Note from the Chair – Timothy Harper

Greetings! Having served as Department Chair for 1 ½ years, I am more aware of the opportunities and challenges that face the Management and Business Department (MBD) here at Skidmore College. I celebrate the fact the scale is weighted heavily in favor of opportunities, and I will detail some of those opportunities, report a few happenings in the department and highlight some challenges in this note. Before addressing this year's issues, however, I must acknowledge the excellent work of my immediate predecessors, James Kennelly, Mark Youndt, Susan Belden, Betty Balevic and Christine Page and the MBD Administrative Assistant, Nancy Walker.

The MBD seeks to provide its business majors and minors skills in the areas of critical thinking, written and oral communication and interpersonal engagement. Further, we aim to have students develop professional and business competencies as well as the business acumen that will propel them into the next stage of their lives. Thus, the department strives to be strongly connected and firmly intertwined with the rich heritage and underlying strength of Skidmore College - the liberal arts. I am a strong advocate of offering a solid core of traditional requirements and electives in the business major while allowing our students the flexibility to select an additional major, diverse minors or to simply enjoy the prospect of exploring other disciplines at will. Eventually this approach will be expanded and formalized when the department completes the restructuring process it initiated last year. Nonetheless, we must continue to offer a sufficient number of required and elective business courses and this has created a bit of a challenge given the retirement of key several full-time faculty, the selection of our Harder Chair to become the Dean of Special programs for the College, and the generally lengthy process of filling full-time tenure track positions. Recognizing the centrality of students' quantitative competencies to our mission, our goal, and challenge, this year is to add an Assistant Professor of Finance to the department for the fall of 2012.

A second challenge is to balance our desire to share the wealth of talents, knowledge, skills and abilities of department faculty with the college at large while still meeting departmental needs. At present, Management and Business Department faculty contribute to: International Affairs (Ela Lepkowska-White, Director; Pushi Prasad; James Kennelly, Former Director); the First-Year Experience (Fall, 2011 and Fall 2012 – James Kennelly, Mark Youndt, Christine Kopec, Aiwu Zhao, Tim Harper); and Gender Studies (Pushi Prasad). Also, Mark Youndt, James Kennelly, Christine Kopec and I serve on major committees or in major roles in the college governance system. Needless to say, MBD faculty are in great demand across the college given their qualifications and commitment to the institution. For example, Caroline D'Abate’s assessment work related to the MB107 program and writing requirement in the major is seen as a model for other departments and programs. We also work closely with David Howson, the Director of the Arts Administration Program.

Moreover Ela and I serve on the Carr Residency Committee, along with Douglas Meyer, an MBD instructor, and Michelle Paquette of Special Programs who chair the Committee, which is charged with creating interdisciplinary programming across the campus for students and faculty. Through that process, we have already brought to campus Carter Roberts of the World Wildlife Federation and Zana Briski, Director of Born into Brothels. They each had a phenomenal impact on the college community and we hope for the same next semester as we look forward to hosting Michael Kaiser, President of the John F. Kennedy Center for the Performing Arts. The department plans to continue to offer strong support to the college’s programs, governance system
WE JUST HAD TO MENTION

and co-curricular activities, while strengthening and diversifying the major and its offerings.

As mentioned above, our good friend and former F. William Harder Chair, Paul Calhoun, is currently serving as the Interim Dean of Special Programs (see back page). As a result of Paul’s change in position, we recently opened the search for a new Harder Chair. Please feel free to spread the word or to consider applying for this position. In recent years, Bernie Kastory and Paul Calhoun have continued the storied history of persons serving in this key role.

Of course, change presents opportunity for introspection and renewal. Ultimately, we continue to strive to be a department that is innovative, dynamic, and responsive to internal and external changes in the academy as well as in the world that our students will face upon leaving Skidmore.

Our current restructuring efforts reflect our aspirations for be counted among the top-tier business programs in the nation. Pushi Prasad, Caroline D’Abate, Ela Lepkowska-White and Christine Kopec comprise our restructuring subcommittee. The initial stage of the effort involves a thorough examination of our major with an eye to a re-structured program focused on providing all the components of a traditional business education, coupled with a deeper connection to rich liberal arts curriculum of the College. We are aiming for disruptive rather than sustaining innovation. The restructuring process promises to be an interesting and engaging journey.

A journey might be one way to describe students’ participation in the Ken Freirich Business Plan Competition. The second year of this event promises to be as exciting as the inaugural year. Roy Rotheim, Coordinator, Christine Page and I in collaboration with John Chaplin, Advancement and Dan Forbush, Strategic Communications invite you to join in on the fun. Please contact Roy at rrotheim@skidmore.edu for details on how you might contribute to this year’s competition.

Another set of opportunities involves “you” as well. We are excited about forming new collaborations with Deb Loffredo, Director of Career Services. For example, Keith Fitzgerald, Skidmore alum and Chairman, The Fitz-Gerald Group, LLC, will be offering a business etiquette workshop during the spring semester. Kim Roy, Skidmore Trustee, Alum, Parent and Group President, LRL will be working more closely with Career Services and the MBD to identify students for internships with the firm. Deb Loffredo recently announced that JP Morgan will be conducting on-campus interviews focusing on students interested in Wall Street. We plan to announce an internship program involving the Adirondack Trust Company in Spring 2012 as well. Surely, the bridge to the world of work and life-long learning experiences is widening for Skidmore students. We also have experienced a dramatic increase in classroom visits and small group lectures involving Skidmore alum and parents, as well as friends of the college from both the for-profit and non-profit worlds.

Finally, the teacher-scholar model holds true in the Management and Business Department. While faculty research productivity is noted elsewhere in the newsletter, I want to congratulate my colleagues on their books, journal articles and case studies, conference presentations and proceedings as well as their collaborative research with students including summer research and honors and MALS thesis projects. Research does, indeed, inform our teaching and our service, in addition to our professional and personal lives. We collectively desire to educate and inform the world, and likewise to benefit the college and department in significant ways. All Hands Aboard for a better and brighter future!
AROUND THE DEPARTMENT

Caroline D’Abate
and co-authors Erik Eddy and Paul Thurston (Siena College) published “Explaining Engagement in Personal Activities on Company Time” in Personnel Review. The article reports on data gathered from survey respondents regarding internet, email, and phone use, as well as water-cooler chat of employees during work hours. Caroline and her co-authors also presented research on the benefits of work-related mentoring initiatives at the International Academy of Management and Business (IAMB) conference in January. The paper entitled “The Impact of Mentoring on employee attitudes, competencies, and performance,” won the 2011 Best Applied Paper awarded by that particular conference. Additionally Caroline was invited to speak at the June 2011 meeting of the New England Society of Applied Psychologists in Boston.

Tim Harper
and co-author Barbara Norelli partnered in a publication entitled “Who, What, and When” forthcoming in College and Undergraduate Libraries. Tim and Barbara also wrote and presented “Faculty-Librarian Collaborations: A Prescription for Effective Instruction” at the Organizational Behavior Teaching Conference at Marquette University.

James Kennelly

Ela Lepkowska-White
and co-author Joanna Bialkowska (2011) published “The Impact of Education and Legislation on Smoking Motivations” in the Journal of East-West Business. The article explores the impact of historical developments in the macro environment, with special focus on the influence of legislation and health education on the perceptions of smoking and cigarette consumption in Poland. To evaluate the results of these changes the study analyzes a blog where Polish smokers explain why they still smoke. In 2011 Ela and Thomas Brashear wrote a book chapter titled “Developments in Advertising in the Post Socialist Environment: Longitudinal Analysis of Polish Print Ads in Advertising and Developing and Emerging Countries: The Economic, Political and Social Context published by Gower Professional Publishing: United Kingdom. This summer Ela and Skidmore student Mikhail Reutski presented “Branding Ecotourism: Case of Costa Rica,” at the Academy of Business Administration Conference in London, UK. The study examines the impact of ecotourism on Costa Rica and its people. At the same conference Ela and two other students, Aylin Ceylan and Ali Shareef, presented research on “Addressing Adjustment Barriers: International Students at a Small Liberal Arts College” in which they examined issues faced by international students studying at a small liberal arts college.

Christine Page
and co-authors Paul Herr, Bruce Pfeiffer, and Derick Davis have an article forthcoming in the Journal of Consumer Research entitled “Affective Influences on Evaluative Processing” (print copy available February, 2012). Joining the debate on how mood influences the quality of decisions, the author’s findings (across three separate studies) support the idea that happy people are more efficient in their decision making.

Mark Youndt
and co-authors Chris Meyer and Bruce Skaggs of the University of Massachusetts, Amherst, presented a paper titled “Investigating the Limits of Knowledge: An Examination of the Levels and Performance Benefits of Organizational Capital in Manufacturing and Service Firms.” The paper was presented at the Annual Academy of Management Meetings in San Antonio, TX in August of 2011. Mark also authored a book entitled “Contemporary Issues in Leadership, 7th Edition.” The book was co-edited with William Rosenbach of Gettysburg College and Robert Taylor of the University of Louisville.

Aiwu Zhao
and co-author Alexander Brehm published “Cumulative Voting and the conflicts between Board and Minority Shareholders” in Managerial Finance. Their research was funded by the Scribner-Mellon Research Program. Aiwu and co-authors Zhixin Kang and Rami Cooper Maysami’s (both from the University of North Carolina at Pembroke) paper entitled “Investigation on Two Alternative Model-free Realized Volatility Estimators” was accepted for publication in the Journal of Finance and Accountancy.

Pushkala Prasad
Hearty thanks to our Student Assistants
Camden Cawley ’13
Aileen O'Connor ’12
Amelia Colon ’14
Chloe Chang ’13
Netta Bob ’14
Amanda Hill ’13

Welcome to new and returning Adjunct Faculty
Zack Vogel
Jina Mao
Colleen Burke
Jenny Burke
Paula Tancredi Penman
Robert Braathe
Catharine Hamilton

Annual F. William. Harder Lecture and Chair News
*J. Joel Quadracci, chairman, president, and CEO of Quad/Graphics delivered the 27th annual F. William Harder Endowed Lecture on March 2nd, 2011. Mr. Quadracci’s presentation was titled “Transforming a Company in a Complicated World.”
*We look forward to hearing Julianne Cartwright Traylor, who will be delivering the Harder Lecture on Thursday, March 22nd, 2012.
*Paul Calhoun, our 7th Harder Chair, was suddenly tapped by the College to serve as Interim Dean of Special Programs. While we sorely miss Paul, the college community is fortunate to have an individual with Paul’s professional qualifications coupled with his deep interest in the arts and music to serve in this important post. We wish Paul a fond farewell and welcome Colleen Burke, a former MBD member, who will serve a two year term as Executive in Residence and Lecturer. We are delighted to have Colleen, and her institutional knowledge, back in the department.

Topics explored by Senior Thesis Students 2011!
Alexis Green: Implicit Theories of Personality and Perceptions of Corporate Behavior.
Chi Nguyen: Corn Products International, Inc.
Zachary Schwartz: Lake George Opera: The Continuing Struggle of Non-Profits Arts Organizations.
Tanner Kaufman: The Impact of Dutch Disease on Brazilian Exports and Economic Performance.
Megan Paget-Brown: Token Profits and Empty Promises: Can hedge fund managers truthfully promise absolute returns?
Spencer Cheng: Riding the Wavelet: An empirical study of neglected stocks and their corresponding degrees of persistence.

Local Businesses explored by 2011 students enrolled in “Advanced Entrepreneurship in Business” (formerly SSEP) included Fortunate Cup, Name Bubbles, Saratoga Builders and Verdentity.

Please let us know if you’d like to receive this newsletter electronically or by mail. Send that choice, and any other comments to the editors: Christine Kopec and Nancy Walker, Department of Management and Business, Skidmore College.