



MBSConnects

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MBS Students Reap Benefits from Exchange Program with Aalen University

The Maine Business School's 10-year-old international exchange program with Aalen University in Germany is getting rave reviews from former participants.

MBS students Nathan Faulstick '10 and Nicholas Gibbons '11 and alumnus Dan Worthley '08 all attended Aalen during the past few years, and said they came away enriched by their semester-long experience.

They enjoyed their classes and made friends from all over the world, and they gained self confidence, a new understanding of different cultures, valuable knowledge about international business practices, and even a different perspective on life.

"It was great to go abroad and find a new person inside yourself – someone who's able to learn new things and adapt to new challenges and situations," said Faulstick, who spent a semester at Aalen in 2007.

"I learned a lot about the international workplace, the different styles of running a business, and how companies in other countries deal with employees," said Gibbons, who attended Aalen in 2009.

"It was a chance to do something different, do some traveling, and become more independent," said Worthley, who was at Aalen in 2006 and now works at the social security administration in Raleigh, N.C.

"My experience at Aalen helped me grow so much as a person," he said. "When I came back to Maine it was as though I was getting a new start overall. I had a different point of view about everything."

Created by Finance Professor Bob Strong, the exchange program between the

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From the Dean

The academic year is over and now it's time for reflection and recognitions. When I look back on what has occurred at The Maine Business School (MBS), I am deeply impressed and humbled by the colleagues and students I work with every day. It is the students and faculty who build this institution. In late April I met with the Business School Advisory Board and I am again awed by the passionate commitment of MBS graduates and how much they give of themselves to the institution and to students on an ongoing basis. The Advisory Board works every day to build the brand and increase awareness of MBS and we owe them a profound debt of gratitude.

The Maine Business School continues to excel on many fronts. For the second year in a row, we have been recognized as one of the top 1,000 business schools in the world (out of more than 22,000 schools). Our students have taken national exams at both the undergraduate and graduate levels and scored significantly above the national means in every area.

At the MBA level, out of 25,000 students who took this exam, our students were in the top 30% (two scored in the top 5%). When we look at institutional comparisons, MBS as a whole scored in the top 15% of MBA programs. At the undergraduate level, out of 133,000 students who took the test in nine different areas, our students placed in the top 15% in three areas and the top 20% in four areas.

There are other noteworthy achievements across the school. SPIFFY, one of our finest student organizations, has worked to get the value of its investments over \$1.5 million for the first time and was recognized by Student Affairs

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MBS Recognized for Promoting Social and Environmental Stewardship

The Maine Business School is among 150 business schools around the world recognized by the Aspen Institute for demonstrating significant leadership in integrating social, environmental, and ethical issues into its MBA program.

Cited specifically for the "Business in Society" class taught by Dr. Terry Porter, MBS has been included in the 2009-2010 survey and alternative ranking report produced by The Aspen Institute Center for Business Education.

The report, "Beyond Grey Pinstripes," highlights business schools with innovative full-time MBA programs that integrate issues of social and environmental stewardship into curricula and research and have made the greatest strides in preparing students to manage the complex social, environmental, and ethical issues they will face in their business careers.

"Dr. Porter's class was identified as being really innovative because it addressed how mainstream, for-profit businesses can serve as engines for positive social and environmental change," said Justin Goldbach, who manages the survey for the Aspen Institute.

"We think all the schools in the survey are trailblazers," said Goldbach, noting that more and more MBA programs are including classes on social, environmental and ethical issues.

"These issues are just as important for students to understand as core finance and accounting skills."

Professor Porter called it a great honor to be recognized by the prestigious Aspen Institute.

"We have made a good start in integrating sustainability into the curriculum through the efforts and support of many faculty and students," she said. "We look forward to continuing to grow this exciting program."

More information is at <http://www.beyondgreypinstripes.org/index.cfm> ▲

Gloria Vollmers and Rick Borgman Promoted to Full Professors

Congratulations to Rick Borgman and Gloria Vollmers who have been promoted to full professors!

The faculty members said they are pleased and excited about their new status and are honored to be recognized for their teaching, publishing, and service to the Maine Business School.

"There's a real sense of satisfaction," said Vollmers, an accounting professor who has been at UMaine since 1992.

"In any career, one likes to progress," said Borgman, a finance professor who came to Orono in 2001. "In the private sector, if you are excited about your job, you go for a promotion. In academia, this is the next step."

Both professors have diverse interests and were immersed in other careers before they became teachers.

Vollmers, an accomplished violinist who was raised in San Francisco, received a bachelor's degree in religious studies from Brown University, a master's degree in instrumental performance from the University of North Texas, a master's degree in administrative science with a concentration in accounting from the University of Texas at Dallas, and a Ph.D. in accounting from the University of North Texas. She has performed with the Puerto Rican Symphony Orchestra and the Dallas Symphony Orchestra. She worked as a CPA in a large firm in Dallas for three years, then began her teaching career at the University of North Texas where she conducted night and weekend classes in accounting.

She knew right off the bat that UMaine was the place for her. "I wanted to be in New England - I like the seasons. And I liked the rural nature of UMaine. I met my colleagues and really liked everyone. It has turned out to be a wonderful place to be myself."

Vollmers enjoys teaching college-age students. "I really like the kids! If it looks like you like them, they like you. It may take some of them a long time to learn to put effort into their work, but I reach many of them. Some who didn't do well

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Arthur A. Comstock, Jr., senior vice president and senior marketing manager at Camden National Bank in Bangor, discussed mentoring and coaching with students in Professor Scott Anchors' Leadership Class this spring. UMaine graduates who want to share their business and leadership experiences are welcome to email Professor Anchors at sanchors@maine.edu. ▲

at first now are sitting in front of the class and really getting it. That's a great feeling."

She has done extensive research on the accounting systems that people in the Middle East kept thousands of years ago, and continues to be fascinated by the subject.

"It's amazing to me that people back then had these incredibly sophisticated accounting systems, but no pen and paper. They used a stylus and wrote on clay tablets. Some of my research involved the system they used to keep track of the food rations distributed to the thousands of people working for the state – the woodcutters, the builders, and the artists. They were absolutely meticulous about their accounting."

Vollmers, who is married to UMaine biology Professor Stellos Tavantzis, makes the most out of her free time. A member of the Bangor Symphony Orchestra, she performs in six concerts a year. "It's very relaxing and it's fun to be involved in something with people who are of different ages and have a variety of careers."

She also enjoys bird watching and serves on the board of directors of the Penobscot Valley Audubon Society which organizes 15 area bird walks each spring.

An admitted "sci fi freak" since she was a teenager, Vollmers is a UMaine ice hockey fan. "I tried to play ice hockey for three years recently. Sadly, I was no good and it scared me."

Borgman, who grew up in New York, received bachelor's and master's degrees in English and an MBA from Virginia Polytechnic Institute and State University, and a Ph.D. in finance from the University of Florida in Gainesville. After earning his doctorate, he spent a year as a visiting



Gloria Vollmers



Rick Borgman

assistant professor of finance at the University of Notre Dame.

"I like both left brain-right brain kind of stuff," says Borgman, who has been manager of a book store chain and a financial analyst in the marketing department of a large regional bank.

Now, he aims to impart to his finance students the importance of being able to write clearly. He can also emphasize to his marketing students the importance of being able to work with numbers.

"One assignment I give my business students is to write an essay about a financial security – what it is, how it works, and why it was developed. They have to do research and then organize a well thought-out essay. It forces students to clearly explain, which can be surprisingly difficult.

"I have a few marketing advisees and when they say they want to write ads, I tell them that advertising is only one part of marketing and that they need to know finance, too. 'Before you sell a product to the public, you've got to pitch it to the people you work with,' I say. 'No company will put a new product on the market unless it believes it can make money. That requires financial analysis. If you can do the numbers, you'll be ahead

of the game.'"

Today's financial crisis serves to provoke fascinating discussions in class, Borgman says. "Finance is fun to teach because much of it has real value to the student, or at least they can relate to it. And although it is about numbers to some degree, it also is about human nature. For example, a security is a contract and it's designed to address issues such as motivation and psychology and risk."

Getting to know his students is the best part of teaching, Borgman said. "So many students pass through our classes, but some of them I get to know more than others. I like that. I like to have conversations in my office. I like to hear from them after they graduate and know that they have good lives and good careers and that we made a difference."

Borgman, who has done research on financial institutions, asset valuation, and risk management, plans to study two additional areas: microfinance – making small loans to borrowers not usually considered credit-worthy by banks; and financial literacy – evaluating the strengths and weaknesses in people's knowledge.

Member of an advisory board for the state treasurer, Borgman said his service allows him to "bring back to the classroom the problems the state faces in its investment decisions as well as what I learn from other members of the committee."

He has a number of hobbies including hiking, traveling, and reading – particularly short stories. He also enjoys biking and watching movies at the Railroad Square Cinema in Waterville.

"It's the only place to regularly see foreign and independent films." ▲

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In complying with the letter and spirit of applicable laws and in pursuing its own goals of diversity, the University of Maine System shall not discriminate on the grounds of race, color, religion, sex, sexual orientation, national origin or citizenship status, age, disability, or veterans status in employment, education, and all other areas of the University. The University provides reasonable accommodations to qualified individuals with disabilities upon request.

Student Spotlight: Alison Dunn '10



Alison Dunn

Volunteering to help others is a priority for Maine Business School student Alison Dunn '10.

"One of the first things I did when I came to UMaine was to check out volunteer opportunities on the MBS website," said Dunn. "I already knew that the Rotary Club provides humanitarian service and helps build good will and peace in the world, so I decided it made sense to join Rotaract since it's the university's service club that's sponsored by Old Town Rotary."

Now president of Rotaract, Dunn stays busy overseeing the numerous fundraising events the group sponsors each semester.

"I call non-profit organizations around the area to see if they need help. They seem very grateful," she said.

With 15-20 members, Rotaract assists community agencies in a variety of ways. The group holds benefit dinners and sells baked goods around campus and then

donates the funds to organizations including the American Cancer Society, United Cerebral Palsy, and the Jacob Brewer Home for young adults with medical, social and educational needs. Rotaract members buy and cook food for the Ronald MacDonald House and Manna Food Kitchen and they help out at the Bangor Humane Society, Crossroads Food Pantry, the Maine Forest and Logging Museum, and a number of community events in Bangor and Old Town. Each fall, Rotaract members volunteer at the Hunter's Breakfast sponsored by the Old Town Rotary Club.

"It's very rewarding to know I'm helping people and making a difference in their lives," said Dunn. "You can see the look of happiness on their faces and that makes me feel really good."

For the past three years, members have traveled to New Orleans during Spring Break to help with Hurricane Katrina relief. "It's an amazing experience," said Dunn. "Unless you see it for yourself, you don't realize how much people still are struggling. We painted houses, planted trees, and visited nursing homes to talk with residents."

UMaine's Rotaract chapter attends Rotary meetings a couple of times a semester to update members on their activities. "They've been a wonderful support system," she said.

Dunn plans to continue volunteering after she graduates. She has been accepted into the Peace Corps and will spend the next two and a half years helping poor countries in the Caribbean. "I'll be advising businesses down there. I love business and I love helping people, so the Peace Corps seems just right for me. I have such a good background thanks to the business school and I feel well prepared to do this type of work." ▲

Matt Bouchard Travels to South Korea on Study Abroad Program

Maine Business School senior Matthew Bouchard spent nine days in South Korea last March learning about that country's history and culture as part of a program sponsored by the Council on International Educational Exchange, a non-profit organization which operates more than 100 study abroad programs in 40 countries.

Bouchard was among 75 students from universities across the U.S. to participate in the trip. He was selected from 550 applicants based on grade point average and a written essay about what they hoped to gain from the experience.

"I wanted to go to South Korea so I could help clear up misconceptions that people may have about the country and improve its image here in the U.S.," he said. "I've always had an interest in Korea. The country has come such a long way since the end of the Korean War. Sixty years ago it was in shambles, but today it's an economic power house. It's fascinating to me how far it has progressed."

Each day was filled with fun and interesting activities. "We visited the Hyundai manufacturing plant and a royal palace, attended lectures and took a Korean language class at Yonsei University in Seoul, hiked up a mountain to a Buddhist temple, and went to the Korean War Memorial Museum where they gave lots of tribute to the U.S.," said

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Matt Bouchard

Aalen University *from page 1*

Maine Business School and Aalen is benefiting both institutions by offering students transformational, experiential learning opportunities that promote global awareness, meaningful engagement, and cross-cultural understanding.

"It's been a good, reliable partnership," said Professor Strong. "Aalen has a very active international business program with lots of global partners."

At Aalen, MBS students are required to take a German language class, but can choose to take their international business courses in either English or German. The classes are mostly lecture-based, according to the MBS travelers who said they had to get used to the idea of working independently.

"There's no homework and only one exam at the end of the course," said Faulstick. "You need to have the self control to study on your own. Otherwise, you'll find yourself in the last week of class with a semester's worth of work."

Everyone at Aalen spoke English and professors and classmates alike were friendly and eager to help, the UMaine students said. They enjoyed sausage, German potato salad, and sauerkraut at the university cafeteria, and lived in the dormitory for international students where they became close friends with classmates from Spain, Italy, France, Finland, Argentina, Malaysia, Hungary, and the Czech Republic. They toured Germany and visited other European countries including Switzerland, Italy and

Austria.

"Meeting people from all over the world was really interesting," said Gibbons. "I figured I'd learn about one new culture, but I ended up learning about lots of different cultures because there were so many international students. I made a lot of new friends. Now when I travel to South America and Europe, I'll have a place to stay."

Faulstick said he worked on a project about wind energy in Germany and that the assignment helped him better understand the wind farm debates going on in Maine.

Worthley, who opted to take four out of six of his classes in German, particularly enjoyed his Intercultural Communications class. "Germans do business very similarly to the way we do in America," he said. "But in Japan, there's a real emphasis on getting to know each other and developing strong relationships before any real business is conducted."

Aalen Professor Jae-Aileen Chung, liaison for the exchange program, said it is an important component of her university's business curriculum.

"We cherish the relationship with the Maine Business School."

The exchange program provides a unique opportunity for UMaine business students, she said. "Aalen is in Baden-Wurttemberg, the economic heartland of Germany, where Mercedes and other automobile industries are located. It's an hour from Stuttgart, so it's close to a number of industrial areas and small cities. We organize lots of trips to different

places around the area so UMaine students can really see and experience the country the way the Germans do.

"We pair foreign students with German students so newcomers are immediately able to interact and socialize with their classmates. Because these German students also speak a high level of English, the cultural learning that goes on is phenomenal.

"The big advantage of international travel is that it allows you to learn another perspective," she said. "Our goal is to have students realize that people approach challenges differently. If they can understand how others think and learn how to adjust to other cultures and to different ways of doing things, they'll be more competitive in the workplace."

New developments in the exchange program are on the horizon. "We're discussing how to deepen our relationship with UMaine," Dr. Chung said. "We're exploring the idea of offering a joint degree and we're looking to collaborate in our research and perhaps write a paper together."

Meanwhile, both universities are stepping up efforts to promote the exchange program. This spring, for the first time, three MBA students from UMaine are at Aalen.

Aalen students who participated in the exchange program have enjoyed the semester abroad, according to Dr. Chung.

"Our kids love UMaine," she said. "They're impressed with the university and with the generosity of Maine people in general." ▲

Dean Mahon *from page 1*

as the outstanding student organization for the 2009-2010 academic year. The Aspen Institute, a national organization, recognized the school for providing leadership in integrating social, environmental and ethical issues into the MBA program. Two faculty members – Richard Borgman and Gloria Vollmers – were promoted and are now full professors. You can read more about them in this newsletter. If you had them in class, please take time to drop them a note – they would greatly enjoy hearing from you. Matt Bouchard, a graduating MBS student with a 4.0 GPA, was

selected as the salutatorian for the class of '10. You can read about his trip to Korea in these pages. You will find additional stories on other great students at MBS (Matt Ahearn, Alison Dunn, Nicole Gogan, Tanner House, Gary Jordan, and Meryl Mclellan). You can also read about our international involvements in Argentina, Chile, Germany, and Canada and learn about Professor Pankaj Agrawal and long time MBS Advisory Board member Dick Roderick.

Like nature, all organizations change, and MBS is no different. We are losing two people who have given a total of 77

years of service – Professor Carol Gilmore and Vicky King, assistant to the dean and financial manager of the College of Business, Public Policy and Health. They have both made major contributions and leave enduring legacies to faculty, staff and students. They will be sorely missed.

This is YOUR school and it improves with your involvement. Please remain in touch by mentoring a student, speaking to a class, getting involved with a student organization, or providing a student internship. If you have ideas, concerns, suggestions or criticism, please contact me at mahon@maine.edu. ▲

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MSBS Students Compete Against Select Group at 2010 Molson Competition

The annual Molson MBA International Case Competition in Montreal, Canada, continues to provide valuable real world experience for Maine Business School students.

Last January, five MBS students, accompanied by professors Paul Myer and Jason Harkins, travelled to Montreal to compete for the seventh year in the Molson competition, a week-long round-robin tournament which requires students to quickly put theory into practice and solve realistic management dilemmas.

Using the skills, knowledge, and experience they have acquired from their MBA classes, students spent three hours analyzing and evaluating each “case” or challenge and developing a feasible solution which they had 25 minutes to present to a panel of judges composed of 200 business executives who assess students on their creativity, insight, substance, and plausibility of implementation. Participants also had an intense 15-minute period of questions and answers.

“It was really inspiring to be around such smart, talented people,” said MBA student Justine Chabot. “You had to think quickly on your feet and come across as though you knew what you were talking about. How you presented yourself was just as important as what you said.”

During the latest competition, students were asked to recommend how the Montreal Canadiens could increase its audience, whether a wood pellet manufacturing company should expand, and in which companies a client should invest.

The Molson Competition gets applications from universities all over the world,” said Professor Myer. “We keep getting invited back, so the Maine Business School obviously is recognized as a quality institution. We were there with a very select group of universities from countries including France, Germany, Sweden, and Portugal.”

A new class offered last semester, “Business Analysis and Advocacy” went a long way in helping prepare students for the competition, according to Professor Myer, who co-taught the course along with Professor Harkins. The idea was to improve students’ ability to quickly analyze, diagnose, and resolve business problems while preparing persuasive presentations of those solutions.

Thanks to the class, students came away with a better understanding of various analytical tools and how to apply them, greater self-confidence in presenting solutions to problems, and additional experience fielding tough questions and thinking on their feet, Professor Myer said.

Students agreed. “The class was invaluable,” said Roland McCormick. “By the time it ended, I was 100 percent more confident in my ability to give presentations and analyze business decisions. The biggest thing our coaches drilled in to me was the idea of restraint.

“There’s such a thing as saying too much – you have to know when you stop talking.”

Even with the intense preparation, the Molson competition turned out to be extremely rigorous, he said. “The time limits made the experience quite challenging and the grilling from the judges was tough. But we all fell into our roles naturally. We all knew each other’s strengths.”

“Business Analysis and Advocacy” will be offered again next semester, according to Professor Myer, who said more time will be devoted to presentations and to a new approach using the case method. Those selected to compete at the Molson competition will receive more specific training, he added. ▲

Gary Jordan

Deployed in Iraq in 2009, Air National Guard Lieutenant Colonel Gary Jordan, a Maine Business School graduate student, didn’t have many opportunities to sit in front of a computer.



But one day when he managed to find the time to go on-line, he came across a series of business case studies from Harvard University.

Recalling the Molson Case Competition in which he had participated earlier in the year, he sent the document to the business school, figuring it might help the next group of students who competed in the annual event.

“It was about the types of financial calculations used in case studies and it provided information on how to analyze a case study which is exactly what the competition is about,” said Jordan. “It contained sample problems related to helping solve generic business issues.”

The information Jordan provided helped the team prepare for the competition, according to Professor Myer, who said, “Students were aware of Gary’s strong role in the previous competition and found his continuing interest while serving in Afghanistan highly motivational.”

Back from Iraq and preparing to return to school this fall, Jordan often reflects on the 2009 Molson competition which he said he enjoyed immensely and which has stood him in good stead in his job as financial advisor with Edward Jones in Bangor.

“The competition requires you to think on your feet and put together a plan of action on short notice,” he said. “You have to come across in a professional and logical manner and present your thoughts and ideas clearly and coherently with very little time and information and with limited resources.

“At Edward Jones when clients ask you questions you have to take complicated ideas and present the answers in ways that people understand,” he continued. “You have to know your audience and then relate the appropriate information, which is similar to what the Molson competition calls for. And you have to recognize when you need to be quiet and listen – just like at Molson.” ▲

Maine Businesses Advise MBS Students at Sustainability Luncheon

What can Maine Business School students do for you?

That was the question posed by Management Professor Terry Porter to Maine businesses during the first annual Sustainability Enterprise Luncheon at the University of Maine's Foster Innovation Center on Feb. 1.

Organized by Professor Porter, who coordinates the new "Business and Sustainability" Track in the MBA program, the event was aimed at connecting with businesses concerned about the environment and committed to social responsibility. The Maine Business School wanted to let the companies know that graduate students can help them achieve their goals for sustainability, reduce their carbon footprints, and improve their "green" strategies.

"We're looking to collaborate with you and help you move your sustainability goals along," said Professor Porter. "You may not have the time to get involved with research projects or you may not have the access to resources at UMaine. That's where MBS students can help."

Also helping to coordinate the event were MBA students Amy Sundberg, Brenton Murray, Ali Shariff, and Brian Vernal.

Through the "Business and Sustainability" track, graduate students are immersed in the latest thinking, research and expertise in sustainability, accountability and ethics in business. They learn new approaches to business strategy and management focusing on environmental protection and social responsibility in everything from operations to marketing and customer service.

Business representatives said they were pleased to see that so many Maine companies are focusing on sustainability and that the Maine Business School had created the sustainability track. They had a number of ideas about how the MBS could meet the needs of Maine companies.

Tom Waecker, P.E., senior project manager at SAPPI, said he planned to suggest to his company that it sponsor an internship for an MBS student interested in sustainability. The student intern could:

- Help tree farmers document that they are following recognized sustainability practices.
- Help develop scientific standards to define sustainability;
- Study how potential legislation – such as a carbon tax – would affect businesses;
- Organize a community event such as a "shred fest" where residents could bring their documents for shredding and recycling;
- Complete life-cycle analyses which would include calculating how much water, material, and energy it took to make a ton of paper, and how much of the power was from hydro, coal, and nuclear, wind and solar energies and;
- Compile a thesis on the recycling rate of communities in Maine and include data about whether consumers are more likely to buy paper if they know it's more easily recyclable

Other business representatives also suggested ways to use MBS students' expertise.

Brigham L. McNaughton '07, who's in the Assurance and Business Advisory Services Division of PricewaterhouseCoopers LLP, based in Montpelier, Vt., said students could compose a "white paper" containing information about where to find local food and chemical free cleaning agents, among other things.

John Rohman, CEO of WBRC Architects/Engineers in Bangor, suggested that MBS students help building owners fill out forms indicating that they have met the environmentally sustainable construction standards necessary for LEED (Leadership in Energy and Environmental Design) construction.

MBS students also could research the federal subsidies being used for different energy sources such as wind and solar power, coal, electricity and oil, he said.

Jon Sorenson, a managing partner at Competitive Energy Services in Portland and chair of the Maine Business School advisory board, said UMaine students can help businesses understand sustainability and its benefits and then "become active in the analysis and implementation of steps that will need to be taken to become more sustainable."

Finally, Scott Blake, financial advisor with Wells Fargo Advisors, LLC., in Bangor, recommended that MBS offer classes on "socially responsible investing.

"Students may end up being pension fund administrators and they should understand that people are becoming more concerned about finding companies that not only have good environmental policies, but good social relations, labor practices, community relations and governance practices," he said.

One thing business representatives agreed on: Providing real-life experiences for sustainability students is vital.

Said McNaughton, "When I was a UMaine student, one of the most valuable aspects to my education was applying my classroom knowledge to help improve sustainability efforts on campus. The more real-work experience that UMaine can provide for its students, the better the next generation of sustainable leaders who will enter the marketplace."

MBA student Amy Sundberg said students appreciated that the businesses were willing to strategize about building a better future.

"This was a great way to open the channel of communication between UMaine Business and Sustainability students and local businesses and learn how we can benefit one another and the sustainability of our community in general." ▲

Matthew Ahearn '11 Leads AMA and JUMP

Marketing major Matthew Ahearn '11 isn't waiting until he graduates to get some real world business experience.

President of the Student Chapter of the American Marketing Association, a professional collegiate organization geared towards providing professional development, resume building, and marketing skills, Ahearn also is CEO of JUMP, the AMA chapter's incubator for products and services, which advises local businesses about how to market their products and create marketing plans.

"Working with JUMP gives me experience and knowledge that I can actually bring to an interview or job," he said. "We produced a survey for Ipanema Bar & Grill in downtown Bangor to find out what consumers are looking for. We recommended ways that Fields Pond Audubon Center in Holden can attract visitors. And now we're doing market research for Harvest Moon Deli in downtown Orono to determine how it can increase business."

Marketing Professor Omar Khan, advisor for the AMA, said the group offers numerous benefits to members.

"The UMaine chapter of the AMA provides students with the opportunity to apply the skills and concepts they learn in the classroom to real-world situations. An award-winning chapter of the premier national marketing organization, the AMA also provides excellent networking opportunities, career and professional development, as well as live projects with area companies and organizations. As members of JUMP, students are challenged to create pro-



Matthew Ahearn

"My dream job would be to work on a marketing team for a business with an outdoor setting such as Sugarloaf. I'd enjoy helping to promote a place that sells an experience."

fessional marketing solutions for the needs of local companies and organizations. The actual work experience also is a great resume builder for students."

With about 20 members, UMaine's AMA chapter meets each week to discuss marketing news and hold informational sessions on interview skills, resume-building, cover-letter writing, and conducting searches for jobs and internships. Each fall the chapter sponsors a statewide conference with busi-

ness leaders and government officials who discuss current trends in the business world and provide important career information to students.

The UMaine chapter takes part in AMA's annual national competitions and has won awards at the national conference in all but one of the last five years. Two years ago, students here placed as semifinalists in the case competition in which more than 150 chapters competed. In the most recent contest, UMaine students produced a two-minute video for UNICEF.

"In some third world countries people have to walk miles to get clean water," Ahearn said. "So we wanted to make it real for students. We brought volunteers into the Recreation Center and asked them to walk along the track with a gallon of water in each hand until they were tired and uncomfortable."

Regardless of whether the video wins, AMA members were proud of their project, according to Ahearn.

"We thought it was powerful and professional."

Ahearn said he would like the group to learn how to produce marketing materials that look more professional. Other goals include growing membership and attracting more students with a variety of majors.

Down the road, he hopes JUMP can provide members with information about how to market companies trying to limit their impact on the environment. "We are looking at many companies that are venturing into fair trade and eco-friendly goods." ▲

Student Spotlight:

Tanner House

Maine Business School honor student and Black Bear ice hockey captain Tanner House '11 said making the most of every minute helps him achieve success both in and out of the classroom.

"It's really all about time management," said the finance major. "There's a lot of juggling involved, and that can be a challenge, but I stay on top of things by doing school work every night and not putting anything off. Between practice and working out, there's no time during the day to do anything - all my work has to be done at night. By the time I get home from practice and eat dinner it's 7:30 and time to start studying. I use Sundays as my catch-up day. They can be pretty crammed."

Support from faculty also goes a long way towards keeping him on target, he added.

"MBS professors are great about helping me get caught up if I have to miss class. They are wonderful teachers and they understand my time constraints.

"Also, our academic advisor is on top of us hockey players all the time, making sure we're handing in our papers on time. And our coach and the hockey staff definitely want us to do well in the classroom, too! When we're on the road, there's mandatory study hall on the bus. The coach walks up and down the aisles, checking to see if we're doing our work."

The dedication to his academics is paying off. With a 3.83 cumulative average, House has received the Presidential Achievement Award and is a two-time winner of the Maine Scholar-Athlete Award. He has been named to the Hockey East Academic Honor Roll and in 2008 he was named to the six-member Hockey East Academic All-Star Team. He won the 2010 M Club Dean Smith Award as top male student-athlete with outstanding academic and athletic achievement along with citizenship and community service. And in April he was inducted into the Beta Gamma Business Honor Society. A member of UMaine's Student Athlete Advisory Committee which hosts a variety of events for youngsters throughout the year, House has led activities for YMCA Healthy Kids



Tanner House

Day, supervised children at Kids Night Out, helped organize a toy drive, and volunteered at the Kids Zone at home football games. In addition, he hosts a group from the Maine Center for Integrated Rehab each season.

"We try to do a lot of positive community work and put on programs so kids can hang out with University of Maine athletes," he said. "We all definitely take pride in getting good grades and in doing good work too."

House, who received an athletic scholarship from UMaine and hopes to play professional hockey after graduation, chose MBS because of its "great reputation.

"I always knew I would major in business," he said. "My father works in downtown Calgary as vice president for a small oil company. Also, I figured a business degree would probably give me the most options after graduation. Hopefully I can make a career out of professional hockey, but still use my financial advising skills and help people invest their money and grow their portfolios."

UMaine gives him the best of both worlds, House said. "I don't know if there's a better place to play hockey. Being able to get that experience and attend a great business school at the same time is pretty awesome. I feel privileged."

Thanks to MBS, House said he has the skills to be successful after graduation. "The school has instilled confidence in me and given me a solid foundation in business. I know I'll be able to apply those skills to real life and in any kind of scenario. Even if I don't go on with hockey, I'll have lots of options. I've had so many good teachers - maybe I'll even become a high school math teacher and do some coaching on the side." ▲

Student Spotlight:

Meryl Mclellan '12 Plans Annual AMA Conference

Helping organize the American Marketing Association's annual conference last fall provided Maine Business School sophomore Meryl Mclellan with valuable business experience.

"I had to plan the schedule, arrange for speakers, and coordinate the meals," said Mclellan, who's majoring in finance and marketing. "It was a lot of work, but it turned out to be a great learning experience. I learned about time management and about the importance of delegating work and not assuming you can handle everything. And I learned about being persistent: lining up speakers sometimes took awhile."

In charge of setting up professional development opportunities for the AMA, Mclellan worked hard to invite a host of interesting speakers to the day-long conference. They discussed topics including the business skills students should have when they graduate, the importance of networking, the challenges that globalization presents for businesses, and how the real estate market is affecting the state's economy.

"The conference went well," she said. "We had 65-85 participants, mostly from the Maine Business School. Next time we may try to get students from other colleges to attend the event, because although business students are always learning how to market ourselves, students from other majors may not get this type of information. So, I think they'd benefit from the conference too!"

Mclellan, who joined the AMA as a first year student, said participating in the group helps her on a number of fronts. "A lot of what we do is based on marketing and since I haven't had those classes yet, I feel as though I'm getting a jump start. Also, I enjoy brainstorming with the local businesses and organizations that have asked us for help with advertising and promotions. I'm gaining experience in coming up with creative ways to solve problems and finding new ways to look at things." ▲

Student Spotlight: Nicole Gogan

Nicole Gogan is only in the first year of her MBA program, but she's no rookie when it comes to knowing the ins and outs of managing a business.

"Small business is in my blood – that entrepreneurial spirit is very powerful," said Gogan, who grew up helping her father in his Orrington-based water treatment company.

"We would go on service calls together and I would work in the shop, assembling water softeners and answering the phone. Dad paid me \$5 an hour. It was great training. I got a really good feeling about running a small business. It struck me even then how Dad was able to talk and relate to everyone – whether they lived in a trailer or a summer home in Northeast Harbor.

"Particularly now, I see what an important business skill that is."

Although she always knew she'd return to school to get her MBA, Gogan waited until the time was right to enroll at the Maine Business School. She earned her bachelor's degree in athletic training at Springfield College in Massachusetts and taught sophomore biology and health at the Hyde School in Bath. For five years she was at Bath Savings Bank where she worked her way up from teller to assistant manager. She also conducted a teller-training program for high school students.

Later, she took a position as personal assistant for the CFO of a real estate development company based in California. Working in Bath, she was part of a "virtual team," doing bookkeeping and keeping her bosses organized. While she never actually met the other members of the team, she quickly learned how important it was to be able to



Nicole Gogan

communicate effectively because she didn't have face-to-face interaction.

"It taught me a lot about dealing with all kinds of people and understanding the role that technology plays in business," she said. "Working virtually opened up a whole new world for me. I realized that's the direction in which the business world is headed."

Now that she's finally at the Maine Business School, she is making the most of every moment.

President of the Graduate Business Association, which aims to enhance the graduate experience for MBS students by facilitating connections with alumni, faculty, and staff and by organizing academic, social, extra-curricular and service-oriented events, Gogan plans to work on helping eliminate "the huge disconnect I see that exists between first and second year students and traditional and non-traditional students.

"We need to be inclusive of everyone and everyone should feel like they have a stake in the organization," she said. "I'd also like to do more networking and establish additional connections with various business communities around the state including engineering, health care,

and small business-owners."

With two other new officers besides Gogan, it's an exciting time transition time for the GBA.

"We're trying to get a feel for what's needed," she said. "We hope to make a huge

She sees her leadership position with the GBA as one more exciting experiential learning opportunity offered by the Maine Business School.

"Thanks to the GBA, I've been able to put leadership and management into practice."

Gogan also is an active member of the MBS Corps which promotes community volunteer opportunities for business students.

"It's important for us to get ourselves out there and help others," she said. "It's the right thing to do."

Volunteering can pave the way to career opportunities, she pointed out.

"The more people you get to know, the better it is. Networking is so important."

One of the best things about the MBS is the faculty, according to Gogan, who has developed close ties with many of them.

"We have a really diverse faculty with a lot of interesting backgrounds. They come from all walks of life and experiences, and it's really fascinating as you get to know them beyond a student vs. teacher relationship."

Meanwhile, the days fly by.

"It's so exciting to be here at the Maine Business School. The time is right to immerse myself in my studies. The classes are hard, but they should be," said Gogan, who hasn't yet decided what she will do after graduation.

"I used to think that I needed to know exactly what I want to do down the road. Now, I think the more relaxed you are, the more open you are to whatever lies ahead. Whatever's meant to happen will happen.

"For me, the sky's the limit!" ▲

Matt Bouchard *from page 4*

Bouchard. "My favorite part of the trip was seeing the demilitarized zone on the border between South Korea and North Korea. "I came away with a much deeper understanding of the situation between North Korea and South Korea," he continued. "I used to think that if the regime in North Korea fell apart, South Korea would want to unite with that country. But I learned that the economy in North Korea is so bad that it would be financially devastating for South Korea to take control."

His experience in South Korea will stand him in good stead down the road, said Bouchard, who graduated in May. He has been hired to work as an analyst at the New York City headquarters of Nomura Holdings, Inc., a leading financial services group and the preeminent Asian-based investment bank with worldwide reach.

"My trip to South Korea could open the door if I want to concentrate on Asian securities," he said. ▲

Students Enjoy and Learn From MBS Trip to Chile and Argentina

Participating in the Maine Business School's trip to Chile and Argentina was the highlight of winter break for a dozen graduate and undergraduate students who enjoyed learning about the economies and cultures of both countries.

"The idea was to introduce students to the challenges and opportunities faced by companies in those countries dealing in very different ways with the current global economic crisis and which have seen very divergent paths to development," said MBS Professor Omar Khan, who led the 10-day trip.

The University of Maine travelers visited the Argentine companies of Citibank and Starbucks, as well as Emege, which manufactures and sells hot water heaters, Carrefour, the second largest retailer in the world, and Alto Parana, a forestry company that produces pulp and paper products. In Chile, they visited Teck, a mining company, Wells Fargo-Wachovia Bank, and Cocha Y Toro Winery, which is working to make global its iconic brand, Casillero Del Diablo.

In addition to visiting businesses, students were treated to a guided tour of Buenos Aires where they attended a tango show, saw La Recoleta Cemetery with its unique, intricate collection of mausoleums, and spent time at a large, outdoor market looking at works from local artists. They had lunch overlooking the Chilean port city of Valparaiso and wiled away a few hours on the beach at another Chilean port city, Vina del Mar. They also went hiking, horseback riding, and rafting in the Andes Mountains.

"The trip was a fantastic learning experience because it drove home the point to students that Argentina and Chile not only are different from the U.S., but are very different from each other both in terms of economic activity and culture," said Professor Khan. "For example, Santiago, Chile, reminded some of American cities, while Buenos Aires in Argentina was a very Latin, European-type of city.

"The kinds of companies we visited represented a good cross section of the economy and the core economic drivers in

those countries," he continued. "Most of Argentina's economic activity involves agribusiness and is located in South America, while Chile's economic activity centers around copper manufacturing and is global. In fact, the U.S. is Chile's second largest trading partner.

"Chile appears to be thriving and was relatively insulated from the financial global crisis because of an ample supply of private cash invested in pension funds. But while Argentina isn't suffering as much from the recent global financial crisis, it still is in the process of recovering from its own financial crisis which occurred in 1999-2002. It has a very unpredictable regulatory environment, and businesses have struggled to cope with some rather glaring policy shortcomings."

Seth Swanberg, first year MBA student:

- At Teck, we talked about how the company did business internationally. We also discussed labor relations and sustainability, not just environmentally, but about how the towns built up around the mining sites would survive if one of the company's mine has to be closed. It would be similar to the devastation that Madawaska and Millinocket suffered when the paper mills closed.
- Valparaiso is located right on the Pacific Ocean, set down into a valley. As the population increased, the city couldn't grow out - it had to grow up into the hills. So you look up and see all these little shacks of pink, yellow and blue. You could tell there was lots of history there.
- In the Andes, we could choose to do rafting, horseback riding, or hiking. I did hiking, but most of the group did rafting. Then we had a traditional Chilean barbecue with everything from chicken to beef and sausage, all served "family style." No one left that day without a smile on their face.
- At Starbucks we talked about how the company had to adapt to the Argentine market where the people have

sophisticated coffee tastes and are really passionate about the drink. We got to have a coffee tasting. They showed us that if you take very small sips of the black coffee, your tongue gets used to it and you don't have to use sugar and milk. Argentines are starting to drink coffee on the go, so Starbucks is taking advantage of that.

Jade St. Pierre, first year MBA:

- Visiting companies was a good way to get a different point of view. It was different than going on a typical vacation.
- I was surprised to hear that Emege say that unions are really restrictive about what workers could do and when they could do it. In Argentina, the unions have a lot more control over the way companies are run than management.
- Carrefour considers Walmart their chief competitor. They told us they can't compete with Walmart on the cost, so they focus more on the customer experience - such as having the stores set up in a certain way and having more attractive displays. Also, they concentrate on selling more food products than Walmart.
- Argentina had a more cultural feel to it - the buildings were old and gorgeous. Chile felt more Americanized - just a block from our hotel was a Pizza Hut, McDonalds, and Domino's Pizza.

Corinne Michaud, second year Ph.D. student, earning a degree in ecology and environmental science:

- I enjoyed seeing how the green movement is affecting business in other countries. It was interesting to see how Teck minimizes the potentially harmful environmental effects of mining. The company said every site must be monitored constantly by geologists, ecologists, and hydrologists to determine where to put the waste and where the important biological areas are so miners can stay away. It seemed like it had very high standards.

continued on page 16

Faculty Spotlight: Pankaj Agrawal



"Pank" Agrawal

Finance Professor Pankaj "Pank" Agrawal has been teaching graduate and undergraduate classes at the Maine Business School since 2005. He was a corporate execu-

tive in the investment management industry for almost a decade before becoming a full-time academic.

"I reinvented myself," said Professor Agrawal who joined the University of Maine faculty after working as Director of Quantitative Research and Portfolio Manager at global asset management firms in San Francisco, Boston, London, and Philadelphia.

"I was full time in the world of high finance. It was a life of travel, cities that never slept, and non-stop decision making - 24x7x365," Professor Agrawal said. "Then I realized that I needed balance in my life and that I was ready for another challenge. I always wanted to share what I learned or experienced - I have always been a hardcore academic at heart. Even when I'd be working 18 hours a day, I would find time to teach a finance graduate class as an adjunct professor in the cities I lived." He brings that experience - both academic and corporate - to his classes.

Professor Agrawal enjoys interacting with his students and boiling down seemingly abstract financial and mathematical concepts. Students invigorate him and he keeps ties with those who graduated years back, whether through a quick email or an old-fashioned Christmas card.

"Impacting young lives in a positive manner is more important to me than anything," he said.

Professor Agrawal always enjoyed sharing what he knew.

"Even when I was in grade school, my classmates would always huddle around me after the teacher left and I'd find myself explaining the same material once again," he said. He was born in Delhi, India, to a family that emphasized education and questioning. He attributes that to his father who was a busy surgeon and yet

somehow always found time to help out with homework even after a full day at the hospital.

After earning bachelor's and master's degrees in economics at the University of Delhi, he came to the U.S. in 1996. He got a second master's degree and a Ph.D. in finance at the University of Alabama where he was the recipient of a graduate fellowship throughout. He twice won best doctoral paper awards at national conferences and was eventually hired by the industry.

"I chose Maine and Maine chose me," he said."

During his corporate days he taught graduate classes at Golden Gate University in San Francisco, Harvard Extension School in Cambridge, and the Executive MBA Program at Drexel University in Philadelphia where he saw an opening for a full-time position at UMaine.

"I chose Maine and Maine chose me," he said. "When I came here to interview I was struck by the collegiality of people in the finance department, particularly Dr. (Robert) Strong and Dr. (Rick) Borgman. They - and the research bent of Dean John Mahon and Dean Ivan Manev - were factors in my decision to come here. I eventually co-authored two research papers with Rick and Bob and really enjoyed that collaboration."

Finance is only part of what he discusses in class, said Professor Agrawal who includes life lessons in his curriculum. He sees finance and life as intertwined.

"One of my biggest themes is that life - like the financial markets - is simply a series of random events that have a permanent impact. People try to predict the markets, but the most significant events that shaped the market over the last 10 years - the Sept. 11 terrorist attacks, the dot-com bust, the Enron scandal, and the Lehman bankruptcy - were all sudden and literally came out of nowhere.

"So I tell students that when they look back at their lives, they'll see that what really changed the longitude and latitude of where they were (and where they will be), were influential random events."

Professor Agrawal also likes to discuss with students the idea of success and how to define it. "I tell students not to focus too

much on numeric measures of success and that the real questions are whether you look forward to going to work in the morning and whether you look forward to coming back home in the evening."

Interacting with students is a priority for him. "It keeps me grounded and current," he said. He is seen as a mentor to many young people who come to him for advice not only about academics but also about their future careers and their personal lives.

Recognizing his involvement, the Student Government Association of UMaine presented him with the Outstanding Advisor Award in 2007.

"It's all about taking an interest in students' lives," he said.

Professor Agrawal's daily commitments include making time for his research which involves developing computational models that can be applied to global financial markets. He has published seven journal papers during the past years at UMaine and is constantly looking for a question that is un-addressed. Themes central to his current research agenda are Exchange-Traded Funds and multi-asset class diversification.

His website where he publishes his work (AdvancedPortfolioSolutions.com) receives about 100 hits a day as well as queries from finance professionals around the globe. His work on ETF Liquidity(2009) was recently written about on the official site of Germany's Frankfurt/DAX stock exchange, an example of how he seeks to establish a bridge between theory and practice. He recently was awarded two university-wide competitive faculty grants for his work.

Professor Agrawal compartmentalizes his busy day and makes sure that a portion of the evenings are family time.

Making time for everything that's important is a challenge, he admits. His students attest to that. They are used to receiving emails posted at 4 a.m. and then seeing him in class only a few hours later, ready with a joke and a set of Powerpoint slides.

Meanwhile, Professor Agrawal, who loves to play tennis and take photos of the Maine countryside, said he is "working on a neglected fourth dimension to my life, which is myself! I'm trying to carve out time to pursue hobbies and exercise. I have a gym in my basement with an elliptical machine that is just collecting dust. "That's a goal for 2010! Namaste." ▲

Professor Carol Gilmore Retires After More Than Three Decades at MBS

Management Professor Carol Gilmore is retiring after more than 32 years at the Maine Business School.

"It's time," she said. "This has been a good place to work. It's the people I'll miss most."

Professor Gilmore, who taught labor relations and human relations, began work at the University of Maine in 1977. Her last day is Aug. 31. With more than 20 years of business and consulting experience in labor relations, management development, and personnel management, she has been both a president and negotiator for a teacher's union and has published articles in the personnel and general management fields. A graduate of Connecticut College, she earned a master's degree in labor studies from the University of Massachusetts, a master's degree in education from the University of New Hampshire, and a Ph.D. in personnel and industrial relations from the University of Massachusetts.

"I like the people side of business," said Professor Gilmore. "I like to figure out what happens to real people with problems at work."

With no plans to slow down, Professor Gilmore said she would continue serving on the Maine Labor Relations Board and the Maine Board of Veterinary Medicine. She was nominated to both boards by Gov. John Baldacci. She also will remain on the board of directors for the Bangor Halfway House, a drug rehabilitation treatment center.

After years raising and showing numerous championship basset hounds, she may consider adopting another dog to compete. Until then, she's content with her current canine companions - two basset hounds and a petit basset griffon vendeen, all AKC champions.

"They're a lot of fun," she said. "I like basset hounds because they're not as smart as me, and they're gentle and happy-go-lucky."

Professor Gilmore has made a name for herself at the University of Maine. She received the university's Public Service Award several years ago. And she was



Carol Gilmore

same without her. They praised her for being a kind and caring colleague with a wealth of knowledge and experience who was happy to provide guidance on everything from teaching and publishing to time management. Students said she was a marvelous teacher with a wonderful sense of humor who encouraged lively discussions, fueled their passion for learning, and motivated them to achieve their true potential.

Professor Gilmore said her teaching philosophy remained the same over the years. "My goal was not to entertain, but to inform."

One assignment she repeated each year was particularly popular. She would ask her class to review an actual contract, negotiate changes, and come up with a new version. "One team of students takes management's side and one team takes the employees' side and they have to come up with a new deal," she explained.

Although the role of unions has changed over the years, they are still an important part of the workplace, especially because courts are constantly issuing new rulings that affect businesses, she said.

"We still need them to make sure people are treated fairly and aren't used or abused."

Reflections on Professor Gilmore

"Carol has been a wonderful colleague and friend. I have sought her direct and honest advice many times. I have always been impressed by the depth of her knowledge and its application to actual work settings. She cares deeply about her students and challenges them with dialogues that engage their minds in problem solving around real life employee issues she has experienced."

- Management Professor Scott Anchors

elected by faculty last year to be inducted into Phi Kappa Phi, the nation's oldest, largest, and most selective honor society for all academic disciplines.

MBS faculty said the place won't be the

"Dr. Gilmore has been able to bring the reality of negotiations into the classroom through an artful blend of theory and practical insights from years of professional involvement. Often students would ask her, 'is this a real situation?' Of course it always was, but students found the reality of negotiations, labor relations, and contractual battles enriched from what they read in a textbook. Her sense of humor, ability to spin a story, and devotion to students and colleagues will echo in Corbett long after she has left."

- Dean John Mahon

"Carol is known for her war stories about industrial relations. She has been a storytelling, fun teacher for all the time I have known her. Her style is casual, but serious. Many of her students return to visit her, years later, with war stories of their own as real managers."

- Business Law Instructor Martha Broderick, Esq.

"Carol was an inspiration to me. She never relied on lectures and multiple choice exams. She talked of real life experiences and taught through stories. As both my thesis advisor and my academic advisor, she was a wealth of knowledge and experience. She fueled my passion for learning and encouraged me to make my time at UMaine one of education and personal growth."

- Amy Knowlton '09

"Professor Gilmore genuinely cares about her students. She is very straight forward and a great judge of character. Taking her class has been an amazing adventure."

- Melissa Taylor '10

"Carol has been a ready mentor to new colleagues, no matter their discipline. She always made time to speak with you about any concerns. She's filled with amusing stories of her academic life and her beloved show dogs."

- Accounting Professor Gloria Vollmers

"Carol has been a source of counsel and insights. Over time we discovered many mutual interests, ranging from pets to politics, that sparked many a memorable early morning conversation. I will miss her."

- Professor Paul Myer

"As a new faculty member, I appreciated that she took me under her wing and made sure that I had what I needed and wasn't getting overwhelmed by the new job."

- Accounting Professor Dave Barrett

Dick Roderick: Advisory Board Member Spotlight



Former Maine Business School advisory board member Dick Roderick has been both a student and a professor at the University of Maine and found each role rewarding.

Umaine provided me with a great business education," said Roderick, who resigned from the Advisory Board this spring. He earned his MBA in 1985, juggling night courses at the Maine Business School with his duties as corporate controller at Dead River Company. He subsequently was promoted to CFO, a position he held for

more than 20 years. With headquarters in Bangor and Portland, Dead River is the largest distributor of residential heating fuels in Northern New England.

"I went back to school mid-career because my company was growing and I was taking on more and more responsibilities," said Roderick, who lived in Hampden from 1979 to 1997. Now president of Dead River Properties, the company's commercial real estate division located in Portland, he resides in Cape Elizabeth with his wife, Patti, also a UMaine graduate, who earned bachelor's

degrees in psychology and nursing as well as a master's degree in education.

Roderick, who previously earned a bachelor's degree from the University of Notre Dame and a master's degree from the U.S. Naval Post Graduate School, enrolled at UMaine to "get smart.

"I had lots of accounting and information technology skills, but I needed classes in finance, management, labor, organizational development, and operations analysis," he said.

"UMaine had a core group of professors who were just fabulous – Chick Rauch, John Ford and Guvenc Alpander. The broad set of skills I learned at UMaine came in handy and I have used them throughout my career at Dead River where we operate across several different industries that at one time included forest products and healthcare, and that today focuses on energy and real estate. My MBA turned out to be a wonderful addition to my education."

In 1991, impressed with Roderick's background, then Maine Business School Dean Stan Devino asked him to teach advanced accounting as an adjunct professor.

"I loved the interaction with the students," said Roderick who held that position for a year.

"The subject could be dry, though, so I'd talk about finance and tax issues too. The kids would say, 'wait, you can't

Vicky King Retires

Vicky King, assistant to Dean John Mahon and financial manager at the College of Business, Public Policy, and Health, is retiring after more than 44 years.

"It's time to begin another chapter in my life," said King, who began work at the University on Nov 7, 1966. Her last day is May 31.

With no plans to slow down, King said she is looking forward to traveling with her husband Richie and spending time with their three grandchildren.

"I also want to do volunteer work, catch up on my reading, and get back to my exercise routine."

Dean Mahon said King will be "deeply missed.

"Ms. King is, as the French would observe, the 'center that holds,'" he said. "Her professional knowledge is legendary, but more importantly, her memory of events and history has provided substantive insights at crucial times for the College. During tough times her dry wit has eased tension. She has left an enduring

legacy here."

Associated with the BPPH dean's office since 1990, King has seen a number of changes over the years. "When I first began my tenure in the dean's office, BPPH was the College of Business Administration. Then, in 1977, UMaine reorganized and went from seven colleges to five. The CBA became the Maine Business School under the College of Business, Public Policy, and Health, along with the School of Nursing, the School of Social Work, and the Department of Public

discuss non-accounting matters in this class! I'd say, 'well, this is the way the world works. You can't study accounting in a vacuum.'

"I was a bit of a maverick."

Roderick said he is happy that interdisciplinary teaching has become a priority for the Maine Business School.

"That's the biggest change I've seen during my tenure on the advisory board. There are no silos anymore. The MBS is doing a fabulous job getting students to look across at all the disciplines."

He said he also is delighted that UMaine business students are connected and involved with companies and firms throughout the state, and that they are gaining hands-on experience as they learn to handle real-world problems.

"Thanks to internships and other programs, students are talking with CEOs, seeing the problems they face, and proposing solutions."

As a member of the advisory board, Roderick said he enjoyed helping the Maine Business School meet the needs of students and the state.

"Dean Mahon uses the advisory board to test, validate and critique ideas and he comes to us when he needs support. We act as lobbyists and cheer leaders. We're right there alongside him and the president to advance the things that need to be done.

"At one point we realized that the faculty ratio was insufficient. So we spearheaded the charge to hire additional faculty. We met with legislators and with the chancellor to

talk about the business school and about budget pressures. And we raised money for scholarships. Advisory board members have included some generous contributors."

The advisory board will continue to play an important role, not just for UMaine but for the entire University of Maine System, according to Roderick.

"Hopefully the board will work with other campuses to make sure we're avoiding course duplication and that we're sharing resources."

One of the advisory board's most important jobs is to protect the Maine Business School, said Roderick, who called it a "Center of Excellence.

"When I look around, I see that the Maine Business School is one of the things UMaine does best. Its quality and reputation stand out. We need to support it first and foremost and build from there."

He praised Dean John Mahon for "the passion he brings to his job.

"Good for him! You need someone with lots of energy in a job like his. The students love him, the faculty rallies around him, the alumni support him, and the advisory board thinks the world of him."

Roderick looks forward to continuing his involvement with UMaine. "There are lots of ways to stay connected. Maybe I'll even do some teaching. I'd like to be able to introduce new ideas and then see how the students react. The concept of cost of capital isn't new, but its impact on investment decisions is one I'd like to teach. ▲

Administration. The School of Economics came under the BPPH umbrella in 2007. The next year, the School of Nursing became linked with the College of Natural Sciences, Forestry, and Agriculture."

Over the years, one thing has remained constant. "I have always worked with fantastic people," she said. "I have enjoyed the interaction with the students and I have been very fortunate to have worked with six wonderful deans, each of whom had his or her own personality. I liked working on the budget, the faculty

reappointments, the hiring process, and various projects. I also liked that my duties varied day to day and that both challenges and rewards have been part of my job."

Leaving the University of Maine certainly will be bittersweet, she said.

"But I will take away with me fond memories of all the people I have met over the years." ▲

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Maine Business School
Dean, College of Business, Public Policy,
and Health, University of Maine

MBS News



Buenos Aires (in front of the "Pink Palace" - of Evita fame)

MBS Trip to Chile and Argentina *continued from page 13*

- Swimming in the Pacific Ocean was amazing. It was the roughest water I ever experienced – you couldn't even stand up. My favorite part of the trip was spending the day in the foothills of the Andes – we hiked for four hours in the hot sun. I got great views.
- I enjoyed seeing the lizards, birds, plants and flowers. I also enjoyed speaking as much Spanish as possible and getting a feel for the countries by talking to local residents.
- The business side was all new to me,

but I soaked up as much as I could. I thought it was really interesting to compare the two countries' views of sustainability. In Argentina sustainability means simply keeping afloat and making sure people are employed for the next 2-5 years. In Chile, we found a much more stable economy with a lot of foreign investment. So they had very high standards when it came to environmental regulation. ▲

Professor Steiger Lends Expertise to BDN

The Maine Business School has always taken its outreach mission seriously. Faculty members agree that one of their most important duties is to help business owners and employees by providing support, information, technical assistance, business development tools, and collaborative opportunities.

So, when Todd Benoit, director of news and news media for the Bangor Daily News, called Professor Natalie Steiger last winter looking for information about statistics and data gathering, she was more than happy to help.

"Todd was trying to gauge interest in non-news stories like features and sports and wanted to correlate readership on-line to a survey of print readers," said Professor Steiger.

"I told him he would have to collect multiple samples and provided suggestions about how he could gather the information he needs.

"Business professors frequently get calls from local businesses with questions that may be beyond their scope of expertise," she continued. "We're always pleased to get the calls and even more pleased if we know we've actually helped!"

Benoit told Professor Steiger later that the information she provided had been extremely valuable and that the newspaper's consultant liked her suggestions. ▲