting Student with Resources and Tools to Change How they Learn." *Proceedings of 12th Annual Midwest Conference on the Scholarship of Teaching and Learning, Indiana University South Bend* (April, 2011).

Monle Lee

Chiu, Hung-Chang, Yi-Ching Hsieh, Huey-Jiuan Yeh, Chien-Liang Kuo, Monle Lee, and Der-Jang Yu. "The Connection Between Happiness and Service Business: A Preliminary Study." *Journal Happiness Studies* 12: 841-860 (2011).

Davis, James H., John Ruhe, Monle Lee, and Ujjvala Rajadhyaksha. "Character Development in Business Education: A Comparison of Coeducational and Single-Sex Environments." *Journal of Management Education* 35:2 227-259 (2011).

Yi-Ching Hsieh, Roan Jinshyang, Anurag Pant, Jung-Kuei Hsieh, Wen-Ying Chen, Monle Lee, Hung-Chang Chiu. "All for One but Does One Strategy Work for All? Building Consumer Loyalty in Multi-Channel Distribution." *Managing Service Quality* 22:3 (2012).

Y.S. Lii, Monle Lee, and Anurag Pant. "Balancing the Scales: Recovering from Service Failures Depends on Psychological Distance of Consumers." *The Service Industries Journal* 32:11 (2012).

Jamshid Mehran

Mehran, Jamshid, Alex Meisami, John R. Busenbark. "L'Chaim: Jewish holidays and stock market returns." *Managerial Finance* 38:7 (2012).

Alex Meisami

Mehran, Jamshid, Alex Meisami, John R. Busenbark. "L'Chaim: Jewish holidays and stock market returns." *Managerial Finance* 38:7 (2012).

María Méndez

Méndez, M.J., J. P. Howell and J. Bishop. "Beyond the Unidimensional Collective Leadership Model: Study of Leadership Patterns in Committees." *Proceedings of 11th annual meeting of the International Academy of Management and Business San Francisco*. (2011).

Anurag Pant

Pant, Anurag, Hung-Chang Chiu, Yi-Ching Hsieh, and Yi-Fan Huang. "Desires of an Adopter's Heart: Which Product Characteristics Influence Brand Loyalty among Different Types of Adopters." *Competition Forum* 9:2 442-453 (2011).

Yi-Ching Hsieh, Roan Jinshyang, Anurag Pant, Jung-Kuei Hsieh, Wen-Ying Chen, Monle Lee, Hung-Chang Chiu. "All for One but Does One Strategy Work for All? Building Consumer Loyalty in Multi-Channel Distribution." *Managing Service Quality* 22:3 (2012).

Y.S. Lii, Monle Lee, and Anurag Pant. "Balancing the Scales: Recovering from Service Failures Depends on Psychological Distance of Consumers." *The Service Industries Journal* 32:11 (2012).

Bhavik Pathak

Pathak, Bhavik. "Comparison Shopping Agents and Online Price Dispersion: A Search Cost based Explanation." *Journal of Theoretical and Applied Electronic Commerce Research* 7:1 (April 2012).

Asghar Sabbaghi

Vaidyanathan, Ganesh and Asghar Sabbaghi. "Taxonomy of Multiple Levels of SWOT Analysis in Project Management." *Issues in Information Systems XII:1* 237-245 (2011).

Sabbaghi, A. and G. Vaidyanathan. "Green Information Technology and Sustainability: A Conceptual Taxonomy." *Issues in Information* 13:2 (2012).

Sabbaghi, Asghar and Ganesh Vaidyanathan. "Can a Framework Under Pressure Explain Green SCM Strategy?" *Proceedings of Decision Sciences Annual Meeting San Francisco, CA* (2012).

Leon Schjoedt

Bird, B. J., L. Schjoedt, and J. R. Baum. "Entrepreneurs' Behavior: Elucidation and Measurement." *Entrepreneurship Theory & Practice* 36:5 (2012).

Balkin, D. B. and L. Schjoedt. "Managing Diversity in the French Foreign Legion." *Organizational Dynamics* 41: (2012).

Frid, C. J., L. Schjoedt, and W. B. Gartner. "Organizational Emergence: the Impact of Entrepreneurs' Behaviors on External Financing." *Proceedings of 2012 Babson College Entrepreneurship Research Conference* (2012).

Schjoedt, L. "Job Design Effects on Novice and Repeat Entrepreneurs' Job Stress." *International Journal of Management and Business* 3:2 (2012).

Schjoedt, L. and K. G. Shaver, K. G. "Development and Validation of a Locus of Control Scale for the Entrepreneurship Domain." *Small Business Economics* 39:3 (2012).

Ganesh Vaidyanathan

Vaidyanathan, Ganesh and Asghar Sabbaghi. "Taxonomy of Multiple Levels of SWOT Analysis in Project Management." *Issues in Information Systems XII:1* 237-245 (2011).

Sabbaghi, A. and G. Vaidyanathan. "Green Information Technology and Sustainability: A Conceptual Taxonomy." *Issues in Information* 13:2 (2012).

Sabbaghi, Asghar and Ganesh Vaidyanathan. "Can a Framework Under Pressure Explain Green SCM Strategy?" *Proceedings of Decision Sciences Annual Meeting San Francisco, CA* (2012).

Vaidyanathan, G. and N. Berhanu. "Impact of Security Countermeasures in Organizational Information Convergence: A Theoretical Model." *Issues in Information Systems Journal*, 13:2 (2012).

David Vollrath

Kenagy, Robert T., David Vollrath, and Mark A. Fox. "Tests of Deceptive Advertising used by the Federal Trade Commission with an Application to Alternative Medicine." *Contemporary Readings in Law & Social Justice* 4:1 (2012).

Haiyan Yin

Yin, Haiyan, Jiawen Yang. "Spillover Effect of U.S. Monetary Policy on Banks Outside the United States." *Proceedings of Midwest Finance Association Annual Meeting* (2011).6

Hong Zhuang

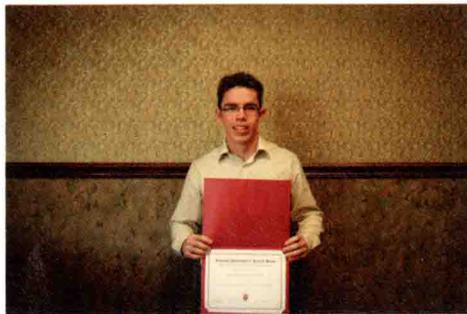
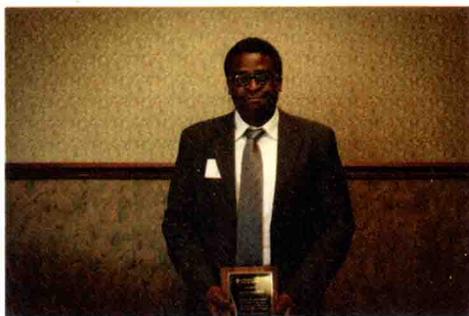
Zhuang, Hong. "Foreign Direct Investment and Public Highway Expenditures, Evidence from the United States." *Review of Business Research* 11:2 189-197 (2011).

Zhuang, Hong. "Exploring Determinants of U.S. Household Debt." *Journal of Applied Business Research* 27:6 85-92 (2011).

Zhuang, H. "Modes of Foreign Entry and Regional Economic Growth: Evidence from US States." *Journal of Applied Economics and Business Research* 2:4 (2012).

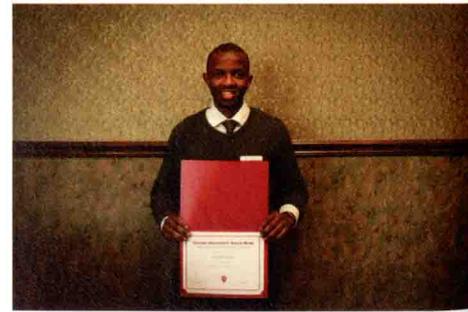
Zhuang, H. "Teaching with Data in the Principles of Macroeconomics Course." *American Journal of Business Education* 5:1 (2012).

Zhuang, Hong. "The Effect of FDI on Local Education Expenditures: Evidence from the United States." *Bulletin of Economic Research* (2011).



SPECIAL THANKS

From the faculty, staff, scholarship recipients, students and everyone at the Judd Leighton School of Business and Economics



HONOR ROLL OF DONORS

To achieve excellence in higher education today requires funding from both public and private sources. That is why we are so very appreciative of the support of our donors. This listing includes individual and corporate contributions received between May 1, 2011, and December 31, 2012. It does not include total amounts pledged to the Leighton School of Business and Economics. While every effort has been made to ensure accuracy, if we have inadvertently erred, please notify dean Rob Ducoffe at rducoffe@iusb.edu.

\$300,000

Judd Leighton Foundation (First installment of naming gift commitment)

\$20,000 - \$299,000

Amish Shah, Kem Krest Corporation
Julienne Turner and Patrick Wargo
Robert E. and Diana L. Wozny

\$10,000 - \$19,999

Arthur J. Decio
Frank K. and Marsha Martin
Isaac Torres and Maria Villa, Intercambio Express

\$5,000 - \$9,999

Bruce and Debbie Gobdel
KeyBank Foundation
Pearson Education
Vanguard Charitable Endowment

\$2,500 - \$4,999

Kabri Products
Lance Lyons, Lyons Industries Inc
Ryan Marcott
Paul and Christine Marsh, Teachers Credit Union
Charles and Lois Niemier
Specialized Staffing Solutions
Raymond Vander Heyden

\$1,000 - \$2,499

Beta Gamma Sigma
Christopher and Kristen Bradford
C. Michael and Teri S. Crabill
Crowe Horwath LLP
Direct Marketing Educational Foundation, Inc.

Robert and Sandra Ducoffe
Frederick and Michelle Hammer
Glenn Hassan
Vicki Holland, Pathfinders Advertising & Marketing Group, Inc.
KPMG Foundation LLP
Rick McKeel, New Carbon Company, Inc.
John and Fei Metzler
Frederick and Carol Naffziger
Robert Schulz
David and Nancy Smith
John R. Swanda
David L. Vance

\$500 - \$999

1st Source Foundation Inc.
Donald and Keri Anderson
Caterpillar Foundation
Brian and Michele Chase
Margaret Cline
Fidelity Foundation
Michael and Debra Flowers
LaMont and Ann Freeze
Edward H. Friend
Michael and Katherine Ham
Gerald and Eileen Harriman
Kerry and Robin Johnson
Scott and Minge Johnson
Daniel and Kathryn Kaminski
Kruggel, Lawton & Company, LLC
Masco Corporation
Thomas Niemier and Glynis Benbow-Niemier
Darcy and Faline Pajak
RSM McGladrey
Nathan M. Riddle
Robert and Mary Rosenfeld
Bernard and Juliann Sparazynski
Shane and Jessica Stopczynski
Judith L. Swisher
Truth Publishing Company, Inc.
Wells Fargo Foundation

\$250 - \$499

Allen Family Partnership
Archer Daniels Midland Foundation
Boston Consulting Group
Linda and Jeffrey Burkett
Thomas and Billie Catanzarite
Artem Chumakov
Martin and Valerie Cotanche
Daman Products Company, Inc.
John and Monique Deguara
Barbara A Ehrenberger Trust
David and Tari Gard
Michael and Susan Guljas
Glenn Hassan
William and Ruth Johnson
David and Kathleen Sparks, KADA Partnership
Michael Kempiak
Brenda E. Knowles
Harold D. Lane
Robert and Diane Myers
James and Joyce Nelson
Robert and Helen Nettles
Kevin and Donna Paczkowski
William and Marilyn Rees
Kathleen M. Rudolph
Michael G. Rudolph
Charles B. Sauers
Brenda J. Schosker, C.P.A.
Anita Schwarz
Ann L. Schwarz
Robert and Sharon Stachowiak
Kenneth and Charlotte Stuff
Robert and Kathy Sweeney
Judith L. Swisher, Ph.D.
Ronald and Margaret Weiss
Greg and Karen Wuszke
Donald and Gail Yandl

\$100 - \$249

Jose and Cheryl Alvarez
Brian and Angela Alwine
Steve and Karen Austin
Dale and Patricia Baker
Jim and Michelle Banks
David and Mary Barrett
Michael and Jill Barrineau
John and Ronda Beck
Loretta A. Blessing
Leslie M. Bodnar
Terence and Janet Burns
Mary Casini
Deborah Coddington
Jeffrey and Linda Deitchley
Paul E. Diltz
Linda Doering
Thomas E. Doran
Michael and Martha Elliott
Kathleen Estes
Sara Felaborn
Connie and Ronald Fields
John R. Foegley
Lawrence and Carolyn Garber
Stanley S. Garber
Andrew Gilbert
Sherry L. Gilbert
Ricky and Marita Grisel
Jason and Stacey Grooms
Jonathan and Elizabeth Groulx
Douglas B. Hadaway
Scott A. Hamilton
Arthur and Thomasine Harrison
Deborah L. Harrison
Clark and Avon Hartford
Tohan Hazedar
Deborah J. Holtman
Leonard and Deana James
James and Lana Jaroszewski
Brian R. Jordan
Mary K. Kase-Bissell
Robert and Sharon Kartman
Jurabek Kholikov
Robert andCarolynn Klotz
Thomas Koeppe
David M. Kretschmar
Christine A. Lauber, CPA
Gregory E. and Mary Lawson

Erin and Kathleen Marshall
Thomas and Gloria Marullo
Robert J. Mellander
Michael and Ann Meuleman
Fritz H. Moeller
Mitchell R. Morgan
David and Carla Motts
Robert and Rhea Nall
Don M. Newman
Eric and Bonnie Oswald
John and Dolores Peck
Pfizer Foundation, Inc.
Betty L. Plunkett
Procter & Gamble Fund
Terry J. Rainier
Fateme and Mehdi Rezaian
Bernard and Nancy Roney
Asghar and Khadijeh Sabbaghi
Roger Sassaman
Vernon Schmaltz
Joyce Schrage
Rick and Angela Scott
Tania J. Shaum
Diana Shively
Megan A. Seidl
Casimir and Lesa Sikora
Nevin and Jennifer Siqueira
SPX Foundation
Michael and Ann Sullivan
Frederick Swing
Clara Taylor
Greg Tezich
Ronald W. Thomas
John and Cecilia Thompson
John Tilden
Mark Unwin
Amanda X. Wang
Jingxin Wang
Richard and Suzanne Warren
Paul Wendzonka
Larry and Kathy White
Robert and Gloria Wilkeson
Eugene and Cheryl Wilson
Diane and Bruce Wisler
Paul and Ann Marie Witek
Bruce and Kathleen Wolfe
Steven and Diana Yoder
Thomas W. Youdbulis

\$50 - \$99

Renate B. Anderson
Nancy J. Ash
Anthony Asoera
Christine A. Awich
B&L Information Systems Incorporated
Linda Benitz
Kenneth E. Biggins
Thomas and Judy Burmeister
W.B. Capshaw
Albert and Mary Carter
John A. Clare
Raymond R. Clemens
William Clingenpeel
Rodger and Janice Cripe
Bryan L. Culp
Daniel and Debra Degucz
Michael and Lynda Doering
Ronald P. Ellis
David and Kelly Ghyselinc
Darrell and Florita Graf
Douglas and Cynthia Grant
Geoffrey and Barbara Henry
Carol L. Hill
Debra S. Hogan
Glenn and Sharon Huber
Joseph J. Janush
Gerald and Charlotte Kajzer
Catherine R. Kaminski
Paula Kercher
David J. King
Phillip and Molly Kraker
James and Susan Long
Tom and Joyce McFadden
Kenneth R. Moser
Glenn and Jean Musial
Rhea D. Nall
Carrie Nowak
Penny R. Nye
Eric J. Oswald
Gene and Anne Pendl
Paul and Nancy Piller
Rebecca L. Power
Murray A. Rearick
Victor and Marjorie Riemenschneider
James A. Schuchard
Tina Severs
Pamela L. Smith

Ronald and Cynthia Strzelecki
Karl and Donna Swank
La and Pamela Sysinger
Ronald and Margaret Weiss
Margret H. Werner
Larry G. White
Kathryn M. Windsor
Robert and Michele Wojtowicz
Wanda B. Zahrt
Keith and Sandra Zielinski
Kenneth and Kathleen Zienty
Dennis Ziokowski

Under \$50

David Asante
Stephen and Jill Ball
Robert and Nancy Blakeney
Sheri Brockie
Austin Carpenter
Albert and Mary Carter
Tetsuya and Tomoko Cho
Martha L. Cook
Ronald A. Cukrowicz
Robert J. Cunningham
Robert E. Diltz
Joshua Dipert
Kevin and Cynthia Du Bree
Thomas Dustrude
Samuel L. Eldridge
Trella K. Frauli
Stephen and Jennifer Glick
Steven and Margaret Goldberg
Glen and Lisa Gorski
Pam B. Green
Richard and Cheryl Haas
Margaret Hains
Therese Hanlon
Avon and Clark Hartford
Wayne and Martha Hawkins
Beverly L. Herrington
Helen High
Debra Hogan
Kolin Hodgson and Jean Pawlak
Ronald E. Hojnacki
Chelsea E. Krill
Stephan La Cluyse

Gregory and Sally Ladewski
Larry Landy
Anne Laverty
Ronald and Elizabeth Lies
Rodney Longnecker
Marcia Mammolenti
Jeremy and Jodie McCaskill
Seiko Michaels
William J. Mihalik
Brandon M. Myers
Alvin and Mary Nagy
David Nagy
Kenneth and Linda Nellans
Leonard and Kay Nowinski
Donald and Kathleen Nuner
Henry H. Owen
Patricia Patzer
William and Deborah Pea
Gale A. Perkins
James and Mary Petersen
Michael L. Ping
Gary Price
Christopher D. Purcell
Susie W. Raymond
Murray A. Rearick, III
Ronald and Nancy Sanders
Dennis and Steaphaney Siewin
David Sinclair
David W. Strom
Madeleine and Stephen Strubbe
Kara R. Taylor
Thomas and Susan Thompson
Douglas Timmerman
Bruce and Merita Valoris
David L. Van Horn
Michael and Tenna Walenga
Patricia Warner
Maya Watson
Douglas and Jill Wileman
Kimberly J. Wilson
Chin-ting Yeh
Dennis and Barbara Ziolkowski



DEAN'S MESSAGE

At the first IU South Bend commencement on June 9th, 1967, 31 Business and Economics graduates received diplomas. In 1989, some 22 years later, the business school won accreditation by AACSB International, the field's premier accrediting body; an accomplishment fewer than one-in-ten of the world's business schools have attained. This achievement was the culmination of a struggle, waged years earlier among the school's faculty, between those who were content to maintain the status quo and those who prevailed and who wanted to improve the quality and status of the school.

This victory fused a commitment to continuous improvement, to high-quality teaching and to scholarship, with the business school's culture. From this grew a confidence and willingness among the faculty to hold themselves accountable for what students learn. With the encouragement of determined leadership came the adoption of curriculum-wide learning assessments; well before calls for greater accountability among educators had begun to stir.

Since then, every undergraduate — and every student in the MBA program — sits for an exit examination in their final semester. These examinations are developed by Educational Testing Services (ETS), the people that do the SAT, GRE, and other standardized tests. Our students take the "Major Field Test in Business," a two-hour exam for undergraduates, and a three-hour exam for MBAs. These tests measure what students know about business from the core curriculum in their programs.

Let me share some recent results:

- IU South Bend undergraduates who took the exam in the spring 2013 semester, tested in the top 5 percent in the ETS comprehensive field test with more than 585 schools participating. In 32 of 47 separate administrations stretching back over 17 years, Leighton School students have performed in the top 10 percent or better.

- IU South Bend MBA students who took the exam in the summer 2013 semester, tested in the top 2 percent of students — this time from 260 universities across the U.S. where it is taken. In 13 separate administrations of the MBA exam since 2002 when it was first implemented, IU South Bend MBA students have performed in the top 10 percent or better.

If you looked at the entrance exams and grades of our applicants, you'd see that the students we serve are roughly typical among college students. Yet, upon graduation, they consistently demonstrate extraordinary results compared to their peers across the country. The distance our students travel, is, I like to think, a good way to measure the value-added by an IU South Bend education in business and economics. It also reminds me of the words of, Robert Kibbee, a former chancellor of the City University of New York, where I taught for 15 years. He said: "The quality of a university is measured more by the kind of students it turns out, than the kind it takes in."

The historic naming gift we received from the Judd Leighton Foundation recognizes that this is our most essential mission. To give people in our region access to an education that is world-class in quality. It is through the successful efforts of our graduates that we will help improve the economy and the quality of life in our community. This gift reflects the hard work and commitment to excellence that has signified our past and the promise of greater things to come.

Rob Ducoffe



JUDD LEIGHTON SCHOOL OF BUSINESS AND ECONOMICS

INDIANA UNIVERSITY
SOUTH BEND

1700 MISHAWAKA AVENUE
ADMINISTRATION BUILDING, RM 204K
P.O. BOX 7111
SOUTH BEND, IN 46634-7111

Non-Profit
Organization
U.S. Postage
PAID
South Bend, IN
Permit No. 540

