

Fall 2016

SOUTHERN ILLINOIS UNIVERSITY
EDWARDSVILLE
SCHOOL OF BUSINESS

Business

The Magazine of the Southern Illinois University Edwardsville School of Business

A man with dark hair, wearing a dark grey suit, a light blue shirt, and a red tie, stands with his arms crossed in a server room. The room is filled with rows of server racks, and the ceiling has recessed lighting.

Global Reach

*gaining
valuable
benefits*

About the SIUE School of Business

Our Vision

The SIUE School of Business will be an internationally recognized premier business school that develops highly skilled and innovative professionals who, through achieving their full potential, enhance businesses, organizations, and communities.

9 Undergraduate Business Administration Specializations

Economics
Entrepreneurship
Finance
General Business Administration
Human Resource Management
International Business
Management
Management Information Systems
Marketing

4 Undergraduate Programs

BS Accountancy
BS Business Administration
BS Business Economics and Finance
BS Computer Management and Information Systems

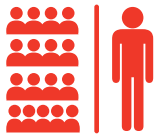
5 Graduate Programs

Master of Business Administration
Master of Marketing Research
MS Accountancy
MS Computer Management and Information Systems
MS Economics and Finance

Faculty

50 Full-time

17 Part-time



Our Mission

The SIUE School of Business engages in high-quality learning experiences, research, and service to develop current and future business professionals, scholars, and leaders.

We Are Committed To

- Provide a leading-edge environment for educating undergraduate, graduate, and continuing education students that fosters creativity, critical thinking, ethical behavior, and an appreciation of globalization and diversity.
- Develop and sustain partnerships with businesses, SIUE departments, and the regional community that lead to professional opportunities for students, alumni, faculty, and regional constituents.
- Offer programs responsive to the needs of our key stakeholders.
- Foster a vibrant regional economy through the exchange of ideas and knowledge.
- Maintain a highly competent administrative and support staff.
- Develop and retain a high-quality faculty whose members strive for excellence, are current in their fields, and make scholarly contributions through discipline-based, applied, and pedagogical research.

These efforts add value: for students, by facilitating and enhancing their career prospects; for organizations, by developing business professionals who meet their needs and stimulate innovation; for the university, by collaborating across the community; and for business disciplines, by producing and disseminating timely and relevant scholarship.



International Recognition Top 5%

The School of Business is among an elite five percent of business schools worldwide that have earned the prestigious accreditation from the Association to Advance Collegiate Schools of Business (AACSB International). This accreditation represents the highest standard of achievement for business schools worldwide. Less than 25 percent of AACSB accredited schools also hold the accounting accreditation. The School of Business has been accredited by AACSB since 1975, and the accountancy program achieved separate accreditation in 1987.

Business Analytics Specialization offered in all graduate programs

Project Management Specialization offered in the MBA and MS CMIS programs

Signature Courses

Business Transitions I: Planning for Success

Business Transitions II: Commitment Beyond College



305

Employers recruited SIUE business students through on-campus career fairs last year



12 Student Organizations

Including three national honor societies



Ranked

The economics and finance graduate program is ranked 9th in *The Financial Engineer's* 2016 Financial Economics Rankings. Overall scores are based on the program's acceptance rate, incoming students' undergraduate GPA and GMAT scores, employment after graduation, and starting salary.



11 Years

For the 11th consecutive year, the School of Business is named an outstanding business school by *The Princeton Review*. "The Best 294 Business Schools: 2017 Edition" by *The Princeton Review* recommends the School as one of the best institutions in the U.S. from which students can earn an MBA.

From the Interim Dean

Welcome to the Fall 2016 edition of SIUE Business. I assumed the role of interim dean of the School of Business on July 1, 2016. I've been a member of the School of Business faculty since 1992, and my primary teaching interests are in the areas of entrepreneurship and strategic management. I've also been one of the leaders of our orientation program for students who are transitioning into the business school. This is actually my second stint as interim dean; I returned to full-time faculty status in 2008 after serving as associate dean and interim dean for six years. In this role, I look forward to working with our excellent faculty and staff to build upon our many past successes.



The mission of the SIUE School of Business is centered on the concept of adding value. In particular, we focus on adding value to our students' lives by enhancing their career prospects. This issue of SIUE Business provides numerous examples of how the School is achieving this mission. These examples range from graduates that have just launched their careers, like Lora Dust and Brandi Jackson; to mid-career alumni like Shanelle Davis and Faizan Mustafa, who are impacting their employers in very significant ways; to seasoned veterans like Dave Mayo, who continues to add value to his profession even after his recent retirement. Recently, I stopped by the University's Fall Career Fair, and it was gratifying to see so many of our students networking with a number of interested employers. I'm certain that some of those students will be profiled in this magazine in the years to come.

SIUE started conferring business degrees just a few years after the University was established in 1957. We are thrilled to share with you information on how the reach of our School has extended over the years. We now have graduates living in every state of the union and on every continent except Antarctica. While we will never ignore our call to serve the people and communities of Southwestern Illinois, we are confident that the accomplishments of our vast business alumni network will help us achieve our vision of international recognition.

We are also working to achieve international recognition by partnering with universities around the globe. These partnerships provide our students with a variety of study abroad and travel study options, while also bringing the world to our campus. Two visiting students from the University of Torino (Turin) in Italy are profiled in this issue. They and their fellow exchange students are helping to globalize our campus in ways that are very valuable to our students and faculty.

We are proud of all of our alumni and we appreciate your role in making the School of Business what it is today. Please share your successes with us—we love hearing from you!

Timothy S. Schoenecker

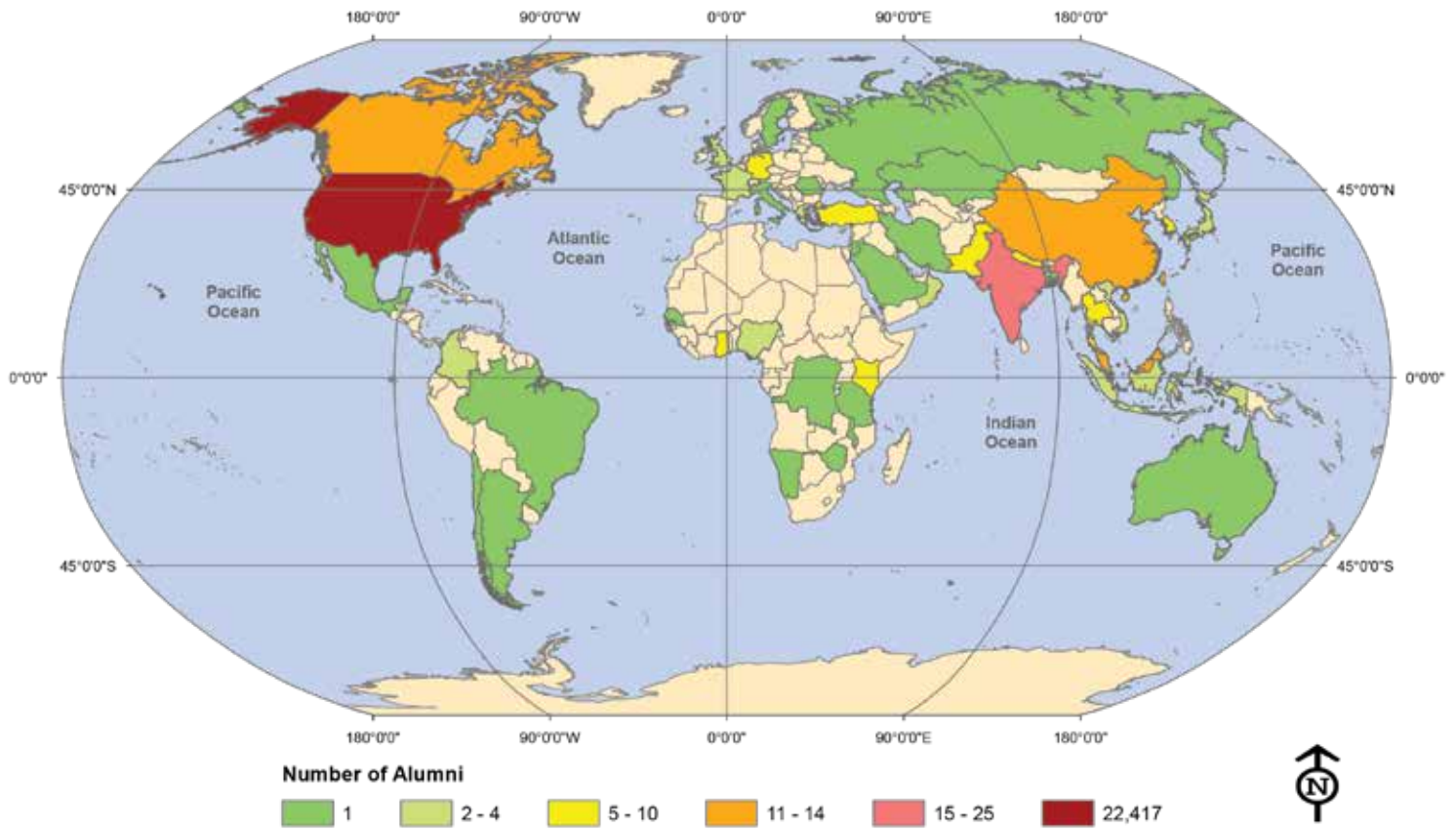
Tim Schoenecker, PhD
Interim Dean



School of Business Alumni

Living and Working Around the Globe

School of Business Alumni 1957-2015



Map Created By:
Laboratory of Applied Spatial Analysis
Southern Illinois University Edwardsville
6/28/2016

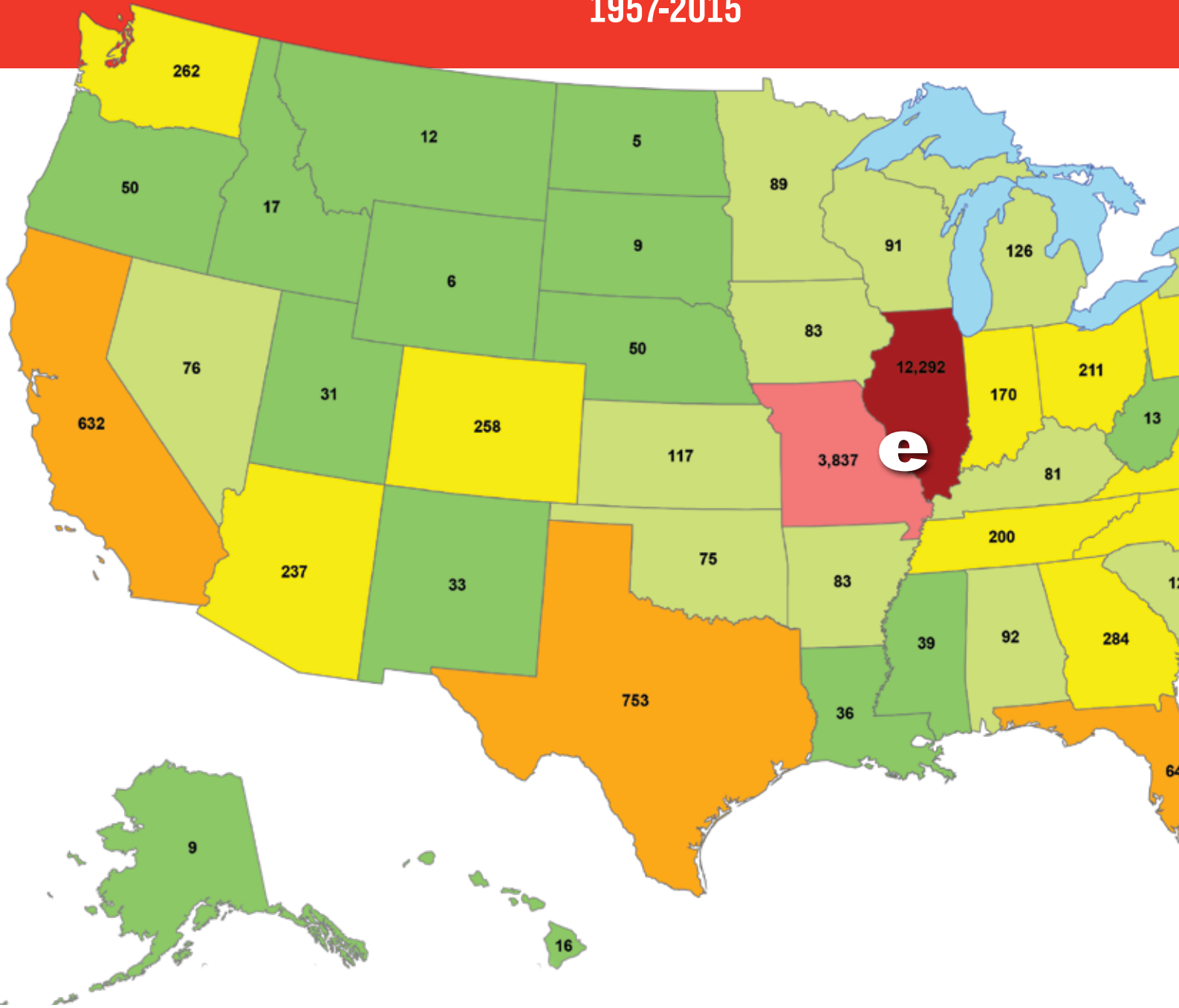
See how we've grown . . .

1957-1959

1957-1969



School of Business Alumni by State 1957-2015



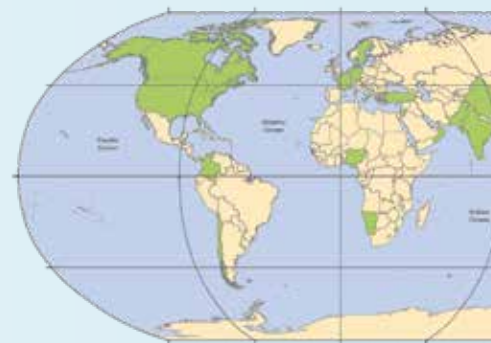
1957-1979



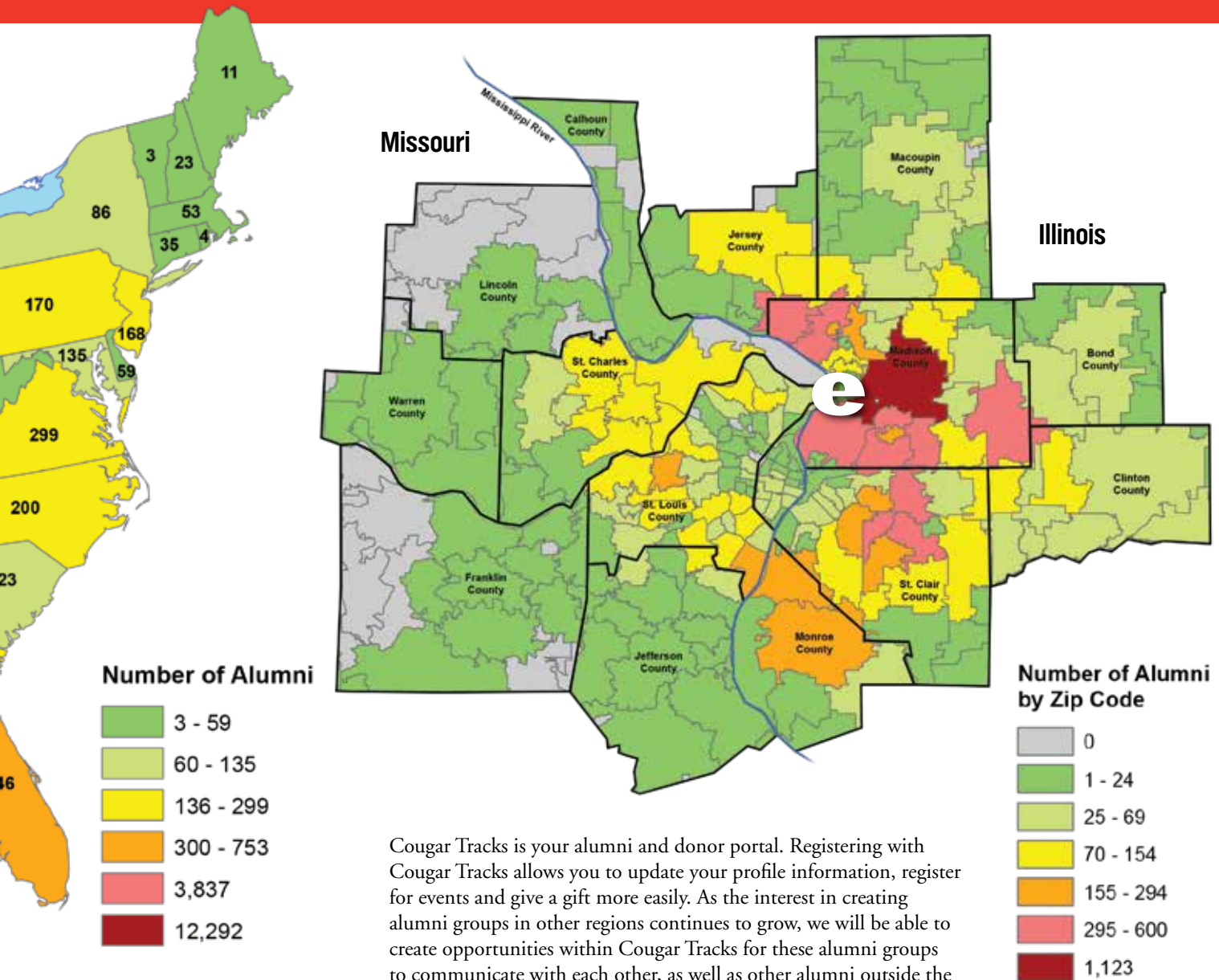
1957-1989



1957-1999



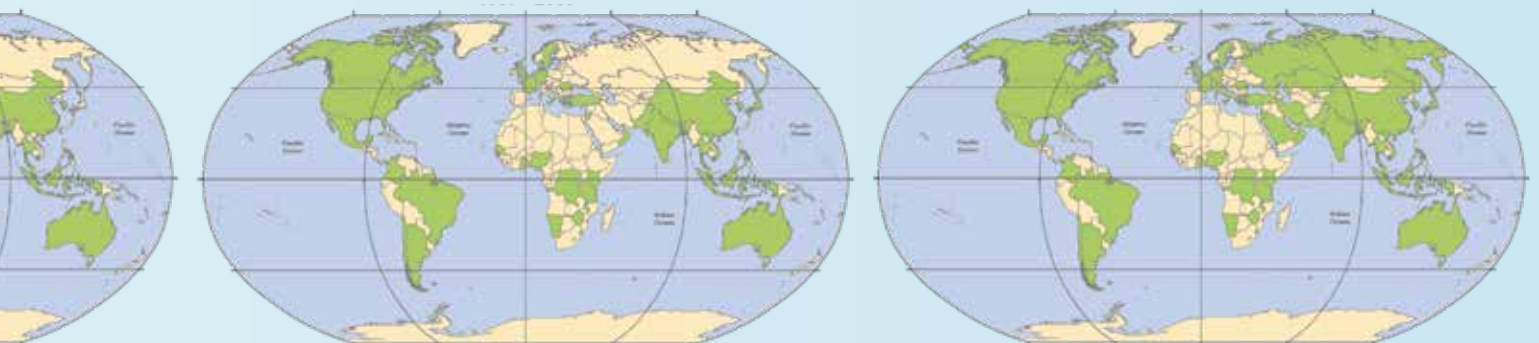
School of Business Alumni Metro Area 1957-2015



Cougar Tracks is your alumni and donor portal. Registering with Cougar Tracks allows you to update your profile information, register for events and give a gift more easily. As the interest in creating alumni groups in other regions continues to grow, we will be able to create opportunities within Cougar Tracks for these alumni groups to communicate with each other, as well as other alumni outside the region. Register at siue.edu/alumni.

1957-2009

1957-2015



School of Business Hall of Fame

2016
Raj Kumar, MBA '84



2015



Dave Mayo, BA '82, MBA '88

2014



John Oeltjen, BS '75

2013



Mike Wenzel, BS '70

2012



Walt Knepper, BS '69

2012



Diane Ryan, BS '78, MBA '81

2012



Jim Schlueter, MBA '84

2011



Larry Heitz, MBA '69

2011



Gail Liniger, BS '68

2011



John Martinson, MBA '75

2010



Al Hagemann, BS '63

2010



Mitch Meyers, BS '78, MBA '81

2010



Judge Milton Wharton, BS '69

2009



Fernando Aguirre, BS '80

2009



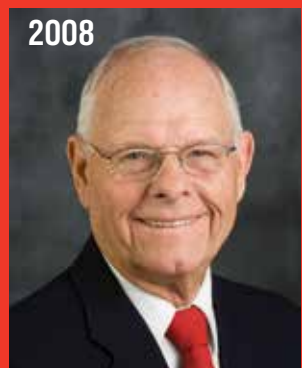
Karyn Molnar, BS '74

2008



Timothy Keenan, MBA '85

2008



Ralph Korte, BS '68

On the Other Side of the Globe: MBA Alum Still Holds School of Business Lessons Close to the Vest

Whether in the U.S. or on a global scale, communication is vital to leadership success.

Fifteen years and more than 7,000 miles separate Faizan Mustafa, MBA/MIS '01, from SIUE's campus, but the lessons he learned while attending the School of Business still hit close to home. As chief information officer (CIO) of Toyota Indus Motor Company Ltd. in Karachi, Pakistan, he is responsible for the company's information technology vision and information systems implementation.

The competencies that have catapulted his success are those he honed early on in the School of Business: leadership, project management, communication and risk management.

"The MBA program pushed me to develop skills essential to my professional success," Mustafa said. "One of the most important insights I gained from my studies and interactions with peers both inside and outside of the classroom was how to be an effective communicator."

Those skills have been crucial in helping him lead Toyota Indus Motor Company through a major upgrade of its enterprise resource planning system, which entailed modernizing the company's hardware and reengineering its business processes for improved efficiency.

"The human element is a key success factor in any transformation project," Mustafa said. "I had to build close working relationships across the entire organization, as well as with outside partners, in order to achieve the project's desired objectives. The new system will streamline our supply chain and improve our decision-making capabilities so we can meet and exceed customer expectations."

Originally from Pakistan, Mustafa earned his undergraduate degree in engineering from NED University of Engineering and Technology in Karachi. He turned his attention to SIUE's MBA program after talking with a number of other NED students who gave the program high recommendations.



**"I credit the SIUE
experience for
helping me become a
business leader."**

*—Faizan Mustafa,
MBA/MIS '01, CIO,
Toyota Indus Motor Company Ltd.,
Karachi, Pakistan*

"Studying in the U.S. was a life-changing experience," Mustafa added. "Having tangible experience with different cultures is critical in today's global business environment."

While studying at SIUE, Mustafa recalls the rich diversity of students and teachers who helped broaden his vision of the world. The experiential learning helped him apply what he was learning in class to real-life situations. His non-academic experiences were equally enriching—from organizing student movie nights to interacting with his host family.

"I credit the SIUE experience for helping me become a business leader," said Mustafa.



Alumnus Sees Invaluable Returns from Long History of Giving Back

He believes alumni should use their influence to help further the School of Business' excellent reputation.

Mark Showers', BA Mathematics and Chemistry '77, career has taken plenty of twists and turns over the last few decades, but one thing has remained constant: his passion for advancing causes that help the region and his alma mater.

His talents have propelled him to great professional heights, as former chief information officer (CIO) for Monsanto Corporation, and currently as CIO of Reinsurance Group of America. Showers' time is often at a premium, but he has always reserved time in his schedule for outside passions.

Showers is an advocate for technology growth in the St. Louis region. As a founding member of the former St. Louis Coalition for Information Technology, he helped connect academics, civic and industry leaders, and entrepreneurs to accelerate tech growth in the region. Those efforts have since spawned other influential organizations such as IT Entrepreneur Network (ITEN), a catalyst for tech startups, where he currently sits on the board.

The School of Business is also lucky to be on the receiving end of Showers' time, talent and resources.

"I've always reserved a special place for SIUE—not only because it provided me with a strong foundation for my career, but also because it was such a big part of my upbringing. I grew up in Alton, and my father was a professor in the SIUE School of Education," Showers said. "I feel a strong sense of pride and responsibility to give back to the University. I want to ensure it maintains its excellent reputation and produces bright talent for the future."

A member of the SIUE Alumni Hall of Fame's inaugural class, Showers has given his time in numerous ways to the School of Business. He served as a member of the School of Business Advisory Board for nearly 10 years. Showers also values interacting with students directly to inspire and help shape their future. He is a frequent speaker and participant in functions like the etiquette networking dinner that all business students take in their final semester.

"Alumni are a university's most visible and influential assets. We all must do what we can to support our alma mater, whether it's speaking to students, participating in advisory committees or even advocating its executive education programs with younger professionals," Showers said.

Showers added, "Giving back to the School has been incredibly rewarding. I've taken away many benefits, including growing my professional network and building invaluable friendships along the way."



"Alumni are a university's most visible and influential assets. We all must do what we can to support our alma mater, whether it's speaking to students, participating in advisory committees or even advocating its executive education programs with younger professionals."

—Mark Showers, BA '77, CIO, Reinsurance Group of America





From Italy to SIUE: Foreign Exchange Program Expands Boundaries

International students aren't the only ones gaining valuable benefits.

Italy's appeal isn't too hard to see: delicious food, beautiful scenery, great wine. Yet two Italian students were eager to leave all of it behind to spend a semester at SIUE.

Giorgio Monetti and Elisa Raffaele were the first students to kick off a new exchange program between the School of Business and the University of Torino (Turin) in Italy—an initiative designed to prepare graduates for an increasingly global business environment. The School of Business welcomes an average of 10-15 foreign exchange students each semester, while between six to 12 undergraduate and graduate students study abroad each year.

"We're continuously looking to broaden our global connections to expose students to a diversity of cultures and backgrounds," said Janice Joplin, PhD, associate dean and professor in the School of Business.

Monetti and Raffaele are both in their final year of the MBA program at University of Torino. They walked onto the SIUE campus for the first time in January 2016. After campus orientation, they immersed themselves in coursework alongside other students, taking a combination of graduate and undergraduate courses that complemented their studies back home. They quickly discovered a distinct difference in SIUE's approach to instruction.

"I was pleasantly surprised by how practical my studies were, compared with the largely theoretical courses I was taking at home. The emphasis on group work was a nice change from Italy's individual-focused style of learning," Monetti said.

"I am impressed with the quality of the school and its multi-cultural environment," Raffaele said. "All professors and students were supportive and welcoming, which helped make the transition easier."

Edmund Hershberger, PhD, associate professor and chair of the management and marketing department, believes

"The emphasis on group work was a nice change from Italy's individual-focused style of learning."

—Giorgio Monetti, University of Torino, Italy

domestic students attending classes with foreign exchange students gain from the experience, as well. "Elisa's insights broadened our class discussions," he said. "For example, her observations about an AT&T marketing project triggered an interesting conversation about the differences between European and American services."

The experience gave both Monetti and Raffaele a new respect for cultural differences and a much better understanding of the English language—each a distinct advantage they believe employers in Italy will appreciate.

The University of Torino exchange program brought two more students to the School of Business during the 2016 fall semester, while a group of SIUE students and faculty traveled to Italy this past spring. The School also has exchange programs in China, England, France, Germany, Hungary and India.

"I am impressed with the quality of the school and its multi-cultural environment. All professors and students were supportive and welcoming, which helped make the transition easier."

—Elisa Raffaele, University of Torino, Italy



Enterprise Helps SIUE Develop Future Business Leaders

The School of Business produces high-quality talent that Enterprise values.



As one of the most recognizable brands in our region with strong international growth, Enterprise Holdings is on the radar of many graduating students. A steady stream of SIUE graduates enters its workforce each year, with more than 260 alumni currently working at Enterprise's branches and operational offices across the St. Louis area.

Bringing the right talent in the door is one of Enterprise's top priorities, and SIUE's School of Business graduates have earned a solid reputation among the firm's local recruiters.

"One thing that really stands out about SIUE students is their work ethic," said Darlene Cusumano, group talent acquisition manager at Enterprise. "We

"One thing that really stands out about SIUE students is their work ethic."

—Darlene Cusumano, Group Talent Acquisition Manager, Enterprise

focus on-campus recruiting efforts heavily on sales management training positions, which is hard work. But that doesn't scare off SIUE students; so many of them are naturally hard-working, competently juggling school and work responsibilities."

In addition to being a regular fixture at campus recruiting events, Enterprise is actively involved in developing future business leaders among SIUE students. For the past decade, Enterprise has funded the School of Business' annual Enterprise Leadership Program awards. The Enterprise Outstanding Student Leader of the Semester and Outstanding Student Organization of the Year awards emphasize values that both Enterprise and SIUE share, recognizing solid leadership and effective planning skills. Faculty members and a team of student organization advisors nominate individuals based on criteria established by SIUE and Enterprise. A scholarship luncheon is held in March to honor the winners and present them with scholarship money.

"Since we have such a big emphasis on promoting from within, it's critical for Enterprise to ensure from the start a mutually good fit with new hires," Cusumano said. "The award programs we offer to SIUE students contribute to the development of skills and mindsets we value in employees.

"In addition to that, internships for juniors and seniors offer an early and realistic glimpse of what a full-time role looks like. SIUE students typically nab four or five of the 30 internship spots available in the St. Louis area each year."

The School of Business has a strong commitment to developing partnerships with major corporations in the region, and to maintaining a dynamic curriculum that emphasizes the creativity, analytical and critical thinking that is needed for a strong future workforce.

Recent Graduate Embodies True Spirit of Perseverance

Her commencement speech advised peers to learn from their struggles.

Children are often a game-stopper when you have a dream to go back to school. But Brandi Jackson, BSA '15, wife and mother of three, pushed doubts aside and faced the challenge head-on—first, as a full-time undergraduate student, and now as a graduate student pursuing a Master of Science in Accountancy (MSA) through the School of Business.

Balancing studies with her home life was an enormous time-management challenge. Difficult coursework would sometimes push Jackson to her limits. At one particularly trying time, she recalls turning to her accounting instructor, Steven Brant. He advised her that the real learning begins after the struggle.

“That single comment is something that will always stick with me,” Jackson said. “We all face different challenges, but working through them is what makes us stronger in the end.”

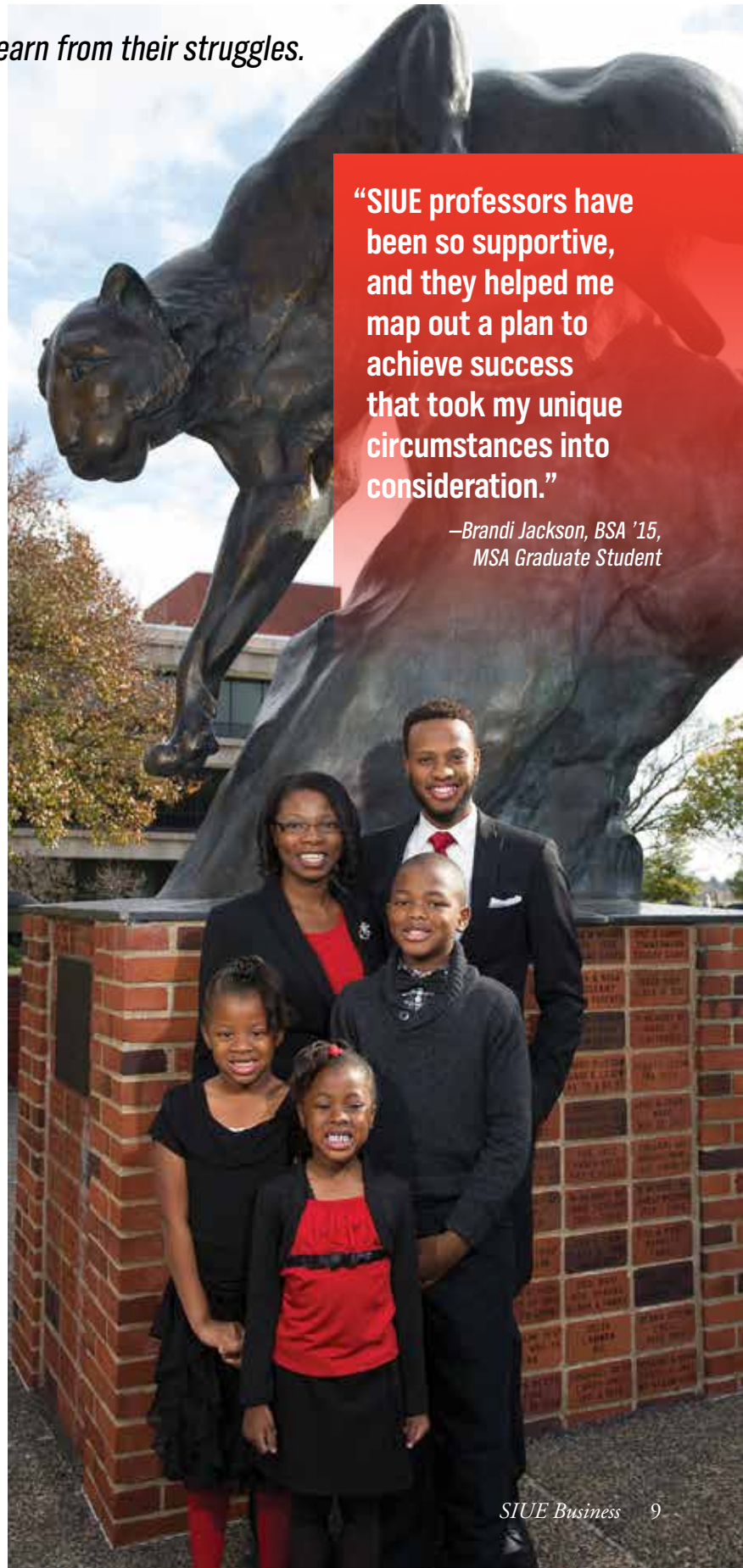
Jackson's perseverance did not go unnoticed. Her diligence inspired many of her fellow students; so much so, she was asked to be a commencement speaker at her December 2015 graduation ceremony. One piece of advice she offered to her fellow graduates was, “Good things come to those who wait, but better things come to those who go out and get them.”

Goal-setting has been an important part of Jackson's path to success, and she shows no signs of slowing down. Her plans to earn an MSA are underway, and already she has a job offer lined up with global accounting firm Grant Thornton in Dallas after graduating in the fall of 2017. She plans to pass the CPA exam before starting full-time work.

“SIUE professors have been so supportive, and they helped me map out a plan to achieve success that took my unique circumstances into consideration,” Jackson said. “I've also drawn tremendous energy from my fellow students; they helped me embrace my non-traditional background and recognize the strengths I bring to the table.”

Jackson believes that mentorship is critical to success. Gregory Sierra, PhD, associate professor of accounting, has been a supporter and advocate for Jackson.

“Accounting faculty members are highly engaged in helping students outside of the classroom. We are their coaches, helping them understand the big picture of the profession and the steps they have to take to get the job they desire,” Sierra said. “It's the professionals in the field who serve as the real mentors, and we're fortunate to have a great network of firms and alumni supporting our students and helping them take things to the next level.”



“SIUE professors have been so supportive, and they helped me map out a plan to achieve success that took my unique circumstances into consideration.”

*—Brandi Jackson, BSA '15,
MSA Graduate Student*

Alum Puts Expertise to Work at the Center of the Biggest Financial Crisis

Her professor pushed her to look beyond the numbers, opening new opportunities.

“SIUE’s top-notch education has produced high-ranking executives throughout the region; we all need to sing its praises so that it’s not such a hidden gem.”

*—Shanelle Davis, BSA '03,
Vice President of Regulatory Affairs,
Scottrade*

Ask Shanelle Davis, BSA '03, about the highlights of her career, and you'll be pulled into a fascinating story that puts her at the center of the biggest financial crisis in recent times.

In early 2009, while working as a bank examiner for the Federal Reserve Bank of St. Louis, Davis was called to Washington D.C. to work alongside the Department of Treasury (DoT) on the Troubled Asset Relief Program (TARP). TARP was part of the U.S. government's efforts to address the subprime mortgage crisis. Davis was one of a few people reviewing applications for assistance from financial institutions looking at the DoT to purchase or insure their troubled assets.

“To be part of the team that was working to mitigate an enormous crisis was an incredible experience,” Davis said. “My analytic capabilities are what brought me to D.C., but SIUE is where I first developed these skills. I still recall Professor Thomas King relentlessly pushing me to dig deeper into the numbers, a prerequisite for being a successful bank examiner.”

Davis' interest in the regulatory side of banking started when she worked part-time at the Federal Reserve Bank of St. Louis as a junior in college. She was drawn to accounting from a young age, but once she learned more about the job of a bank examiner, she was sold.

After spending most of her career at the Federal Reserve Bank of St. Louis, Davis moved to the private sector a few years ago. As vice president of regulatory affairs at Scottrade in St. Louis, she now helps the organization's various business units comply with regulatory requirements.

She also tries to give back as much as possible to the School of Business. Davis recently joined the School's Advisory Board, has served on the selection committee for the SIUE Alumni Hall of Fame, helped with the alumni scholarship program, and is always looking for ways to raise SIUE's profile within her company and the business community at large.

“SIUE's top-notch education has produced high-ranking executives throughout the region; we all need to sing its praises so that it's not such a hidden gem,” Davis said.



Young Alum Achieves National Recognition for CPA Exam

What's her motto for success? Keep pushing yourself.

What is the trick to achieving one of the highest scores in the nation on your first attempt at the CPA exam? Lora Dust, BSA '14, has the answer, and she is quick to give credit to SIUE School of Business accounting professors.

“My classes emphasized the areas of accounting that were most critical for professional success. The professors have a good understanding of which areas are heavily tested on the CPA exam, and they always have an open door for questions,” Dust said. “Instructor Steve Brant was a particularly instrumental resource, providing useful advice on the best programs, study methods and resources to use.”

Dust received the American Institute of Certified Public Accountants' Elijah Watt Sells Award in 2015 for obtaining a cumulative average score of 95.50 across all four sections of the Uniform CPA Examination on her first attempt. She was one of 60 award recipients who stood above the 91,384 individuals taking the exam during 2014.

Dust didn't set out to achieve the best score, but she has always set the bar high for herself. And she has never been afraid to take calculated risks—another factor she believes has been key to her success.

Starting out as a chemistry major, she was drawn to business courses and was good with numbers, so she listened to her gut and switched her major to accounting. While at SIUE, Dust made a point of taking advantage of the myriad opportunities at her disposal. Her experiences abroad—a short travel-study trip to France and a summer studying abroad in Rome—were invaluable to shaping her future.

“Traveling overseas opened my eyes to a new world of opportunities and fueled my desire to move to a bigger city once I graduated,” Dust said. “During job interviews, the international experience helped me demonstrate that I was willing and able to get out of my comfort zone, which helped me land my job. I now realize how important that is to advancing my career.”

Originally from Teutopolis, with a population of roughly 1,500, she is now one of 8,000 professionals working for accounting giant RSM US LLP as an assurance associate in Chicago. Her advice, “Don't rely on others to make things happen for you. Seek out new opportunities and take advantage of as many as you can. It can get hectic, but the payoff is usually worth it.”



“During job interviews, the international experience helped me demonstrate that I was willing and able to get out of my comfort zone, which helped me land my job. I now realize how important that is to advancing my career.”

*—Lora Dust, BSA '14,
Assurance Associate,
RSM US LLP*

Professor's Passion for the Human Side of Tech Gives Students a "Real World" Advantage



Do you ever feel like a plastic bag drifting through the wind, wanting to start again?

—Katy Perry

Most people hear the song lyrics above and think about feeling lost in life, but Jo Ellen Moore, PhD, professor of computer management and information systems (CMIS), sees things differently. “It’s a way to describe life without a scope statement,” she said.

It is one of the many lighter elements Moore sprinkles throughout the *Techniques for Managing Projects* booklet she wrote to accompany the required project management course all undergraduate School of Business students take shortly after declaring their major.

“Project management is one of those key skills everyone needs to advance their careers,” said Moore, who is Project Management

Professional (PMP)-certified. “Understanding the technical side of using the right processes, tools and templates is a must. But it’s the soft skills—how you communicate and manage the project team—that make a world of difference in how effective you really are. Students take the course early, so they are able to put the skills into practice in their business classes.”

Integrating human behavior with the technical side of the workplace is Moore’s passion, and she conducts research on the management of technology professionals. This interest was formed early in her career, when she quickly advanced from computer programmer to a management position without much guidance or preparation. Her experiences as a manager led to completion of a master’s in psychology, followed by doctorate in organizational

behavior with a minor in management information systems.

“The stars aligned when I came to SIUE,” Moore said. “The School of Business was looking to create a stronger connection between the technical and softer sides of information technology management. There was a push to integrate project management into the curriculum and, given my interests and experiences, I was eager to help execute that vision.”

Emerita Professor Mary Sumner, PhD, was instrumental in moving the project management initiative forward, encouraging Moore to become PMP-certified through the Project Management Institute. Today, Moore helps other professionals prepare for that exam through the School’s executive education workshops. She also grooms future project managers through her courses for computer management and information systems graduate students.

“Strong project managers are always in demand,” said Mark Showers, BA Mathematics and Chemistry ’77, CIO of Reinsurance Group of America, and former School of Business Advisory Board Member. “It’s the people who can lead and manage their teams through the inevitable hurdles—not just sit back and maintain a plan—who stand out in the crowd.”

“Project management is one of those key skills everyone needs to advance their careers.”

*—Jo Ellen Moore, PhD, Professor,
Computer Management and
Information Systems*

SIUE Executive Education on Project Management – A Key Resource for Business Leaders

The School of Business’ Executive Education program is an important training resource for businesses in the region looking to stay ahead of market trends. Some of the most sought-after programs are those in project management. These courses are designed to help project management professionals sharpen their skills and learn best practices. Each year, more than 700 project managers obtain professional development units through our Executive Education program.

Foundations of Project Management

One of our most popular offerings is the Foundations of Project Management PMP certification prep course, which prepares over 60 individuals each year for the PMP exam and is taught by Dr. Jo Ellen Moore, professor in the Department of Computer Management and Information Systems (CMIS).

Project Management Symposium

The annual Project Management Symposium continues to be a popular event for project managers in the St. Louis region. Held each November, the sold-out event draws around 450 attendees each year. Students in the CMIS 540 graduate course conduct a project that culminates in a student-run event at the symposium.

Custom Training

In addition to our core programs, we develop tailored project management training offerings for businesses throughout the St. Louis metropolitan area. Past customers include Trouw Nutrition USA, Dynege and Edward Jones.

Project Management Advisory Board

The SIUE Project Management Advisory Board helps identify project management training needs in the region’s business community and drives the development of the Executive Education project management training portfolio. More than 40 industry practitioners come together each month to share best practices and set the agenda for SIUE’s Project Management programs.

Spring and Fall Workshops

We offer professional development units through a variety of one-day and half-day workshops throughout the year. The workshops are taught by SIUE faculty and practitioners who are members of the SIUE Project Management Advisory Board.

Recent workshop topics include: managing differences, difficult conversations, leadership, communication skills, spreadsheet skills, earned value management and emotional intelligence. New workshops are added each semester.

For more information on project management programs or the Project Management Advisory Board, please contact Kristine Jardin, Director of Executive Education: kjarden@siue.edu, 618-650-2668 or visit siue.edu/project-management.

Getting Ahead: Why Successful Project Managers

By Dave Mayo, BA '82, MBA '88, Retired Director of Information Systems at Edward Jones and School of Business Advisory Board Member

“What does it take to get ahead?”

It's a question I've heard frequently from young associates. Dedication, communication, critical thinking skills and technical knowledge—these are basic requirements for moving up.

But it's the people who “make things happen” who rise most quickly. These individuals are seen as change agents helping improve the productivity of their organizations.

Their secret? Stellar project management skills, combined with the dedication to help others succeed.

In Peter Drucker's book, *The Effective Executive*, he challenges us to ask, “What can I contribute to my organization?” In other words, what makes one invaluable? The greatest contributors most likely to move up are individuals who get results. Being a great leader who drives success means creating an environment in which other individuals can grow and develop their skills. It also means building resilient teams who can problem-solve in the most challenging situations.

Years ago, an organization I was with sent prospective leaders and “up and comers” to a week-long course to “learn project management.” These associates would be assigned a project and were supposed to use the class to develop the essential project elements. At the completion of the course, they would inevitably be raring to dive into action, with renewed confidence in their ability to “get the job done.”

I would address the class at the end with a warning, “The project plans you just laid out in perfect logical fashion will soon have to face reality, which consists of challenges that are hard to predict: people with varying degrees of skill and motivation, competing agendas within different parts of the organization, and changing priorities that will threaten to throw things off course. To be successful at managing projects, use process as a framework, but always be ready to tackle the unexpected to achieve the results you desire.”

Practitioners often debate whether project management is an art or a science. The answer is yes ... it's both. Understanding project processes and lifecycles is the baseline, but successfully applying these skills in an environment with constantly changing variables requires great finesse and creativity. Learning the nuances of people motivation, communicating with all levels of the organization, and working through conflicts and issues takes trial and error—a key part of learning. Bad experiences can help us grow, sometimes more so than the positive experiences. Of course, it's always preferable to learn from others' bad experiences. Seeking help from others can help to minimize those mistakes.

“To be successful at managing projects, use process as a framework, but always be ready to tackle the unexpected to achieve the results you desire.”

—Dave Mayo, BA '82, MBA '88,
Retired Director of
Information Systems,
Edward Jones

Should Learn the Value of Helping Others

The SIUE Project Management Advisory Board has been a tremendous help for me in this respect. It's given me an opportunity to meet regularly with peers to share best practices and approaches to problems, and share war stories of successful and often not-so-successful projects.

Getting guidance from others can help you learn faster and avoid being defined by project failures. Navigating the myriad of processes and convoluted organization charts within your specific company can be a headache. A Project Management Office (PMO) is tasked with this responsibility at more formal organizations, but many don't have that luxury; instead, new or junior employees should seek out help formally or informally from others who have a track record of getting results. And once you build experience, remember to give back.

While at Edward Jones, I was eager to grow my leadership responsibilities to provide a greater contribution. Understanding that good leaders can't succeed alone, I developed a team that helped get the results the company needed. And, to bring out the best in others, I made it a priority to help team members improve their skills, regardless of whether I was their direct supervisor, formal mentor or someone just offering "friendly advice." Edward Jones' culture encourages helping others to support getting the right things done.

Learning and developing is a lifelong endeavor. Students at the SIUE School of Business are fortunate to benefit from a curriculum that prepares them for the realities of a corporate environment. The courses in project management will help them learn the foundational elements required for a successful career path. My advice to them is to master not only the academics, but also the people skills—learning early on how to ask for help from those further down the path, and offering help to others as they build experience and advance in their roles.

True satisfaction comes not just from getting ahead, but helping others get ahead along the way.



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With gratitude, Timothy Schoenecker, Interim Dean, School of Business

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