

# BI NEWS

International Business Institute at the University of Missouri–St. Louis

SPRING 2022



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# Rebooting IB@UMSL

As a Professor of Information Systems, I know the value of rebooting! It resets memory, can clear out some problems, and gives us a fresh start.

With the help of our staff, faculty and advisory board we are well on our way to rebooting International Business at UMSL. As the pandemic lessens, we are ramping up our IB programs and initiatives.

In April, UMSL hosted the 9<sup>th</sup> annual UMSL- CUIBE Case Competition and welcomed undergraduate teams from seven universities back to our campus for an intense face-to-face competition. The competition was sponsored by Bayer and the case was titled: BAYER: The Right To Win: Strategies and Models for Success for the Bayer Carbon Initiative. Washington University finished in 1<sup>st</sup> place followed by Truman State University in 2<sup>nd</sup> place and the UMSL team finished in 3<sup>rd</sup> place.

In March, the IB students and faculty brought the 13<sup>th</sup> annual UMSL International Business Career Conference back and continued the expansion into a month of IB activities.

The hybrid event started with our Dean, Joan Phillips, interviewing the President of CNBC International, John Casey and host of "Velshi" at MSNBC, Ali Velshi. Our Keynote address was delivered by former US Ambassador to Ireland, Kevin O'Malley, and culminated with a fantastic panel entitled "She Rocks!!! Women in International Business." You can find the entire program here: <https://www.umsl.edu/ibcc/webinars/index.html>

As part of our reboot of IB@UMSL, Study Abroad is beginning again! We are sending graduate students to Aschaffenburg, German, to be part of the Global Venture week with our partners in Germany and Finland. We are sending undergraduate students to the Summer School program in Bremen, Germany and Professor Costello is taking undergraduate students to Oxford. All of these programs are supported by scholarships from our International Business Advisory Board.

Our faculty did not let the pandemic slow their global impact. As you can see from the list of Accomplishments, the IB Faculty continue to publish and serve on the editorial boards of the top journals. In fact, two IB Fellows, James Campbell and George Zsidisin were recently ranked among the top 2% of scholars worldwide!

As you can see in this newsletter, IB@UMSL continuing to transforming the lives of our students and prepare global leaders through our IB programs with the support of our faculty, staff and partners.

Ctrl-Alt-Delete: A new start for IB@UMSL



**Dr. Joseph Rottman**  
Director,  
International Business Institute,  
University of Missouri–St. Louis

### International Business Advisory Board

The International Business Institute Advisory Board includes academic and business leaders who are St. Louis-based and global. Board members represent companies of various sizes. This linkage is critical to the ongoing development of the International Business degree programs at the University of Missouri-St. Louis. Business members of the advisory board provide valuable input about curriculum and internships for international MBA students, and participate in classes and other forums to share their experience and knowledge with our students.

**Scott Bell**  
Independent Consultant,  
Former Vice President of Global Sales Operations, Siemens

**Steve Burrows**  
International Business Development Professional Red Spider Consulting, LLC

**Ross Bushnell**  
Vice President and General Manager, Global Flexibles, Sonoco

**Michael Costello**  
Founding Member, Agreeco, LLC

**Lloyd "Henry" Evitts**  
Vice President, Manufacturing H-J Enterprises, Inc.

**Norihito Furuya**  
CEO, IGB NETWORK Co., Ltd.

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President, H-J International Inc.

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Executive Director, World Trade Center Saint Louis

**Michael Kelley**  
Vice President of International Business Development, Metal Exchange Corporation

The International Business Institute at the University of Missouri–St. Louis publishes IBI News for alumni, faculty, students and staff. The newsletter highlights the people and programs that make the institute great.

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# *International Business Appreciation Month opens with panel discussion featuring journalists Ali Velshi, John Casey*

BY STEVE WALENTIK

College of Business Administration Dean Joan Phillips kicked off International Business Appreciation Month at the University of Missouri–St. Louis Tuesday by moderating an online panel discussion with two journalists – Ali Velshi and John Casey – who have covered business and finance all over the globe.

Velshi, now the host of “Velshi” on MSNBC, formerly hosted “Real Money with Ali Velshi” on the Al Jazeera Media Network and was the chief business correspondent at CNN and host of “World Business Today” at CNN International after starting his career in Canada in the late 1990s. He also is a lecturer at The Wharton School of Business at the University of Pennsylvania.

Casey is now the president and managing director of CNBC International and has been covering business behind the camera for more than 27 years. He started as news assistant at European Business News and was with the organization working as a producer when it merged with CNBC in 1998. He helped guide CNBC news coverage in Europe and Asia, living nearly four years in Singapore, on his ascent to his current role, which began in June 2020.

College of Business Administration Dean Joan Phillips moderates the International Business Appreciation Month virtual kickoff event.

In a wide-ranging discussion, the two men described the paths that brought them to their current roles, shared insights on working in and covering international business as well as the state of the news industry, and offered advice for students on working in teams, finding mentors and advancing in their careers.

“This is the 13th year where we have brought together students, faculty and staff from across the globe to discuss the path to success for international business careers,” Phillips said as she welcomed the audience to the virtual event.

Both Velshi and Casey were naturally drawn to international business and global affairs. Velshi was born in Kenya to a father from India and a mother from South Africa. He spent most of his childhood in Toronto and attended Queen’s University. Casey, meanwhile, was born in South London to a father from England and Ireland and a mother from Trinidad and Antigua. He spent part of his childhood living in Hong Kong, and is now living in the UK, married to a native of New Zealand.

“I continue to do that through the luckiness of my international exposure, and I’m very grateful for that. My parents had a very deliberate and intentional view, which is we are citizens of the world.”

Velshi said Americans benefit from trying to broaden their own worldview, as he’s seen with his own students.



Ali Velshi, host of “Velshi” on MSNBC, and John Casey, president and managing director of CNBC International, participated in a panel discussion moderated by College of Business Administration Dean Joan Phillips to kick off International Business Appreciation Month. (Screenshots)

“Other than the hard skills that you need in a business school that the employers are always talking to us about – the coding, the engineering, the finance, the accounting skills, things like that – other than those, the No. 1 nonhard skill that every employer is looking for is international experience or the ability to understand other cultures or languages,” Velshi said.

But he and Casey both agreed that Americans still benefit from their national background when going to work internationally.

“What all of the students on this meeting have is a high level of relevance and currency because they happen to be from the place that is the most known, the most understood, the most transparent, the most talked about place in the world,” Casey said. “With the currency that underpins all the world’s assets, in the language that, along with Mandarin, is the dominant language of the world and with the soft power of Hollywood that is appreciated and consumed around the world. It gives you an instant relevance in any conversation, which makes you able to not lose your audience, and from there, use whatever inherent strength or specialty or super power you have to add value.”

Velshi and Casey are in many ways observers of the business world, but they’re also well-versed in what makes organizations successful, and they shared their perspective.

“You have to be aligned to your mission,” Velshi said. “Your team has to be aligned to your mission. Teams fail, whether it’s in the journalism world or the business world, when the members of the team are not clear on what the mission actually is.

“The mission can’t be putting on a TV show. It’s got to be substantially clearer than that. It can be high-minded and noble. It can be to get more viewers than anybody else in this particular demographic. But it has to actually be a mission.”

Phillips concluded the discussion by reading questions submitted by students in the audience, including one about mentorship.

“Definitely have multiple mentors if you have the opportunity,” Casey said. “Go quality over quantity, having said that, because there’s no point being trapped in a conversation with someone that’s not adding a lot of value, where you’re going to feel awkward about ending the relationship. So focus on getting the right ones. But in terms of plurality, no one has all of the answers, there is no silver bullet, and you will learn different things from different people and they’ll be relevant in different circumstances.”

The event with Velshi and Casey was the first of eight planned during the 2022 International Business Appreciation Month, with an overarching theme of Embracing Diversity and Opportunities.



Dr. Joan Phillips, Dean of the College of Business Administration



Gerald Gao, Renita Miller and 2021-2022 IMBA Cohort, together with the H-J Enterprises team.

## H-J Enterprises Tour BY WESLEY BAUCOM

The students and faculty at the International Business Institute had the opportunity to tour the H-J Enterprises manufacturing facility in High Ridge, Missouri. H-J Enterprises is a global producer of electrical distribution products, such as transformers and regulators, that are responsible for bringing electricity to your home and business. The service they provide is critical to the global electrical grid.

Henry Evitts, Vice President of Manufacturing, recalls how the business started. Evitts' father was an electrical engineer, and a lot of his friends were in the electrical business. It was a small business at first, simply making certain products for electrical distribution, but it was tight-knit and staffed by family and friends, all sharing a common bond. "It was easier to start a business back then," Evitts said. "There was less red tape. Fewer rules and regulations. But you still had to produce on a professional level, and you had to work hard."

From there the business started to grow. Evitts sacrificed his goal of being an accountant, switching his schedule around to work at the facility in the day and take classes at night. According to Evitts, H-J Enterprises started by making sand castings and other simple products, but the product catalogue widened as demand grew.

"We've made a lot of great choices, and have taken advantage of a lot of great opportunities," Evitts said. Currently, H-J Enterprises holds 95% of the market share for electrical distribution systems. They sell their products in over forty-six countries, including Brazil, Columbia, Germany, and even China. They even have other facilities across the globe as well—one in China, and a new facility being built in Mexico. Despite all the new things that high demand has brought their business, it takes more than just innovative machinery and a large workspace to succeed in global markets.

"It takes a village of good people," Evitts said. The company was built by good people—all one family and their closest friends. It is from that bond, and the desire to provide a critical infrastructure service, that made the company what it is today. More importantly, professional work requires professional hands. The construction of electrically conductive devices can be potentially dangerous, making the need for "good people," even more prevalent. This was evident as the group toured the

factory. The focus, drive, professionalism, and all-round high quality of process and people was evident.

The international students were amazed to see not just the impressive size of the facility, and all the things that go on inside, but also the wide array of departments within one building. From shipping, human resources, and of course production. One of the most impressive things was the production aspect. One student remarked that he had "Never seen so many metal shavings in my life."

The flow of work was spellbinding. The factory, as one might expect, works like one large machine. Everyone went around with a place to go and something to do, in one fluid motion of production, while a vast array of products was produced, packed, and sent off to their customers. The main reason so much is handled at one facility, rather than going through a variety of contractors, is that control over their design is important, and they have been working to create a standard for others to follow. The group then met the President of H-J Enterprises,

Jay Shelton, at the final part of the tour. When asked to give a statement regarding what is the most important thing he wants the world to know about H-J, he said that "Everything that we have ever made and produced at H-J from the beginning, has really been for the betterment of mankind. Our products are concentrated 99.9% within the electrical industry. It's pretty hard to do anything in the world today without a consistent, reliable, and clean source of electricity, and our products, which are sold all over the world to help with that." Shelton has been with the company since the very beginning. His efforts, along with Evitts', have changed the face of electrical distribution and they continue to work hard, along with the rest of the company, to provide quality products.



IMBA students touring the H-J facility

# 2022 International Business Appreciation Month welcomes Former U.S. Ambassador to Ireland, Kevin O'Malley



The College of Business Administration had the pleasure of hosting the former U.S. Ambassador to Ireland, Kevin O'Malley, as the Keynote speaker for the 2022 IB (International Business) Appreciation Month. A St. Louis native, O'Malley was a long-standing attorney in both private practice and government sector where he served as a federal prosecutor.

In 2008, O'Malley was very instrumental in the presidential election campaign and was later appointed to the position of U.S. Ambassador by President Barack Obama. Located in Dublin, the mission of the Embassy is to advance relations between U.S. and Ireland. The Embassy supports economic growth for businesses and protects U.S. citizens living in Ireland.

The Embassy has a staff of more than 250 employees, with the Ambassador being the highest ranking official. During his time in office, O'Malley was able to strategically advance the relationship between the United States and Ireland. O'Malley made it a point to create greater relationships between Irish and American businesses. He would invite the U.S. embassy's Chamber of Commerce, along with business representatives from each country, where the desire for partnership was strong in both parties. He met with both the President and Prime Minister of Ireland, along with other diplomats on a weekly basis.

O'Malley mentioned that during building relations in Ireland, it is common to make decisions in the office and in a social setting. He would host large scale get-togethers at his residential home. The Deerfield Residence, home of the U.S. Ambassador, is one of the most luxurious in the country—making it the perfect place to connect powerful people, especially in business. It was not unusual for O'Malley and his wife to host up to 300-350 people multiple times a week. In fact, no invitations were ever refused.

Ireland offers a rich 'pro-business' environment. The English-speaking country provides a skilled workforce of highly educated employees, with the highest average of people holding third-level degrees in the EU. More than 700 American businesses have moved their headquarters to Ireland taking advantage of the country's advanced infrastructure, especially in farming and technology industries. Ireland has the fastest growing economy in Europe. O'Malley credits Ireland's success in business to their agility and tenacious entrepreneurial spirit.

With his experience working abroad, O'Malley gave advice to the audience on what it takes to pursue an international career. According to O'Malley, history is important because a business professional must know about the place you want to work. He included that geography is also a needed skill by stating, "Before meeting the neighbors you have to know the neighborhood." A person must stay abreast of current world events. A business professional cannot make well-informed decisions without being well-informed.

(L to R) James Tao, Shlynda Hudson, Joseph Rottman, Joan Phillips, Kevin O'Malley, Renita Miller, Joshua Dobyms, Gerald Gao, Emily Lane



# Liane Constantine leads post-COVID international recruitment rebound, expansion

BY JESSICA ROGEN

Yura Jeong, a performance manager in South Korea, wanted to advance her skills and her career by taking courses on her specialty. But when she started looking around for educational opportunities in her home country, Jeong realized that there weren't many offerings.

She decided to explore options abroad – a decision that led her to the University of Missouri–St. Louis International Master of Business Administration program.

"I found out that there is a multiple-degree system with UMSL and my country's university," Jeong said. "I thought that multiple degree was good opportunity for me. Another reason is that my university's professor received a doctorate from Missouri State University, and he recommended that UMSL has excellent lectures on data and analytics."

Strong connections with international partner institutions and excellent programs are just two of the many reasons that international students are drawn to UMSL according to Liane Constantine, UMSL's senior international officer and the executive director of UMSL Global. There's also UMSL's status as a tier 1 public research institution, approachable professors, strong market value of individual academic programs, St. Louis' welcoming attitude and the American campus atmosphere.

"They're happy students, and we much appreciate hosting them," said Constantine, who assumed a permanent role leading UMSL's international efforts in August after serving as interim executive director since spring 2020.

That's a sentiment that Jeong agrees with.

Yura Jeong is a student in the College of Business IMBA Program. She decided to attend UMSL after discovering the IMBA's partnership with Chonnam National University in South Korea.

"I live with the other students," she said. "Everyone kindly helps us, and I made lots of memories as an IMBA student. For example, we make food together in our dormitory and travel to attractions together. If I hadn't entered UMSL or the IMBA program, I don't think I will have been this close to them. I highly recommend the IMBA program."

Experiences such as Jeong's make for a robust international program that's been able to adapt along with the challenges presented by the coronavirus pandemic and travel restrictions.



**"I live with other students. Everyone kindly helps us, and I made lots of memories as an IMBA student."**

**-Yura Jeong**



Liane Constantine, UMSL's senior international officer and the executive director of UMSL Global, is leading the university's growth in international enrollment.

How to expand following recovery and how to create an international experience on UMSL's campus are very much on Constantine's mind as she looks toward her office's efforts going forward.

Traditionally, UMSL has drawn on partnerships with foreign institutions, such as Jeong's Chonnam National University in South Korea, to create a pipeline of international students. In 2018, UMSL Global decided to expand into using recruitment agents, which resulted in record applications in 2020 – just in time for COVID-19 restrictions.

During the pandemic, agent and university work modes shifted, which meant that Constantine and her team had to step in and move that work 100% online and with new levels of creativity, highlighting UMSL's unique strengths and market value of the academic programs.

"The campus community huddled together, and we invited our faculty community into late night shifts for talking about the individual programs," she said. "It was very successful, and the effect for this season has been that we have seen almost 2,000 applications to campus as of today."

UMSL has welcomed about 100 new international students during the fall semester of 2021. This has been the first semester since the onset of the pandemic to see a larger international cohort again. Constantine anticipates this trend continuing with similar increases during the spring and fall 2022 semesters.

Approximately 600 international students have matriculated to UMSL for spring 2022, the highest number in the university's history. Now, factors such as visa and flight availabilities will determine how many of those students will make it to campus.

Because of the many hurdles that international students must jump to attend schools in the U.S. – admission requirements, proof of sufficient funds, visa eligibility and more – the recruitment funnel must be sufficiently large.

"The biggest challenge for us as an international enrollment unit is to work that funnel and to get a good yield rate," Constantine said. "One thing we're looking into currently is to expand our regional scope, so we have bigger diversity within our international student body and to focus on other regions also like Europe, Africa, Central Asia and the MENA region, which stands for Middle East/North Africa. Currently, many UMSL international students come from the Indian subcontinent."

In addition to College of Business Administration programs such as the IMBA, international students are traditionally drawn to computer science programs, such as cybersecurity and information systems, and the STEM degrees, such as biochemistry and biotechnology, chemistry and anything pre-med.

"Areas where we see growth and hope for more is, for example, under the College of Arts and Sciences, a new program for child advocacy, which is an area where Asian universities just don't have as many offerings as we do," she said. "Another one

is actuarial science, and there is a wider spectrum of academic programs in the College of Arts and Science and across campus that we plan to put in the spotlight for international students and international partnerships."

But greater enrollment isn't the only ambition in Constantine's mind for UMSL Global. She also hopes to see increased campus internationalization and goal-directed partnerships.

That means fostering a diverse, international perspective in classrooms and systematically promoting study abroad opportunities for UMSL students, even if that just means a two-week program.

"UMSL Global has an excellent portfolio of study abroad opportunities for all our students," Constantine said. "Seeing the world through a different lens during your formative higher-ed years provides you with a tremendous advantage for a successful career. I encourage all of our students to stop by and explore our doable opportunities."

Building out those ambitions for UMSL is something Constantine looks forward to and is a big part of why she's so delighted to be leading UMSL Global.

"It has been an honor, and I really feel overwhelmed by the trust and by the support of our campus community, not just by the leadership, but really by everybody," she said. "I love to work with our faculty community here, and I love to see the students coming in."

# Scott Bell— The Keys to Mentorship Starts Here

BY WESLEY BAUCOM

Scott Bell, former Vice President of Global Sales Operations for the Siemens Corporation, gave an enlightening seminar on business mentorship to international students here at UMSL. Though recently retired, his giant well of wisdom and experience in business is something to really behold, and a real asset for the students who attended the lecture. For Bell, passing on knowledge is critical. Mentorship, and the steps one takes within a mentorship, is a key component of passing on said knowledge.

"Mentoring can be a very good thing and you can get a lot out of it," Bell said. "Or it can be very frustrating if you don't get very much out of it. The basic thing is to set expectations on both sides." Mentorships are partnerships. If you want to go anywhere with it, effort and communication is the only way to make it fruitful. To Bell, there are four crucial steps to make the partnership meaningful and effective.

**"The most important question you can ask someone in business is 'I have a problem, I need your help.'"**

The first of these steps, before anything, is goal setting—without clearly defined goals there is no path to follow. An action plan is needed. The mentor and the student have to sit down and talk about what steps the student needs to take to accomplish their goals. In order to set steps in place, there has to be a goal in mind. In Bell's mentorship experience, it's rare for students to know exactly what career field they want to go in. Most of his students have multiple interests

and positions they'd like to fill. However, if the student plans on holding any kind of position, they have to hone in on a specific interest for their resume.

"If there's 3 different things you want to do, you need three different resumes." According to Bell, a company, when looking at a resume, they probably won't take a person on if they think that person doesn't know what they want to do. This is where mentorships come into play. A mentor will take into account a student's interests, and give them assignments to hone in on those interests, making their chances of success much higher.

The second step is networking. The best way to gather information from a network is by creating dialogues, either online or in-person. "Think not about not what you'll say, but what you'll ask." According to Bell, conversation is one of the most important things to building connections, along with seeking out help when needed. "The most important question you can ask someone in business is 'I have a problem, I need your help.'" Seeking out the help of other professionals is a great way to get better connections and better information, because, as Bell mentions, most people want to help those who need it.

In order to gain business knowledge, you have to know about what industry perks personal interests, which leads to the third step of mentorship. There are many types of industries, and many more niche's that fit under bigger umbrellas. Marketing, for example, has many different focuses that have to be researched and looked into in order to achieve job success based on interest. In this process though, an applicant can lose interest and gain new ones after looking into it, because it's not what they thought it would be. Which is why immersion is so important, especially through internships, as that's going to give a taste of what work entails.



It all comes down to reasons for doing things, which leads to the final step of Bell's seminar. In interviewing for a job, you have to get your vision for yourself within the company into perspective. "You're not really ready to go out and interview for a job if you really don't know what your goals are, if you haven't really networked well with people, and not knowing what a [employers] are like in reality, you're going to go into an interview pretty blind." With that, Bell stresses that it's about figuring out what you can do within that company, based on your own experience and knowledge, and projecting that in a confident, passionate manner. All these things are something that mentors can not only help you with, but help you exceed in.

The importance of mentorships was made very clear as Bell wrapped up his lecture. He finished by saying that your mentors want to help you. They don't want you to fail, they want you to succeed. When you've made an action plan don't be afraid to speak up if it's not working—it can always change, and make sure to ask plenty of questions a long the way. A mentor is going to make you a stronger, better, and more hireable person, the best way to achieve your goals is to learn from them.

# “She Rocks!”

## Women in International Business BY WESLEY BAUCOM



(L to R) Panel members Sarajeni Hammond, Dupe Akinyede, Stephanie Hosler, Trish Vassar and event moderator Harlan Hodge.

The International Business Institute welcomed a panel of women business executives in celebration of female empowerment in the workspace. In this session, we brought together four inspiring women leaders to share their success stories and examine the impact that leadership roles can have on the women who have held them. We've heard about what true diversity looks like and have unpacked the issues around bringing it to our communities. Alongside the unique qualities that women leaders have brought to the table, there were open and frank conversations around topics like work/life balance, flexibility, resilience, burnout, fears, strengths, failures, and more.

The panel features executives from all kinds of positions and backgrounds. Sarajeni Hammond, Executive Director of Human Resources at Bayer Life Science Company, Dupe Akinyede, CIO of Resideo Technologies, Stephanie Hosler, Global Leader of Corporate and Transactions Department and Partner at Bryan Cave Leighton Paisner, Trish Vassar, Global Director, Learning, Leadership, and Development at the Coca-Cola Company, with the event moderated by Harlan Hodge, Senior Manager of Diversity and Inclusion at BJC HealthCare. For all involved, they got to where they are because of hard work, caring for their team, and the opportunities presented to them.

“I didn't know what form it would take,” Vassar said, responding to a question asking if she knew she would get to where she is today. “I knew what I wanted, and I knew that I was going to make it happen.” Vassar furthers this, saying that to achieve your goals “Do the thing that scares you the most.” Ambition and drive are key factors to success according to the panelists, but to all of them, teamwork, compassion, diversity, and having a global mindset are the other key factors.

Having and respecting diverse perspectives is key according to the panel, especially when considering how global events can affect your business. Hosler is one such example of an executive from a diverse background, as she comes from a family of immigrants. Having a mind focused internationally is important to her because all business is international business. “Even if you're in a company based locally, you're still going to experience international issues, no matter what.” Business supplies, workforce demands, among many other factors, are issues facing all businesses today.

Akinyede, who originates from West Africa and was educated in Europe, furthered Hosler's point by saying that many of the products that fill your homes are amalgamations of production that originate from around the globe. In quoting her parents, “The World is a small village. It always has been, and it's getting smaller and smaller.” This is important, because as she pointed out, businesses are seeking global leaders from all around the said ‘village’, who can speak to the many types of customers relying on the company.

Hodge then prompted the panel on the subject of unequal gender pay, showing them a statistic saying that women earned 18% less than their male counterparts for the same positions. Hammond was the first to respond to this prompt. “Female women of color make 63-cents on the dollar a man makes. I see my career as an uphill climb, and I focused on chasing my passion and purpose and not money, but I'm not ignorant to the fact that we still have work to do.” As an Executive for HR in her company, she said that she does as much as she can to advocate for those who aren't paid fairly, but she also advises people to fight for what they want. “Never leave money on the table,” Hammond said. “Always negotiate for what you want. They might not come to what you're asking, but you'll get a lot closer than what you were at before.”

Even if the panel members are highly successful, they've had their fair share of adversity. Trish Vassar, Global Director, Learning, Leadership, and Development at the Coca-Cola Company, used her opposition to her advantage. “It would really get under my skin when people would underestimate me, and I would internalize it to a point that I thought was unhealthy.” This is not just a sentiment felt by Vassar, but by many women on the panel. Vassar used the frustration as motivation—‘creating a pearl’, as she put it.

In closing, Akinyede urged for not just internal resilience, but also building relationships with others. “It's all about people, and make sure you focus on the people—empathy, compassion, it's all about people.” In fact, all the other panelists hit on the same note. For them, learning to work with others is what makes a great leader. Despite all the difficulties that have come up to them in their career, they've accomplished much by following this standard, and they're biggest piece of advice is for others to do the same.



## *With the help of UMSL Global, this year's international students are prepped for success*

BY WENDY TODD

Maeva Goeffic was in her sophomore year of college in France when she decided to go abroad to continue her studies.

The international business major had never been to the United States but wanted to experience an American education. She wasn't certain of where to go, so she did a Google search of American universities. She discovered the University of Missouri–St. Louis and became intrigued about its international business program. Goeffic made some inquiries, and UMSL Global stepped in.

UMSL Global was established in 1968 by Edwin H. Fedder and initially named the Center for International Studies. Its original purpose was to “promote internationalization of the campus and the curriculum.” The mission of the department has been expanded over the years to encourage more understanding of different cultures and communities through international and multicultural programming, which includes opportunities to study abroad and participate in student and faculty exchange initiatives.

UMSL Global is also responsible for ensuring that international students and UMSL students who are going to study abroad have everything they need to succeed in their education and acclimate to new environments and cultures.

This year UMSL Global is hosting 70 new international students from 12 different countries, the largest group since the beginning of the pandemic.

The students were introduced to UMSL through Global Triton Welcome, a weeklong orientation that began earlier this month with an address from Provost and Interim Vice Chancellor for Academic Affairs Steven Berberich and Vice Provost of Student Success and Academic Innovation Beth Eckelkamp. The orientation, held the week before the start of the spring

semester, included a tour of the campus and activities, speakers and workshops. Educational sessions centered on themes of money, academic expectations, registration, maintaining legal immigration status, safety, health and a general lay of the land. Students were even shuttled to Walmart to pick up home and school essentials.

Feeling welcomed was a significant factor for many of the students.

Hao Lan chose to complete his degree in computer science ultimately because of the care he was shown by Professor Sanjiv Bhatia, director of graduate computer science programs.

“I sent out my resumes and transcripts and found that UMSL treated me the nicest,” Lan said. “When I talked to my department director, Dr. Bhatia, he was so nice to me. And that made me turn to choose UMSL.”

Feeling welcomed often translates to feeling included and valued, strong tenets of UMSL Global.

“It’s about communication starting from the time they apply to the time they’re accepted – making sure they know we want them here,” said Jessica Hylton, newly appointed director of Internationalization Strategies and International Student and Scholar Services. “And once they get here, doing these big events, like having this orientation, that’s to help them get acclimated. We work really hard to do that.”

Part of helping students get acclimated is providing “little pieces of home” like introducing them to international grocery stores that carry food items from their home countries. And there are other practical services UMSL Global provides such as ESL classes to help students strengthen their English skills. These steps, along with conveying that the university offers a quality education, go a long way with students, both choosing UMSL and deciding to stay.

“It had a quality education here,” Goeffic said. “So, that’s what got me interested in UMSL. The way that education is in the U.S. in



**“The advantage of UMSL is we are big enough to have almost everything in terms of academia, and we are small enough to have faculty resources to take the students by the hand.”**

general – the teachers are more friendly and more available to the students in their specialty here. At least that’s what I’ve heard, and that’s what I’m starting to notice.”

Being able to meet a variety of needs including and beyond academics is a selling point for UMSL.

“The advantage of UMSL is we are big enough to have almost everything in terms of academia, and we are small enough to have faculty resources to take the students by the hand,” UMSL Global Executive Director and Senior International Officer Liane Constantine said. “A lot of students are nontraditional students, or they have been nontraditional in very many ways like me – first-generation college students or they have worked for years before entering school. So our professors are used to helping our international students. All of our alumni tell us that’s the one No. 1 argument for UMSL – the caring professors and how they wanted them to succeed.”

Being equipped with the tools of success is another reason some international students chose UMSL.

Muluuta Simon Elvis, from Uganda, came to UMSL to pursue a degree in social work and has high hopes regarding the education and support he will receive.

“I really expect a lot from UMSL but mainly to improve my academics,” he said. “I have a great expectation that UMSL will really help me have a brighter future.

Chancellor Kristin Sobolik welcomed 70 new international students from 12 countries during Global Triton Welcome on Jan. 14 at the Millennium Student Center.



New international students from 12 countries attended Global Triton Welcome, a weeklong orientation session led by UMSL Global.



UMSL Global Executive Director Liane Constantine addresses students at Global Triton Welcome.

# FACULTY ACCOMPLISHMENTS

## BINDU ARYA

Professor of Global Leadership and Management

### Significant Publications

Sahasranamam, S.B. Arya, and M. Sud (2020). "Ownership Structure and Corporate Social Responsibility in an Emerging Market", *Asia Pacific Journal of Management*, 37: 1165-1192.

Horak, S. and B. Arya (2020). "Cultural Context and Cross-country Behavioral Differences in Group Decision-making", *International Studies of Management & Organization*, 50(2): 153-173.

Ouakouak, M.L., M.G. Zaitouni, and B. Arya (2020). "Ethical Leadership, Emotional Leadership, and Quitting Intentions in Public Organizations: Does Employee Motivation Play a Role?" *Leadership & Organization Development Journal*, 41(2): 257-279.

Arya, B, D Mirchandani, and M.M. Harris (2019). "Personality and Pay Satisfaction: Exploring the Influence of Organizational Justice and Gender in South Africa", *International Journal of Human Resource Management*, 30(2): 219-250.

## JAMES F. CAMPBELL

Professor of Supply Chain & Analytics

### Significant Publications

Ghaffarinasab, N., Kara, B., Campbell, J.F., "The stratified p-hub center and p-hub maximal covering problems", *Transportation Research Part B* 157, 120-148, 2022

Campbell, J.F., Li., H. Final Report: Optimizing Drone Use in Vaccine Supply Chains for Less Developed Countries, Final report for ASCM (Association of Supply Chain Management) grant, 92 pages, March 2022.

Millstein, M.A., Bilir, C., Campbell, J.F. "The Effect of Optimizing Warehouse Locations on Omnichannel Designs", *European Journal of Operational Research*, doi.org/10.1016/j.ejor.2021.10.061, 2021.

## MICHAEL J. COSTELLO

Teaching Professor of Finance and Legal Studies

### IB Activities

Resumed teaching post-covid UMSL Summer Study Abroad Course in Comparative Law at Oxford University, England.

Accompanying MBA Study Abroad course in Peru to renew industry contacts post Covid.

## FRANK Q. FU

Associate Professor of Marketing

### Significant Publications

Alsaleh, DA, MT Elliott, FQ Fu, R Thakur (2019). "Cross-cultural Differences in the Adoption of Social Media", *Journal of Research in Interactive Marketing*, f13(1), 119-140.

J.J. Phillips, P.P. Phillips and H.Yi. (2020). "ROI in Marketing: The Design Thinking Approach to Measure, Prove, and Improve the Value of Marketing", New York, NY: McGraw-Hill.

H.Yi, Y. Zheng, L. Li, X.Wang and X. Zhang (2020). "Using the 10 Performance Improvement Standards to Guide Strategy Development and Implementation: A Marketing Performance Improvement Case", Van Tiem, Darlene and Nancy Burns (Eds), *Cases in Performance Improvement Innovation*, Hersey, PA: IGI Global: 46 - 64.

## HUNG-GAY FUNG

Dr. Y.S. Tsiang Professor of Chinese Studies and Curators' Professor of Finance

### Significant Publications

Zhong-qin Su, Yuyang Xu, Zuoping Xiao, and Hung-Gay Fung (2020). "Directors' Prior Life Experience and Corporate Donations: Evidence from China," *North American Journal of Economics and Finance*, 53, 101191.

Hung-Gay Fung, Penghua Qiao, Jot Yau, and Yiping Zeng (2020) "Leader Narcissism and Outward Foreign Direct Investment: Evidence from Chinese Firms.," *International Business Review*, 29, 1-11.

Erin H. Kao, Chih-Chuan Yeh, Li-Hsun Wang, and Hung-Gay Fung (2018). "The Relationship between CSR and Performance: Evidence in China", *Pacific Basin Finance Journal*, 51, 155-170.

## GERALD YONG GAO

Associate Dean, College of Business Administration, Professor of Marketing

### Significant Publications

Ju, M and GY Gao (2022). "Performance Implication of Exploration and Exploitation in Foreign Markets: The Role of Marketing Capability and Operation Flexibility", *International Marketing Review*, forthcoming.

Ju, M, JY Murray, GY Gao, and M Kotabe (2019). "Concurrent Sourcing Strategy of Multinational Firms in China: Drivers and Performance Implications", *Journal of World Business*, 54(6), 101015.

Gao, GY, DT Wang, and Y Che (2018). "Impact of Historical Conflict on FDI Location and Performance: Japanese Investment in China", *Journal of International Business Studies*, 49(8), 1060-1080.

## STEVE MOEHRLE

Professor of Accounting

### Significant Publications

Moehrle, S, M Meckfessel, J Reynolds-Moehrle, P Stuerke, and J Wen (2018). "Developments in Accounting Regulation: A Synthesis and Annotated Bibliography of Evidence and Commentary in the 2017 Academic Literature", *Research in Accounting Regulation*, 30(2), 138-147.

### Awards

American Institute of Certified Public Accountants (AICPA) Distinguished Achievement in Accounting Education Award (2019).

## JANET Y. MURRAY

E. Desmond Lee Professor for Developing Women Leaders and Entrepreneurs in International Business

### Significant Publications

Parente, Ronaldo, Janet Y. Murray, Yue Zhao, Masaaki Kotabe, and Ricardo dos Santos (2020). "Relational Resources, Tacit Knowledge Integration Capability, and Business Performance," *Journal of Knowledge Management*, https://doi.org/10.1108/JKM-07-2020-0501.

Ju, Min, Janet Y. Murray, Gerald Y. Gao, and Masaaki Kotabe (2019). "Concurrent Sourcing Strategy of Multinational Firms in China: Drivers and Performance Implications," *Journal of World Business*, 54(6), 101015.

### Awards

Consulting Editor, *Journal of International Business Studies* (JIBS), 2022 - 2025.

Panelist, Women in the Academy of International Business (WAIB) Woman of the Year Panel, Academy of International Business Annual Meeting, 2021.

Ranked #9 among the Top 20 Most Proficient Authors who published in the *Journal of International Marketing* during the 27-year period 1993 - 2019; ranked #4 during 2007-2013 (Dontho, Kumar, Pandey, and Lim, 2021).

## SEEMANTINI PATHAK

Associate Professor of Global Leadership and Management

### Significant Publications

Chiu, S., Pathak, S., & Sabz, A. (2022). "The Impact of Advisor Status on Corporate Divestitures and Market Reactions", (Accepted at *Journal of Business Research*).

Evans, K., Salaiz, A., Pathak, S., & Vera, D. (2022). "Boards and corporate social performance: The role of community influencers and interlocks", *Business & Society*, 61(1): 225-263.

Salaiz, A.H., Evans, K., Jones, C.D., & Pathak, S. (2021). "CEO-COB Prestige Distance and Change in Diversification: Exploring a Curvilinear Relationship." *Leadership Quarterly*, https://doi.org/10.1016/j.leaqua.2021.101544

## EKIN PELLEGRINI

Associate Dean, College of Business Administration, Associate Professor of Global Leadership and Management

### Appointments

Human Relations Commissioner, St. Louis County. Appointed on October 1, 2021 by Dr. Sam Page, St. Louis County Executive

### Significant Publications

Yao, L., Xu, M., & Pellegrini, E. K. (2021). "The boss's long arm: The differential impact of authoritarian and benevolent leadership on spousal family satisfaction", *Frontiers in Psychology*, 12, Article 780030.

Hu, C., Zhang, S., Pellegrini, E. K., & Huang, J.-C. (2020). "To mentor or not to mentor: A job demands-resources perspective", *Journal of Management and Business Research*, 37(4), 349-366. Best Paper of the Year Award for Practical Value.

Boswell, S., Pellegrini, E. K., & Eysseil, T. (2021). "CEO narcissism and firm performance: Exploring moderated and curvilinear relationships", *Proceedings of the Southern Management Association Annual Conference*, New Orleans, LA. Organizational Behavior Division Best Paper Award.

Jordan, J. E., Jr. & Pellegrini, E. K. (2021). "Talent retention: An empirical examination of a 21st century United States Department of Agriculture", Proceedings of the Academy of Management Annual Meeting

## JOSEPH W. ROTTMAN

Director, IB Institute and Chair of the COBA Strategic Planning Committee, Professor of Information Systems

### IB Activities

"Bayer: The Right to Win: Strategies and Models for Success for the Bayer Carbin Initiative" 2022 IB Case Competition Case.

Chancellor's Award for Excellence in Teaching to a Tenured or Tenure Track Faculty Member, 2021

Vice Provost's Award for Student Engagement and Development of UMSL students and the campus community, 2019

"Comprehensive Framework for Evaluating IT Automation" 2019 IB Case Competition Case

"Global IIOT Strategy" 2018 IB Case Competition Case.

## L. DOUGLAS SMITH

Founders Professor of Supply Chain & Analytics

### Significant Publications

Smith, L. Douglas, Steven R. Stout, Michael R. Wieck (2021). "A Study of Healthcare Services Received under Alternative Medicare Insurance Plans" *Journal of Health and Human Services Administration*, 44, no. 4: 334-360

Smith, L. Douglas and Canser Bilir (2022). "A Study of the Potential Effects of Gate-Hold Strategies on Arrival and Departure Operations at Charlotte Douglas International Airport" *Transportation Research Record*, in press.

Smith, L. Douglas and Canser Bilir (2022). "Modelling Airline Operations at Major Commercial Airports for Strategic Decision Support", to appear in *Advanced Systems Modeling and Simulation Techniques* (Elsevier).

### Awards

HSBC outstanding research paper award. 2019, for work sponsored by the U.S. Federal Trade Commission and published in *Financial Services Review* (L.D. Smith, M. Staten T. Eysseil, M. Karig, J. Feinstein, C. Johnston)

## CHIKAKO USUI

Associate Professor of Sociology

### Significant Publications

Usui, C (2018). "Gender Equality in the Japanese Workplace: What has Changed since 1985?" In M Najafizadeh and LL Lindsey (eds.) *Women of Asia: Globalization, Development, and Gender Equity*. New York: Routledge.

Usui, C and RA Colignon (2017). "Lessons in Japanese Leadership: If the Bird does not Sing". Presented at the 30th Annual Conference of the Association of Japanese Business Studies in cooperation with the Academy of International Business, July 1-5, Dubai, United Arab Emirates.

## GAIYAN ZHANG

Finance Board Scholar and Professor of Finance

### Significant Publications

Iftekhar Hasan, Liuling Liu, Anthony Sauders and Gaiyan Zhang (2022). "Effects of Deposit Insurance on Bank Lending: Evidence from Global Banks during the 2008 Financial Crisis". *Journal of Financial Intermediation*, forthcoming.

Gaiyan Zhang, Yiuman Tse and Yanying Zhang (2022). "Return Predictability between Industries and the Stock Market in China", *Pacific Economic Review*, forthcoming.

Gaiyan Zhang, Wenlong Zhang and Jean Helwege (2022). "Cross Country Linkages and Transmission of Sovereign Risk: Evidence from Global Credit Default Swaps Markets", *Journal of Financial Stability*, Volume 58, 100838

## GEORGE A. ZSIDISIN

John W. Barriger III Professor of Supply Chain Risk and Resilience

### Significant Publications

Gaudenzi, Barbara, George A. Zsidisin and Roberta Pellegrino (2021). "Estimating the Financial Effects of Mitigating Commodity Price Volatility," *Supply Chain Management: An International Journal*, Vol. 26, No. 1, pp. 17-31, https://doi.org/10.1108/SCM-02-2020-0047

Zsidisin, George A., Amanda Bresler, Benjamin Hazen, Keith Snider and Taylor Wilkerson (2022). "Research in Defense Logistics: Where Are We and Where Are We going?" *Journal of Defense Analytics and Logistics*, Vol. 4, No. 1, pp. 3-17, https://doi.org/10.1108/JDAL-07-2019-0012.

Zsidisin, George A., Barbara Gaudenzi and Roberta Pellegrino (2022). "Five Principles for Creating a Supply Chain Foreign Exchange Risk Mitigation Strategy," *CSCMP Quarterly*, Q3, pp. 20-23.

### Awards and Recognition

Top 2% Cited Scholar in Business and Management, Operations Research, and Business and Economics, https://elsevier.digitalcommonsdata.com/datasets/btchxktzyw/2

Douglas E. Durand Award for Research Excellence, College of Business Administration, University of Missouri - St. Louis (2020)



# SCHOLARSHIPS



Name of Scholarship	Requirements	Value*
<b>Robert B. Vining Jr. Memorial Scholarship</b>	<ul style="list-style-type: none"> <li>• Must have a minimum GPA of 2.5</li> <li>• Must be an IB Major or Minor</li> <li>• Must use scholarship for study abroad to meet International Experience requirement</li> <li>• Must be an active member of the IB Club or IB Honor Society</li> </ul>	Up to \$3,500 Renewable Multiple scholarships available each year
<b>David P. Gustafson Memorial Scholarship for Overseas Studies</b>	<ul style="list-style-type: none"> <li>• Must be enrolled in the CoBA</li> <li>• Must use scholarship for study abroad to meet International Experience requirement</li> </ul>	\$500 Non-Renewable
<b>Messrs. Pang Yulam &amp; Pang Kiyon Memorial Scholarship</b>	<ul style="list-style-type: none"> <li>• Must be enrolled as an undergraduate in the CoBA and majoring in IB</li> <li>• Must be Junior or senior</li> <li>• Must have a minimum GPA of 3.1</li> </ul>	\$1,500
<b>International Business Scholarship</b>	<ul style="list-style-type: none"> <li>• Must be a full-time student</li> <li>• Must be an IB Major</li> <li>• Must demonstrate need as determined by the FAFSA</li> </ul>	\$2,000 Renewable
<b>International Business Advisory Board Scholarship</b>	<ul style="list-style-type: none"> <li>• Must have a minimum GPA of 3.0</li> <li>• Must be an IB Major or International MBA student</li> <li>• Must use scholarship for study abroad to meet International Experience requirement</li> </ul>	\$2,000 Non-Renewable Multiple scholarships available each year
<b>International Business Fellows Scholarship</b>	<ul style="list-style-type: none"> <li>• Must have a minimum GPA of 3.2</li> <li>• Must be an IB Major</li> <li>• Must use scholarship for study abroad to meet International Experience requirement</li> </ul>	\$500 Non-Renewable
<b>International Business Studies Matching Scholarship</b>	<ul style="list-style-type: none"> <li>• Must be a Missouri resident</li> <li>• Must demonstrate need as determined by FAFSA</li> <li>• Must be a full-time student</li> <li>• Must be pursuing a bachelor's degree in the CoBA with emphasis in International Business</li> </ul>	\$1,500
<b>Smith Family Study Abroad Business Scholarship</b>	<ul style="list-style-type: none"> <li>• Must be a student in the CoBA</li> <li>• Must used for an International Education Experience approved by UMSL</li> <li>• Must demonstrate need as determined by FAFSA</li> </ul>	\$1,500

To view a full list of scholarships and awards available through the College of Business Administration, please visit [umsl.edu/services/finaid/scholarships](http://umsl.edu/services/finaid/scholarships). Students must apply online and have the application submitted to Dr. Joseph Rottman at [rottman@umsl.edu](mailto:rottman@umsl.edu).

*\*Actual awards vary by semester.*



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