Our accreditation plan was approved by AACSB’s Pre-accreditation Committee in March and by its Initial Accreditation Committee in April 2008. This is a wonderful milestone. Now we need to implement our plan and report to AACSB every year until we feel we have met all the criteria and are ready for a site visit.

Our major accreditation focus this year is assurance of learning or outcomes assessment. We have created outcomes for each program and will have all outcomes measured by the end of this academic year. The assessment results we have completed so far have shown our students to be meeting the outcomes we have set for them in the areas of:

- Written communication (all)
- Oral presentations (all)
- Teamwork (all)
- Digital communication (MS IST)
- Technological competency (BSBA and MBA)
- Critical thinking (BSBA, BS IST, and MBA)
- Leadership (MBA)
- Business area knowledge (BSBA and BS IST)
- IST area knowledge (BS IST)
- Knowledge of technology impact (MS IST)
- Manage and lead in an IT system (MS IST)
January 2009

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Guess who???
Answer on page 10!

Hanging in there!
Find out more on page 10

Back row left to right: Yingchou Lin, Bih-Ru Lea, Barry Flachsbart, Chris Standifer, Morris Kalliny, Chihmao Hsieh, Richard Hall, Vincent Yu, Lance Gentry, Mike Hilgers.
Front row, left to right: Julie Patock-Peckham, Stephanie Fitch, Cassie Elrod, Li Li Eng, Caroline Fisher
Dear Alumni and Friends,

2008 continued our path of change and significant improvement for the Department of Business and Information Technology (BIT). This year we adapted to the new university structure and name while moving forward with our plan for accreditation with the Association for Advancement of Colleges and Schools of Business International (AACSB). Articles in this newsletter cover many of these changes; I’ll highlight just a few of our accomplishments here.

We hired three new tenure-track faculty members, bringing our full-time faculty count to 18.5. We also benefit from the teaching services of 12 professionally qualified adjunct faculty members who allow us to teach a greater variety of courses. The new faculty members are Dr. Cassie Elrod (Assistant Professor of Management), Dr. Li Li Eng (Assistant Professor of Accounting), and Dr. Yingchou Lin (Assistant Professor of Finance). We are almost where we need to be to handle the growth we are experiencing, with the exception of needing one more faculty member in information science and technology.

Our research results have continued to improve with the publication of 29 refereed journal articles during 2008, a 21% increase over the prior year. Chris Standifer started as the MBA director this fall, replacing Brenda Bouse who joined her husband in buying and running a business. The MBA program grew to 24 students. We expect greater growth now that we are offering the program part time and via distance education.

Enrollment continues to grow in our graduate programs while undergraduate enrollment decreased slightly this fall.

One approach we use to increasing the technological competency of our students is to incorporate information technology tools into the classroom. We have had an increasing number of classes including IT tools as can be seen from the black bar representing the total number in the chart below.

Some new initiatives we are pursuing are scholarships for students to study abroad in approved programs and faculty internships. We’ll keep you posted on our progress on these and other fronts.

Donations from our alumni have increased and now provide additional funds for scholarships and faculty research and development. Thanks to all who have contributed and will contribute to help us achieve our goals!

I invite you to call, email, or visit the campus. Our students and faculty would love to hear about your achievements!

Best wishes,

Caroline Fisher, Ph.D.
Professor of Marketing
Chair, Business and Information Technology
January 2009

Our Vision, Our Values, Our Strategy, Our Mission

Our VISION

We desire to be a leading program in IT-based business in the nation.

- Students graduating from the Department will develop careers in modern technology-enabled business organizations.
- The primary concern of faculty and staff will be the success of our students throughout their academic experience.
- The faculty will excel in their dual roles as teachers and researchers applying the latest techniques in the classroom and laboratory.
- We will ask questions and seek answers through an interdisciplinary research agenda focused on the evolving digital economy.
- The Department will work in close cooperation at S&T, in Missouri, and around the globe to enhance and broaden curricular offerings and opportunities.
- The curriculum will be continually reviewed utilizing support and suggestions from our Advisory Board, students, alumni, and industry leaders. We will create and maintain local and global partnerships in order to anticipate the needs of industry.

Our VALUES

The Department of Business and Information Technology values and is committed to:

- Excellence: We are committed to achieving, through individual and collective effort, the highest levels of performance in teaching and scholarship as measured against regional, national, and global standards.
- Entrepreneurial Spirit: We desire to lead in the pursuit and creation of new ideas and knowledge, civic responsibility, and willingness to serve society.
- Respect: We value the contributions and diversity of others, holding them in high esteem, and are open to new ideas.
- Integrity: We are willing to take an ethical responsibility for our own personal, professional, and academic pursuits.
- Recognition: We acknowledge that the willingness to fulfill any set of values is facilitated by systematic and continual recognition of the people who compose the heart and spirit of our organization.
- Collaboration: We are committed to creating an environment that promotes and facilitates cooperative and interdisciplinary efforts that transcend traditional boundaries and achieve campus objectives.
- Continuous Improvement: We strive to continuously improve through systematic methods our teaching, research, and service.

Our STRATEGY

We will develop a specialized niche for the Department of Business and Information Technology in the integration of the latest information technology into business. We plan to develop in the areas of entrepreneurship and enterprise resource planning. This strategy will cause us to become better known, to grow in number of students, to place our students in good jobs quickly, and to develop a positive reputation both within the University and externally.

Our MISSION

Capitalizing on the strong technological emphasis of Missouri S&T, the Department of Business and Information Technology educates professionals for careers in modern business organizations. The Department emphasizes management through technology with particular focus on information systems and their application in a fast-changing, competitive environment.

Through innovative instruction and research, the Department serves the economic interests of industry and the evolving needs of society. The Department provides distance education opportunities utilizing advanced learning technologies.
Future Business Leaders of America

Future Business Leaders of America - Phi Beta Lambda is the campus' student-business organization. The FBLA-PBL organization has been working on some great ideas to help the students of Missouri S&T become stronger business leaders. Several of our officers attended a national conference on November 21st and 22nd, where they learned new and beneficial ideas to bring back. There are also plans to invite a speaker to talk to the student body.

President: Pam Ryder
Vice President: Marissa Sifford
Secretary: Megan Meyer
Treasurer: Christina Els
Historian/Reporter: Latesha Humphrey
Webmaster: Joe Pieczynski
Recruitment: Jon Freeman

Charles Robinson, a student of the IST department at Missouri S&T, has published. His book Scratch of the Scribe took nine years to complete from start to finish. It is a collection of poems with topics ranging from romance, travels, and nature to religion and even depression.
The Career Opportunities Center (COC) was the focus of Dr. Elrod’s New Product Development class this past fall. Throughout the semester, students in the class worked to develop new services and to improve those that already exist at the COC. New and improved services will surpass customer expectations, enhance value, and create customer allegiance. The class used customer opinions to analytically incorporate emphasis on customer satisfaction. After many interviews, surveys, and research, the class developed a list of customer benefits and correlating technical requirements to satisfy customer needs. Using these benefits and technical requirements, a house of quality was created, which included the relationships between the customer needs and the technical requirements to achieve these needs. Next, the class filled in the “floor” of the house with required target measures and values. Through analysis of customer importance ratings, the level of measured requirements to best satisfy customer needs was determined. Then the students performed a competitive comparison by having customers rate the performance of Missouri S&T’s career center compared to that of their ideal career center on the list of benefits. The group designed a roof for the house of quality that displayed the correlations between the technical requirements. When compared to schools such as Texas A&M, Missouri State, and the University of Missouri-St. Louis, Missouri S&T’s Career Opportunities Center ranked competitively on many attributes. The results showed that the COC excels in the percent and the quality of staff trained for interviewing and resume critiquing, and ranks at the top of the industry in the number of resumes critiqued throughout the semester. Working closely with the Missouri S&T Career Opportunities Center gave students an opportunity to evaluate what services would be ideal for the Career Opportunities Center to offer. The students also identified how the Career Opportunities Center can incorporate new services and enhance services currently offered. The Career Opportunities Center is instrumental to the Missouri S&T campus community because of its impacts on students, alumni, and various academic departments. The new product development class project provided information that will greatly benefit the COC as they work to better meet the needs of their users in the future.

Quality Function Deployment for COC Services
By Cari Cottrell, Robby Martin, Dan Trenner, Joe Altnether, Ashley Davis, Brad Guidry, Laura Ward, Erin Soulsby, Damla Tosun

As part of the transition to the new 2-semester capstone course, this fall Dr. Chihmao Hsieh monitored six BUS 397 teams that each crafted business proposals over the course of the entire semester. Teams identified valuable problems, and then searched for product or service ideas as solutions. Such opportunity discovery is one of Dr. Hsieh’s research areas. The problems identified included inactive nightlife in Rolla, lack of a centralized used goods marketplace, software incompatibilities encountered by business travelers on the go, MS&T student academic self-identity, and the promotion of female students on campus. The last team revisited the lack of area elementary student sports camps. The six teams gave their loan presentations to Phelps County Bank on Dec 9; three were unconditionally funded and two were conditionally funded. One team was particularly innovative; by counting the number of cars in hotel lots, they found the number of travelers did not coincide with the level of nightlife. Travelers may want to explore Rolla’s several bars, but don’t know which will be active and worth visiting. The problem is related to prohibitive coordination costs. As a solution, the team will print advertisement cards for area hotel rooms. The business model is basic: bars pay to sponsor one of the weekdays listed on the card, and hotel guests get discounts at the bar. The team is partnering with the Rolla Chamber of Commerce to make this venture into a city-wide initiative. As technology advances and market participants can more readily customize products, untapped sources of value and business models will be based more on technical innovation. “Students are starting to appreciate the emphasis on such innovation in the capstone course,” says Dr. Hsieh.
Rolla is much smaller than University City, MO, where I went to college and lived for several years, or Rockford, IL, where I grew up. Although I often miss big-city culture and shopping, from day to day I have found plenty to keep me busy here: I am a graduate research assistant (GRA) in the Laboratory for Information Technology Evaluation, associated with the Information Science and Technology program. In fact, I like it so much that I plan to continue my education in the field of human-computer interaction.

I think it’s great fun to share cool things with people—especially when there are some whose eyes light up. Our lab regularly participates in open houses, summer camps, and public demonstrations. Halloween week we were providing demonstrations to the HCI and Intro to MIS courses—and giving out candy provided by Dr. Sheng! Our field of study, human-computer interaction, is broad, interdisciplinary, and relatively new compared to many academic fields, so many people are not aware of its existence or extent. We often demonstrate our eye-tracking equipment, which allows us to determine where the eyes are focusing on a screen, as well as our biofeedback hardware (measuring heart rate and skin conductance through the fingertips to measure physiological arousal) and our usability screen-capture suite. This allows us to tell young people about careers in IST as well as to make the public aware of the field of human-computer interaction.

We also get to learn about areas outside our own, because our lab collaborates with groups across the campus community. For example, this semester Dr. Abdelsalam in the Department of Geological Sciences and Engineering gave a short introduction to structural geology so that I would understand what their goals were with software that provides high-resolution three-dimensional models of rock formations. At any moment our lab may be involved in projects in several other departments; for example, three departments have NSF projects which we are working on this fall. Sometimes their projects come to our lab, and sometimes we go to them. Demonstrating and setting up monitoring technologies, collecting data on the use of new teaching tools, and providing feedback are among our major functions. We have also provided lab facilities to student groups for projects and for theses. We are in an interesting field that is pragmatic as well as theoretical, the humanistic project of improving user experiences is something that we have had a hand in from our first semester here.

Students in our lab often collaborate, but we also do a lot of work independently. My labmates, Basanta Tandon and Vedant Jain, and I are master's students, and we are all working towards completing thesis projects. Intellectual work seeks to synthesize and make sense of important phenomena, so it is important for us to consciously build on and extend the work of others. To do so, we employ scientific and social-science methodologies, including interviews, surveys, and objective performance measures to try to understand phenomena. Then we communicate the results of the research. In the past year, I have presented posters on campus and at an international conference, and presented my first conference paper at another international conference. This is another way of sharing “cool things” and solidifying academic results.

I recently visited the old courthouse and the log cabin here in Rolla. As I looked at the old quilts, equipment, and hand-made furniture, I suddenly realized I have always been fascinated by the link between the ways we think and live and the things we make and use. But when I look at all of the different kinds of butter churns in the collection of the Phelps County Historical Society, I’m glad that I don’t have to wait a hundred years to see that information technologies are as important to our lives today as food preservation technologies were then. I can study them now, at the LITE lab.
Greetings from the MBA Director! I am very excited to be involved in the innovative MBA program here at Missouri S&T. The department put in many long hours to create an MBA where technology and enterprise resource development weave the functional business disciplines together and delivered a program that provides what employers are seeking. Instructors collaborate to provide multidisciplinary coverage of course materials. Students work in teams on a comprehensive business cases, live simulations and real company assigned projects.

Many MBA students choose to specialize in enterprise resource planning (ERP), which is one of the fastest growing and in-demand career areas. ERP systems are large-scale software systems such as SAP, PeopleSoft/Oracle and Microsoft Venture that integrate the business processes of an organization.

One of the unique aspects of our MBA is the required internship. This gives students an opportunity to apply their knowledge while gaining invaluable industry experience. During the summer of 2008, one of our students interned abroad in Egypt. Another spent the summer in India, working with the management of a seafood company.

The MBA program began as a full-time one-year program, but now offers both part-time and distance options for busy professionals. If students want to stay with their current employer, we will work with them to fulfill the internship requirement through a special project with their companies.

Our newest and most exciting project in the MBA program is our involvement with the EcoCAR Challenge. The competition tests students’ abilities to re-engineer a Saturn Vue to provide improved fuel economy and reduce greenhouse gas emissions while retaining the car’s performance and consumer appeal. The S&T EcoCAR team was one of two teams selected to receive a hydrogen fuel cell powertrain as part of the competition. The MBA students will work with the team to help provide a comprehensive communications and marketing plan over the course of the three-year competition.

Stay tuned for more exciting news as the MBA program grows and gains momentum!

MBA Spotlight

When students in Dr. Elrod’s Decision Making course (part of the Master of Business Administration), were assigned to assess community awareness of their still-new degree program this past fall, they found themselves in a problematic situation. While doing research to try to determine what the target market was for the Missouri S&T MBA program and where it was positioned in the marketplace, the students were unable to find any data that was relevant to the specific core competencies of the Missouri S&T MBA program. Our MBA program is still relatively new and has very different characteristics than most MBA programs, so the available data was not much practical use for the decision making course.

When faced with these challenges, the group chose to go out and collect their own data. Dr. Elrod allowed the group to make alterations to the syllabus to provide the flexibility for such an endeavor. With support from the faculty coupled with an inherent desire to help the program’s continued success, the research project was launched with a lot of enthusiasm.

Members of the research team include: Rachel Kluenzer, Shristy Bashyal, Varun Madaksira, Josh Baldwin, Felisha Richards, and Kelsey Monsaert.

continued on page 9
The exploratory research project had two main objectives. The first objective was to measure the level of awareness that current Missouri S&T students have about the characteristics of an MBA program, more specifically Missouri S&T’s MBA program, and what students are looking for in a graduate degree. A questionnaire was developed to measure the position of the program. By administering such a survey, the second objective is automatically completed — to raise the level of awareness of Missouri S&T’s MBA program. The group distributed the questionnaire on paper and electronically in classes, at the Havener Center, and via the school’s distribution lists and the student E-connection for two weeks. As an incentive for student participation, the group secured funding to give an iPod away to a student who completed the questionnaire. The lure of a prize pushed the response level well past the goal of one thousand. These responses are currently being compiled and analyzed. Results will be provided to the MBA faculty and administrators to assist in the program’s marketing efforts and future success.

Virtual team of grad students win international competition

A team of Missouri S&T graduate students - separated geographically but united via the Internet - matched wits and skills with seven larger teams from the United States and Canada to win the 2nd International HEC Montreal ERP Simulation Game on Thursday, June 12.

All eight teams had one hour to set up a virtual manufacturing company using SAP, the leading enterprise resource planning (ERP) software used by companies worldwide. Within this hour, the teams completed initial product design and development, costing, pricing, procurement and production plans, demand forecast, distribution channel selection, and marketing strategies.

For the next five hours, the students evaluated market fluctuations, reacted to breaking news, analyzed consumer behavior and responded to competitors’ reactions as they managed various processes from purchasing raw materials to choosing the distribution channel.

With only four members, the Missouri S&T team was the smallest in the competition. All other teams had six members. Missouri S&T fell to fifth place in the third quarter, but came back to win using their well-planned business strategies.

Missouri S&T also had the only virtual team. “We were all physically in different states and countries,” said faculty advisor Dr. Bih-Ru Lea. “I was in Taiwan, our team captain was in Huntsville, Ala., and the other members were in Rolla, Mo.” The team overcame communication and resource hurdles using audio conferencing and text-to-speech features of Ventrilo voice communication software.

Missouri S&T’s team was sponsored by St. Louis-based Monsanto Co. and included:
- Evangeline Bays of Waynesville, Mo., a graduate student in business administration and team captain
- Mayur Raicar of Goa, India, a graduate student in information science and technology
- Abishek Suvarna of Bangalore, India, a graduate student in information science and technology
- Lin Zhu of Zhengzhou, Henan, China, a graduate student in information science and technology

Assisting the team were Lea, assistant professor of business administration, and industry advisor Mark Jordan, director of enterprise application services for Monsanto.

Please contact Dr. Lea at leabi@mst.edu if you or your company are interested in sponsoring a student team for the Intl HEC Montreal ERP Simulation Game in 2009.
Josh was born on August 17, 1985 in North Kansas City, MO, the son of Sonny and Sonya Roach. He attended Oak Park High School, and came to Missouri S&T as part of the varsity soccer team after attending William Jewel and the University of Kansas.

We miss your smiling face, Josh.
Where In the World Are....OUR ALUMNI???

Our Alumni Are Important to Us!
We want to hear from you!

Please contact us at sfitch@mst.edu, Department of Business and Information Technology, 101 Fulton Hall, 1870 Miner Circle, Rolla, MO 65409, or call us at 573-341-4528.

Yehia Fadel (MgSys 2002), Accenture North America Mobilization Team, currently living in Los Angeles.
Andrew Draker (IST 2004), Manager, Data Warehousing & Reporting, University of Missouri – Kansas City.
Craig Douglas (IST 2004), Asst Vice President of Operations/Network Administrator, First Community Bank, Poplar Bluff, MO. Daughter Adeline is two and son Ralston is 7 months old.
Sarah Gateley (MgSys 2001), Team Lead, MATREX Program (recruiting new college hires for IT), AT&T.
Darin Kendrick (MgSys/Econ 2002), Corporate Financial Planning, ST&T, San Antonio, TX, plans to pursue an MBA soon.
Brad Culen (Bus 2005), MBA Univ of IL Champaign-Urbana (2008), Operations Analyst, Sears Holdings.
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Brad Culen (Bus 2005), MBA Univ of IL Champaign-Urbana (2008), Operations Analyst, Sears Holdings.

Corey Ernst (IST 2005), Data Center Manager, YRC Worldwide, Overland Park, KS.
Nick Ulmer (MgSys 2002), US Navy, Manager, Logistics and Supply Chain management on Navy ships. Married 11/2007 to Jeanne, a high school chemistry teacher, lives in San Diego, CA, has traveled throughout Europe (especially Italy), the Middle East, and the South Pacific, currently deployed in Iraq.

John Warmbrodt (IST 2005, IST MS 2007), Haemonetics, implementation of blood and plasma bank software, Chicago, IL.
Huong (Jasmine) Ehrhardt (Bus 2004), pursuing MBA at S&T.
Katie Stolts (Bus 2006), Integrated Scheduling, Ground-Based Midcourse Defense, Boeing, Huntsville, AL. Finally getting married to Adam Greleck (B.S CmpE & B.S. CmpSci ‘06), this coming May, they have a Yorkie named Gizmo.
Travis Duncan (Bus/IST 2007), Human Factors Group, Union Pacific, Omaha, NE.
Erin Long (Bus/Psych 2007), Academic Counselor, Kansas City, MO. She and Chris bought their first house last spring.
Chris Crowell (Bus 2007), Systems Engineer, Murphy-Hoffman Company, Kansas City, MO.
Robbie Belleville (Bus/Econ 2007), Northwestern Mutual, St. Louis, MO.
Ryan Earley (IST 2008), SAP Basis Administrator, Monsanto, St. Louis, MO.
Kristen Duvall (Bus 2007), pursuing masters degree at Clemson University, Clemson, SC.
Jennifer Hamdorf (Bus 2007), UMB Bank, Tulsa, OK.
Nick Krueger (Bus 2006), IT Director, St. James Winery, St. James, MO.
Joe Terry (Bus/IST 2007), Accenture, Kansas City, MO.
Maya Gavin-Ellison (Bus 2005), finished MBA from Webster Univ and now working full-time as a government employee, husband is currently deployed to Iraq, son Mason is 2 and daughter Samaiya is 8.
We would like to sincerely thank you for your continued support and interest in the Department of Business and Information Technology. Our department continues to grow in student body and faculty numbers. With this growth we continue to do great things in the academic community and on the Missouri S&T campus.

As always, we welcome your support, comments, and questions to help us achieve a bigger footprint on the Missouri S&T campus.

—The Faculty & Staff of the Business and Information Technology Department