



MBSConnects

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Mike Henry, CMCC Business Instructor and MBS Graduate, Promotes Business School

You CAN Succeed at the Maine Business School

That's the message Central Maine Community College business instructor Mike Henry '89, '90 wants to give his students.

So each fall he teams with MBS Lecturer Scott Anchors to bring CMCC students to the University of Maine. Students tour the campus and visit the D.P. Corbett Business Building where they sit in on Executive-in-Residence Paul Myer's marketing class, meet faculty and staff, and talk with students. The goal is to encourage them to continue their education after they earn associate degrees and show them that MBS could be a good fit for them.

Henry, an MBS graduate who earned a bachelor's degree in marketing and management in 1989 and an MBA in 1990, came up with the idea three years ago after hearing from many CMCC students that they had no idea what they would do after they graduated and that they hadn't considered UMaine because they thought it was too large and impersonal.

"When I suggested going to the University of Maine, students would say, 'Oh, no, that place is too big and scary. It's not for me,'" says Henry. "With these visits to MBS, we are trying to tell students that when they finish CMCC they should be

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MBS Associate Professor Harold Daniel and MBA Student Ian Burns Present Report on Voluntourism

Maine Business School Associate Professor Harold Daniel is leading an MBS effort to help Four Directions Development Corporation, the non-profit economic and community development agency serving Maine's four Wabanaki Tribes, determine whether a business opportunity exists in voluntourism.

Voluntourism is a popular new type of vacation which combines leisure and recreational activities with community service. The voluntourism experiences would be based on or near the communities of the Penobscot Nation, the Passamaquoddy, the Micmac, and the Maliseet.

Last March, Professor Daniel and graduate assistant Ian Burns presented a report to the Four Directions Development Corporation Board of Directors and the

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MBS Students Work with CUSO Mortgage Corp. to Design Intranet Website

Maine Business School students from Matt Graham's information systems and technology class have created an intranet website for CUSO Mortgage Corp. in Hampden.

The intranet site is an internal website that CUSO plans to use as an all purpose information management system for managing internal communication, collaboration and document management.

Participating in the site's development were 13 students from a variety of majors including marketing, accounting, finance, and management, according to Graham, lecturer in Management Information Systems.

"They all put a lot of hours into the project, interviewing CUSO executives, researching and evaluating software, and gathering system business process requirements," he said.

The company was pleased with the results, said Robert Carmichael, senior vice president, Human Resources, Training, Compliance and IT for Maine Savings Federal Credit Union, one of the primary owners of CUSO Mortgage.

"The intranet site was excellent. Its design was logical and very easy to use. The students used free shareware for the platform and designed it in a way that will allow the manager to easily make changes and keep things current. The students took the guidance we provided and really hit the mark."

He contacted Graham last fall to ask if students could create the new website.

"The business school had worked with us on several other projects, including a review of the Maine Savings website and intranet and our entire IT structure. Their feedback was extremely beneficial and provided us insights into

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THE FUND

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As its name suggests, The Fund seeks support each and every year, from new and existing donors. The Fund is used to support teaching and research, student facilities and to provide scholarships. Our main objective is to ensure there are funds available to allow us to respond quickly and appropriately to the areas of greatest need within the University. Your donations, combined with those of others, make a significant and immediate impact on the quality of the 'UMaine Experience' for our students.

We invite you to become an active part of this campaign by making your gift on behalf of the Maine Business School today. Please make your gift to The FUND by visiting us on-line at umaine.edu/give or by calling 207-581-1148 or toll-free at 866-578-2156. Remember, it isn't just about how much you give, but the fact that you give that makes a real difference.

For more information about The Fund, contact Ulysses Tucker, Jr. (ulysses.tucker@maine.edu), Director of Annual Giving at 207-581-1157.

Again, thank you very much for your consideration and support. ■



From the Dean

Dear friends,

As I travel around the state and the country speaking with Maine Business School alumni, I am continually amazed at the outreach of MBS and impressed with the caliber of our graduates. They hold prominent positions in international, national, and Maine organizations, run small and large businesses, and serve as CEOs, bankers, comptrollers, managers, and consultants. Each, in his or her way, is helping to grow the economy and provide job opportunities.

In this latest issue of MBS Connects, we are proud to bring you news about our alumni as well as about some of the exciting projects and initiatives in which our faculty and students are involved.

As you read, please remember that we need your help if MBS is to continue to serve as the center for business education, research, and outreach at the state's flagship university. Tuition, fees and state funds no longer cover the entire cost of a student's education, so additional support from loyal alumni and friends like you is more valuable than ever.

Our status as a business school accredited by The International Association to Advance Collegiate Schools of Business (AACSB) ensures the quality of our faculty and the relevance of our curriculum. Our facility, located at the Donald P. Corbett Business Building, offers state-of-the-art instructional classrooms and computing labs. MBS prepares students to meet the professional and social challenges of the future by providing valuable real-world experience and opportunities through the school's on-going relationships with the business community and through organizations such as the Student Portfolio Investment Fund (SPIFFY) where undergraduates manage a portion of the University of Maine Foundation's investment portfolio.

We hope you enjoy the Spring 2011 MBS Connects Newsletter. Please let us know what's happening in your life by calling 581-1968 or sending an email to ssteele@maine.edu. We look forward to hearing from you.

Ivan Manev, *Dean*

MBS Professor Mahon is Visiting Professor at the University of Chester in UK

Maine Business School Professor of Management John Mahon has been named Visiting Professor at the University of Chester in the United Kingdom through 2014. During his three-year appointment, Professor Mahon, the John M. Murphy Chair of International Business Policy and Strategy, will make several trips to the University of Chester where he will teach, work on projects, and collaborate on research.

"I look forward to a deepening engagement with Chester and hope to integrate MBS students and faculty colleagues into this unfolding relationship," Professor Mahon said. ■

New Partnership Between MBS and Sogang University in the Offing

The Maine Business School welcomed representatives of Sogang University in Seoul, Korea, to campus in February. Sogang and the University of Maine are expected to sign a new exchange agreement.

Sogang, which offers both undergraduate and MBA business programs, emphasizes the use of English and a high percentage of classes are taught in English.

Students will be able to study for a semester or attend Sogang International Summer College which attracts students from all over the world. It runs six weeks from late June till the end of July and offers a range of classes in English, cultural experiences, and optional language training.

Founded in 1960, Sogang has 11,516 undergraduate students and 3,581 graduate students. The school has 191 collaborations with institutions in 50 countries and each year hosts approximately 2,500 international students who choose various academic programs.

The Sogang Business School, which opened in 1968, emphasizes globalization, leadership, excellence, and ethics. Like MBS, Sogang is accredited by The

Association to Advance Collegiate Schools of Business (AACSB). Its MBA programs are led by about 50 full time faculty who have earned Ph.Ds from top business schools in the U.S. including the University of Pennsylvania, Columbia University, Cornell University, George Washington University, and the University of California at Berkeley. Many have teaching and research experiences in international business graduate schools.

The Sogang Business School, which opened in 1968, emphasizes globalization, leadership, excellence, and ethics. Like MBS, Sogang is accredited by The Association to Advance Collegiate Schools of Business (AACSB)

Finance Professor Richard Borgman said the visit from Sogang went well.

Representatives from the Korean school met with faculty and students.

"They liked us and we liked them," said Professor Borgman who helped spearhead the initiative to bring about the new partnership and was the first to contact the university several years ago when he visited Korea as part of the governor's trade mission.

"Sogang is a very good school with a strong faculty," he said.

He had been pushing for an exchange agreement with a Korean university for a number of years and noted that South Korea is the United States' seventh-largest trading partner and the 13th-largest economy in the world. ■

Maine Business School professors Ivan Manev, dean of MBS, and Pankaj Agrawal were among 31 University of Maine faculty members to be granted promotions by the University of Maine System Board of Trustees last March.

Management Professor Manev was promoted to full professor while finance Professor Agrawal was promoted to associate professor with tenure. ■



Ivan Manev



Pankaj Agrawal

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Students, faculty and alumni are encouraged to submit information.
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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.

Business Studies and Athletics Often Go Hand in Hand

Maine Business School students always are well represented on Black Bear athletic teams and the 2010-2011 academic year proved no exception.

Of the 407 student-athletes at the University of Maine, 53 – or nearly 15 percent – were from MBS. According to Cristina Kerluke, UMaine athletic academic counselor, management and finance were the most popular business majors for student athletes, with 19 in management and 13 in finance. Twenty MBS students were members of the Black Bear Hockey Team – the highest number she has seen in her eight years at UMaine.

“Hockey players are aware of the great reputation MBS has,” she said. “They know it’s an excellent program and that a

Of the 407 student-athletes at the University of Maine, 53—or nearly 15 percent—were from MBS.

business degree can open many doors for them after hockey.”

Noting that a number of UMaine baseball and football players also are MBS students, Niclas Erhardt, Assistant Professor of Human Resources and an advisor to the hockey team, says there are a few reasons why many hockey players study business. Some players have told him they consider their education as a backup in case their plans to join a professional hockey team don’t pan out. “Even if they make it to the professional level, a player’s career is generally short, with an average length of about 2.5 years in the NHL,” says Professor Erhardt. “After their playing career is over, many of them still want to do something business related within sports. They might aim to become part of management of a hockey team and a business degree gives them many practical tools that organizations value such as leadership, decision making skills, and critical thinking.”

Team learning is another reason why many hockey players choose finance, according to Professor Erhardt. “I frequently have several players attending my classes at the same time. That makes sense. Ice hockey is a team sport and taking classes together is a natural extension of that. They learn as a team – both on the ice and in the classroom. Finance is a tough major and taking finance classes together really helps players succeed in the classroom.”

Finally, word of mouth also likely plays a role. “Many senior players share their experiences at the business school with younger players coming in as first year students,” says Professor Erhardt. “When you already have players attending the business school, other younger players seem to follow.” ■

CUSO *from page 1*

areas for improvement. We have had an MBS student here on an internship project reviewing our data bases and a team assisting our lending staff with database management. We thoroughly enjoy the ability to interact with a great group of students and Professor Graham has been tremendously supportive of our relationship. We were able to provide some real world opportunities for learning while students assisted us in our technology needs in ways we hadn’t envisioned.”

Although many students volunteered to work on the latest CUSO project, Graham needed to whittle the list down. “They were excited about putting the information system skills they learned in the classroom into a real world application,” he said. “We worked on it for five months, meeting with CUSO to define business requirements for the site, building it, and then testing it to make sure it worked and met all their needs.”

Students said they enjoyed

working on the project and having the opportunity to apply classroom theory to real-life.

“It was very empowering to have Professor Graham trust my team to work directly with CUSO executives,” said Luz Aquilar ’12, a marketing major with a concentration in international business.

Daniel Broyer ’13, a finance major with a concentration in international business, said he learned how to take information from a company and “transform it into a user friendly product that they will be satisfied with. It takes extensive communication and a complete understanding of a business’s need to be successful with any project.”

MBS students already are working on their next real-world project. They have been asked by Bangor International Airport to build a data base system.

“Our reputation is growing,” said Graham. “Opportunities are coming to MBS because we have proven we can get the job done.” ■



Succeed at the Maine Business School *from page 1*



CMCC Business Instructor Mike Henry (left, top row) and MBS Professor Scott Anchors (far right) with CMCC students and faculty

going on to a four-year school because they've got great potential. We want them to see that MBS is a really cool place with dynamic, enthusiastic teachers and friendly students. Community college students often don't realize how much academic potential they have. So when people tell them they should come to MBS and that they can be a success here, it gives a real boost to their ego."

So far, Henry has brought approximately 25 community college students to UMaine. He works with Professor Anchors to plan and coordinate the visit and make sure the visitors experience UMaine's warm and friendly atmosphere. Professor Paul Myer usually kicks things off by allowing the CMCC students to attend his marketing class so they can get an idea about what an MBS class entails.

At least four CMCC graduates have enrolled at the business school while about a dozen others have gone on to another four-year university. But whether they choose MBS or another school, Henry

says he considers these visits a huge success because they help increase the state's four-year college-going rate and boost young people's aspirations. "Students always thank me for bringing them to UMaine and say they feel more confident about continuing their education at a four year-school."

Professor Anchors says the visits are "a great way to showcase the opportunities and supportive environment at the Maine Business School. This reflects Mike's passion for MBS and his interest in getting CMCC students to consider the business school."

Professor Myer says he is happy to have potential students visit his class "so they can observe for themselves the level of knowledge and engagement that is offered and required at UMaine. In most cases I have done a student-focused exercise to demonstrate that students are expected to actively participate in the learning process."

CMCC graduate Britney Salley, who graduated from MBS in May, says Henry

encouraged her to come to the business school and that she has enjoyed her time here. Last fall she conducted a tour for CMCC students. "I told them that MBS is a really friendly place, that professors are always willing to help, and that it's easy to transfer your credits from CMCC. One girl wrote me a letter and said that because of my tour, she was seriously considering MBS."

Mark Castonguay, a CMCC graduate who earned a degree from MBS in 2009, says Henry insisted that he give UMaine a look when he was exploring colleges. He too believed the stereotype that UMaine was too big and impersonal, but that changed once he visited. "I took one foot on campus and fell in love," says Castonguay, grocery manager for Hannaford in Brunswick, Maine. "UMaine immediately felt like home. MBS turned out to be a great experience. I enjoyed my classes and my professors, and I appreciated all the opportunities to get involved." ■

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SPIFFY Members Visit NYC Financial District

SPIFFY's annual visit to New York City's financial district typically ends up a fun and enriching experience and the most recent trip last November was no exception.

SPIFFY (Student Portfolio Investment Fund) is a club of approximately 25 undergraduates who manage \$1.6 million of the University of Maine Foundation's assets. Students apply their classroom knowledge to obtain real investment experience and make important investment decisions. They meet weekly to discuss changes to the portfolio using majority vote based on presentations and research.

Each year four members of the SPIFFY executive team travel to New York City with finance Professor Bob Strong, the club's advisor, to get a first-hand glimpse of the world of money management. This year's student travelers were: Joshua Brewer, Alex Waite, Joe Gagnon, and Alex Oliver.

As in previous trips, they toured the floor of the New York Stock Exchange and met with University of Maine Foundation money managers. Their itinerary included a working lunch at the investment banking firm of Sandler O'Neill, a long-time supporter of the SPIFFY trip, and visits to Lazard Asset Management, an international equity manager with a longstanding relationship with the Foundation, and Morgan Stanley, a global investment bank. The travelers ate dinner at Planet Hollywood and saw a Broadway play.

Students gain confidence from these trips, according to Professor Strong, because "as they sit there talking with these finance industry professionals, they begin to realize that they really understand the conversation. They say to themselves, 'I know exactly what these people are



L-R, Mike Boyson, University of Maine Foundation consultant from Morgan Stanley Smith Barney, Joe Gagnon, Alex Oliver, SPIFFY advisor Professor Bob Strong, Alex Waite, Joshua Brewer

talking about - I understand this!"

Visiting a variety of firms is extremely revealing because each has a distinct culture, Professor Strong said. One could be high speed and formal, requiring suits and ties, while another might be laid-back and relaxed with employees wearing jeans. Another interesting thing that comes out of these trips, he said, is that students who thought they wanted to work in the big city decide it's not for them, while others who never thought they wanted to work in a fast paced, competitive work environment become intrigued with the idea.

"The trip confirmed to me that I absolutely want to work in the city

near the action and always have something to do," said Alex Oliver '11, a finance/management major. "It was a fantastic experience that helped me gain some perspective on the heart of the stock market."

Joshua Brewer '10, who majored in economics with concentrations in

finance and business, called the visit to the stock exchange "a once-in-a-lifetime experience.

"I used to think it would be crazy with lots of yelling and screaming," he said. "But it's the exact opposite now because everything is computerized. It's very quiet now, with everyone typing away on large iPad-like, handheld computers. A lot of jobs have been eliminated, so what used to take 75 people now is reduced to one person."

Brewer, who wants to be a financial analyst in New York City, said he enjoyed the

opportunity to sit down and talk with professional money managers.

"It was great to see them in action and learn about the typical day of a financial analyst. It starts at 7 a.m. with phone calls and emails. You spend your day researching companies, crunching numbers, and writing reports. You could be ready to leave work at 5 or 6, but then a late-breaking financial event happens, and you have to write a report that's due the next day.

"I realize I'll have to start at the ground level and work my way up by putting in 80-100 hours a week. But that doesn't bother me. I've known for the past three or four years that this is the career that I want." ■

Report on Voluntourism *from page 1*

Wabanaki Cultural Tourism Initiative Task Force during a meeting at the Buchanan Alumni Center. Titled the Wabanaki Cultural Tourism Study, the report contained results of a survey of North American leisure travelers showing that, of the 11 conceptualized voluntourism experiences tested, one experience designed for delivery in the summer and another designed for the late winter represent viable business opportunities for the tribes. The research also identified and described target markets for these kinds of travel experiences.

The value of offering a genuine cultural experience was a theme that emerged from the data. "The Archaeology Project concept seems to have benefited from the strong link to the Wabanaki culture," Professor Daniel said. "It clearly represents the most intense cultural experience offered to the respondents because its service component was directly linked to the Wabanaki culture. It benefits from the sense of adventure that it invokes as well. An opportunity to uncover artifacts that will deepen connections to the Wabanaki cultural heritage is likely a very attractive way to frame community service."

Bonnie Newsom, tribal historic preservation officer for the Penobscot Nation, said Four Directions enjoyed working with the MBS. "We were very impressed with the professionalism the students displayed throughout the process. I wouldn't hesitate to contract with them again. It was a win-win situation where the students got some real-world experience and Four Directions got some valuable data that will serve the organization and the Wabanaki communities well as they explore voluntourism as an economic and social development venture.

"I think the information will be a starting point for a broader analysis of the viability of voluntourism initiatives within Wabanaki communities. The positive feedback we received on some of the concepts supports what we were

thinking intuitively and now we have some research to support and lend credibility to moving forward."

Research was conducted in Professor

" We were very impressed with the professionalism the students displayed throughout the process. I wouldn't hesitate to contract with them again. It was a win-win situation where the students got some real-world experience and Four Directions got some valuable data that will serve the organization and the Wabanaki communities well as they explore voluntourism as an economic and social development venture."

— Bonnie Newsom
Tribal Historic Preservation Officer

Daniel's undergraduate marketing research class last fall with substantial support from Four Directions Development Corp., which provided in-class and on-site orientation as well as financial support. Students helped develop the voluntourism concepts that included service projects like archaeological digs, trail maintenance, home construction, roof repair, and maple sugaring combined with recreational activities like canoeing, hunting, fishing, and visiting Acadia National Park. Students also helped develop an online questionnaire that was

completed by more than 600 U.S. and Canadian residents and analyze the results using statistical analysis software.

At the March meeting, Ian Burns provided additional analysis of the data. He and Professor Daniel told the group that:

Two viable markets exist for Wabanaki Voluntourism products or experiences – exclusive voluntourists and "blended" tourists seeking both voluntourism and mainstream adventure tourism experiences.

Based on Joel Jarreau's Nine Nations of North America model of regional sub cultures in the US and Canada, Burns identified two regions that featured the highest concentration of exclusive voluntourists, representing prime markets for the Wabanaki voluntourism products.

The South East features the highest concentration of blended tourists interested in both voluntourism and mainstream adventure tourism experiences.

Burns also identified the unique motivations driving those interested in voluntourism, information that will be valuable for designing tourism experiences and commercial communications about them.

Professor Daniel suggested that the tribes moved slowly to create the voluntourism vacations. "First, develop infrastructure such as hospitality, transportation, customer service, and human resource management. We need to control the scale of the operation to help sustain revenue as we build capacity."

He also encouraged them to "leverage current assets and local partnerships such as the Abbe Museum in Bar Harbor, the University of Maine's Hudson Museum, historical sites, and existing inter-tribal partnerships." ■

MBA Students Excel at Annual Molson Case Competition

Five MBA students from the Maine Business School scored their best performance yet at the annual Molson Case Competition in Montreal, Canada, in January.

Finishing in the top half of the 36 business schools from across the globe, the MBS team finished 14th overall, one point short of making the semifinals. MBS placed behind South Carolina and Pepperdine, but ahead of Purdue, Pittsburgh, George Washington, Baylor, and Kent State.

"This was quite an accomplishment – it's the closest we've come to making the semifinals," said Paul Myer, MBS Executive-in-Residence, and coach of the MBS team.

For the past eight years the business school has sent a team to the competition which draws some of the best business schools from around the world. The event provides valuable real world experience for students who participate in a round-robin competition of business problem-solving which requires them to quickly put theory into practice.

This year's team consisted of Nicole Gogan, Joseph Kellner, Victoria Thornton, and Kim Williams. Frederick Kaiser was an alternate member and automatically has a place on next year's team. Assistant coaches were Assistant Professor Jason Harkins and Professor John Mahon.

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's a very intense environment," said Professor Myer. "I think these results speak well of the quality and intellect of our students in the Maine Business School. They went head-to-head with some top business students from around the world dealing with realistic business problem-solving challenges. They'll be bringing that creative critical thinking with them when they enter the marketplace."

The team's great showing likely was due in part to a class he and Professor Harkins created a couple of years ago designed to teach business analysis and advocacy skills, said Professor Myer.

"Every week they analyzed and presented cases, just as they are required to do at the Molson competition," he said. "Students develop their critical thinking skills and learn how to be more effective in real life business environments. Because of this preparation, they had self confidence and a really positive attitude which made them more competitive. Also, they understood each other's strengths and weaknesses and worked together in a collaborative way."

UMaine participants said they worked hard but enjoyed themselves and learned about different business situations as well as how to work as a team and think creatively under

pressure. The opportunity to network with business students, faculty and professionals from around the globe was invaluable, they agreed.

"Every case study was very challenging," said Kim Williams. "It really kept us on our toes, but it was so rewarding when we realized we had nailed it! The cases were very internationally focused which was a learning experience because we had to put ourselves in different shoes. We lost to the team from Pakistan because they were better able to portray the perspective of a country faced with foreign investment."

Each participant brought something to the team, said Nicole Gogan. "So we had to figure out how to use each member's strength. We all had different points of view, but we knew we had to reach an agreement and we learned to work efficiently as a team. Also, each of us had been in the work force which really helped. We had more experience to draw on and we understood the big picture."

Fred Kaiser said the competition "showcased the quality of the MBA program, the faculty, and the students." Participants learned about more than analyzing cases, he said. "Part of the training for a business career is coming to understand not only how to deliver at the office, but also the protocols of life on the road, how to navigate a social event, and the importance of showing sportsmanship to your competitors. Just being around some of the best business students made me raise the bar on my own expectations for myself." ■

Student Spotlights:

Mackenzie Murphy '13



Mackenzie Murphy

Maine Business School sophomore Mackenzie Murphy says coming to MBS seemed only natural.

"I have seen many of my family members become successful businesspeople after graduating from the University of Maine, and it made me want to come here myself," says Murphy, whose father and two uncles earned degrees from UMaine and now are involved with thriving companies.

A New Hampshire native who is majoring in management and hopes to have a career running a sports facility or entertainment venue, Murphy says she enjoys her business classes and appreciates that her professors are always thinking of ways to help students.

"Business law Professor Martha Broderick gave us extra credit to attend a presentation about how to enhance your resume and find out what appeals to potential employers. I came away with a lot of tips that will help me when I enter the job market," she says.

One of her best academic experiences was in her Business Law class, when Professor Broderick Broderick assigned a

project that included a 20-page paper and a five-minute oral presentation. "I was assigned to work with three other students. We had to write the paper and put together the presentation. It was important to do well because the project counted for nearly half of our grade. We worked hard and ended up with an A. I learned a lot about time management and teamwork."

MBS and UMaine have been "a big part of my life," says Murphy. Her father, Gerald Murphy, graduated from UMaine in 1984 with a degree in chemical engineering and now is Atlantic Business Unit Sales Manager for Siemen's Water Technologies. Her Uncle Michael Murphy graduated from the Maine Business School in 1978 and is Vice President of Marketing for RDM Corporation. And her Uncle Tom Murphy graduated from UMaine in 1981 with a degree in engineering and founded Benjamin Box Company. Her legacy goes back even further. Her grandmother, Valerie Murphy, and her grandfather, Cornelius Murphy, both graduated from UMaine in 1954.

Murphy says she grew up watching her parents run successful businesses. Her mother, Sharyl Murphy, owns Sage Farm Antiques in North Hampton, N.H., and Cattail Farm Antiques in Wells, Maine. "Both she and my father work out of their homes and I grew up watching them skillfully manage their time and their businesses," says Murphy.

Her MBS education will stand her in good stead down the road. "My classes may be more challenging than those in other disciplines, but I enjoy the work and the effort you need to put in. You feel as though you have really achieved educational success when you ace an accounting exam you studied all night for. I think the challenging work and interesting teachers really make MBS a good place to learn. I believe MBS is helping me prepare to own or manage a company. I'm optimistic about what I can achieve after I graduate." ■

Jessica Metcalf Lavigne '11 Gets Married in Japan As Earthquake Hits

It was an eventful spring break for Maine Business School student Jessica Metcalf Lavigne '11 who was on her honeymoon in Japan when it was hit by an earthquake of magnitude 9.0, the largest in that country's history. But despite all the upheaval, she made it back to MBS in time for her 9:30 a.m. class on Monday.

"I was worried about missing my classes," said Lavigne, who had been taking extra credits each semester so she could graduate from MBS in three years.

"I'm an overachiever and I didn't want to mess up. I sent emails to my professors telling them that I would have to miss class. They told me not to worry and that they would help me with anything I needed. Professor Martha Broderick gave me an extension for my take-home midterm exam."

A native of Cornish, Maine, Lavigne married her husband, U.S. Air Force Senior Airman Marc Lavigne, on March 4 at the town hall in Okinawa where he is stationed at the Kadena Air Base. The couple was enjoying lunch at a restaurant on March 11 when they learned about the earthquake. "We never felt anything, so we were very surprised," said Lavigne. "A policeman told us to evacuate immediately because a tsunami was on its way."

Lavigne hurried to the airport next morning and boarded a plane to Tokyo where she hoped to make a connecting flight to San Francisco. "Flying over the ocean, you could see debris floating everywhere," she recalled. "The Tokyo airport was a madhouse. The Japanese people were calm, but international

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MBS Helped John Griffith '10 Launch Career in Finance



John Griffith

Only a month after he graduated from the Maine Business School last May, John Griffith was hired at Merrill Lynch in Portsmouth, N.H.

Now happily ensconced at Merrill Lynch, the Investment Banking and Wealth Management Division of Bank of America, he is enjoying his work, his clients, and his colleagues.

"I love helping people," he says. "This is a great opportunity."

Griffith, who earned a bachelor's degree in business administration with a concentration in marketing and a minor in communications, credits the training and skills he learned at MBS with helping him put his best face forward and launch his career in the financial world. The business school not only offered interesting, interactive classes, but instilled in him the importance of time management, and afforded him the opportunity to study in Australia and learn about other cultures and business environments.

His professors were wonderful teachers, as well as caring mentors, according to Griffith who developed

special relationships with professors Paul Myer and Jason Harkins. "They were always happy to sit down with me and talk about my plans to start a coin conversion business in Australia," he says. "They were an unbelievable resource. They saw how ambitious I was and listened to my ideas. They were encouraging and honest. I could talk to them about anything."

Always interested in the stock market and in helping people with their investments, Griffith decided to major in marketing because "no matter what job you're in, you always have to sell yourself." He says his business classes provided him with the fundamentals of accounting, marketing, and finance that have stood him in good stead at his job

"Always interested in the stock market and in helping people with their investments, Griffith decided to major in marketing because "no matter what job you're in, you always have to sell yourself."

with Merrill Lynch. "In every class I was taught to ask important questions about the reasoning behind business theories and exactly why something is done a certain way."

His study abroad as a senior "changed my outlook on life and on how I dealt with people," he says. "My semester in Australia gave me a different perspective and allowed me to be more open-minded. I met people from all over the world including from Dubai and New Zealand. I still keep in touch with more than two

dozen friends I met while traveling."

Also while at MBS, Griffith says he learned that sticking to a daily routine "was the best way to become successful.

"I set short-term and long-term goals for myself. Each day I recorded my activities so I could chart my progression. I still keep a journal and write down everything I did that day. It's very effective. If you create a system for yourself and measure your success, every day can be productive and you can plan for tomorrow."

A native of Portsmouth, N.H., Griffith says he knew MBS was right for him when he first visited the school. "I always heard great things about MBS and I knew it was ranked one of the best in the nation, so I was really interested in touring the school. I sat in on a large lecture class and saw the way students interacted with the professors. I was astonished. Everyone was paying attention - there was no texting or playing with cell phones. Everyone was busy sharing ideas and insights. It was amazing."

He made sure he put his summers to good use. Working at a country club near his home, he found the job a great way to hone his networking skills. "I was surrounded by executives, venture capitalists, and chief financial officers. Any time someone came up to the snack bar, I'd introduce myself, find out where they worked, and jot down information about them. I figured it would come in handy if I got job interviews at their companies."

During the months leading up to graduation, Griffith went into high gear. He would call companies - sometimes numerous times - to see if they were hiring. "I did what I had to do," he says. "It's better to be persistent than to let companies think you don't care. I wanted them to see a young kid with lots of ambition and a hunger to succeed. You need to create as many opportunities for yourself as possible." ■

Weak Economy Changes Students' Outlook

The challenging economy of recent years may contribute towards the way current students view their future jobs. Maine Business School lecturer and researcher Scott Anchors says many young people have become pessimistic about the chances of landing a stable and secure job and are more interested in making a lot of money.

Students know that in the past many companies offered security and stability. They observed parents who did the same work for decades, often with the same company, and now they hear that job certainty is more tenuous. This changing work environment is impacting students' attitudes and is reflected in a survey that Professor Anchors has given his students each year since 2008 to determine their job motivations and their idea of the perfect job. He uses students' responses to engage them in the topic of motivation in the workplace.

"Motivation is a personal and interesting topic," says Professor Anchors. "This question always seems to generate lots of discussion about how to motivate people in the workplace."

In the 2008 and 2009 surveys, students expressed a preference for ideal jobs that offer stability and security. But, in the 2010 survey, many responded that they "want to earn a lot of money quickly," says Professor Anchors. Over three years, the percentage of students who expected a stable and secure future dropped from 58 percent to 39 percent, while the number interested in earning a great deal of money rose from 5 percent to 19.9 percent.

"A stable and secure future meets some basic human needs," says

Professor Anchors, a recognized expert in personality assessment. He is not surprised at the results of the latest survey, given the recession and high unemployment over the past few years.

"It seems that many students have become fatalistic due to the economy and are realizing that job security is less likely in the future. Also, they hear their parents complain that their retirement fund investments have decreased significantly or that they are worried about being downsized. At the same time, many students are responding that they want to earn a lot of money. The latest survey showed that 22 percent of students say their ideal job would provide an opportunity to use their special abilities. This compares to 12 percent in 2008."

The most striking thing about the 2010 survey is that students' motivation towards the workplace is changing, says Professor Anchors. "They know the work environment is changing and consequently they are changing what they want and hope for from it."

"We in the Maine Business School feel that we are preparing students for a changing world by equipping them with problem solving skills, wide exposure to numerous business topics, and global travel opportunities. All this, combined with our accreditation by The Association to Advance Collegiate Schools of Business (AACSB) and our high marks from publications that rank business schools, helps position our students to be very competitive in such challenging times." ■



Jessica Metcalf Lavigne '11 and her new husband, Marc Lavigne, visit the Okinawa Churaumi Aquarium

Jessica Metcalf Lavigne

from page 9

tourists were frantic because everyone was worried about the radiation leaks from nuclear plants."

Although she missed the flight to San Francisco, she managed to board a plane to Seattle. There, she was told that a flight to Portland, Maine, would be leaving shortly.

"But when I got to the terminal, I discovered it was a flight to Portland, Oregon."

After a sleepless night at a nearby hotel, Lavigne returned to the airport early next morning for a flight to Chicago. From there, it was on to Portland. "I was so happy and excited to be home!" she said. ■

Alumni Spotlight: Kristin Powell '05 Teaches and Learns at University of North Dakota



Kristin Powell '05 with Cole and Annie, two of her three children

Six years after earning her MBA from the Maine Business School, Kristin Powell continues to learn and grow.

An instructor at the University of North Dakota Honors Program, she teaches interdisciplinary courses on a variety of topics that she chooses with help from her students. Classes have focused on such diverse subjects as “Film and Capitalism,” “The Supreme Court,” “New Media and the Future of the Internet,” and “Censorship in America,” as well as the “History and Culture of Ireland,” and the “History and Culture of Italy,” both of which included an international experience.

“I love being a lifelong learner,” says Powell, who researches each subject for six months prior to class. “I don’t have to be an expert to impart my wisdom. My students and I learn together, analyzing the subject and honing our critical thinking skills and our ability to conduct research, to

write clear, cogent essays, and to speak extemporaneously.”

Powell, who earned a bachelor’s degree in industrial psychology from the University of Illinois and a master’s degree in counseling from Oklahoma State, worked as an academic advisor at Aims Community College in Greeley, Colorado, and as a student affairs administrator at the University of Colorado at Boulder prior to coming to UMaine.

Living in Grand Forks with her husband Jeffrey Powell and their three children, she is busy at UND on several fronts. In addition to her Honors classes, she teaches a writing workshop as well as courses in social science and in leadership. She also is Student Life Coordinator, serving as an academic advisor to Honors Program students and recruiting for and marketing the Honors Program.

“I have the best job in the world, bridging student affairs with academic

affairs,” she says. “I enjoy designing my own curriculum and teaching a diversity of courses that are both inside and outside my research areas. I like learning as I go, interacting with students and engaging in provocative, stimulating discussions. I enjoy advocating for the Honors Program because these students are talented and driven. We get some students who graduated from a class of less than 20 and may find that transitioning to ‘the big state school’ is challenging because of its size. Having my classes capped at 18 students means I get to know those students and their career goals. I enjoy counseling and advising students because it keeps me young. In my head, I still think I’m in my twenties. College was one of the greatest times in my life, and I am helping it be a productive time for others.”

Powell says her time at UMaine also was busy and happy. Jeffrey was

area coordinator for the campus Housing Department, overseeing residence hall directors, so the couple and their young children lived on campus in one of the residence halls. "We'd hear students tromping in from their social activities and there would be fire alarms at 3 a.m. because someone burned popcorn. That's family life in a residence hall!"

She credits her time at the Maine Business School with helping prepare her for her interesting and challenging career at UND. While taking her business classes she worked as a graduate assistant for UMaine's Student Organization Leadership Development (SOLD) Office where she served as an advisor and taught a class in leadership. "My background in counseling and my interest in business came together at UMaine," says Powell.

"Through my MBA program, I learned to think critically on topics such as globalization and strategic marketing - I hadn't ever thought that way before. I had spent so much time studying individuals' behavior, I hadn't thought about organizational stages, the different skills needed in starting a business versus running that business, or how financial information affected decision-making."

"Also, I improved my technology skills through management information systems classes and I became familiar with social networking. The intranet program used by UMaine, called First Class, exposed me to new forms of communication. I did research on-line at the library and I collaborated as part of a virtual team. My Management

Information Systems classes taught me about the structure of databases and Moore's law, and how the emerging technology would begin to affect sectors outside of the high-tech industries.

"I also learned about the power of teamwork through my MBA study

"My background in counseling and my interest in business came together at UMaine," says Powell. Through my MBA program, I learned to think critically on topics such as globalization and strategic marketing - I hadn't ever thought that way before."

groups," Powell says. "I was better with management and management information systems, while some of my classmates were more skilled in accounting and finance. So harvesting the power of teams became very important in my master's program. Today, I work closely with other Honors faculty members at UND, so teamwork is a big part of what I do. I also use my teamwork skills outside the classroom, serving on the Board of Directors for the local public library, and working with North Dakota Women's Network, a non-profit group that seeks to increase public activism for women."

Her MBS education has stayed with her. "My students have to deal with my business background," she says. "I still say things like 'return on investment' and 'decreasing marginal utility.' I tend to phrase things in terms

of my business perspective."

Impressed with the emphasis MBS placed on study abroad, Powell says she followed suit and made sure to incorporate travel as part of her classes about Ireland and Italy.

She has fond memories of her MBS professors who, she says, were knowledgeable and approachable teachers.

Without an undergraduate degree in business, she spent part of her master's program taking introductory level courses.

"I enjoyed these basic courses," she says. "I knew I was on the right path because I enjoyed them so much. I couldn't wait to take my upper level classes." She is especially grateful to former MBS Professor Natalie Steiger who allowed her to

complete her Advanced Production Techniques class on-line so Jeffrey could take a job at the UND Housing Department.

"Thanks to Professor Steiger, I was able to graduate despite leaving UMaine. I had enjoyed her undergraduate level Production class, so I elected to take one of her graduate classes on the same topic. Dr. Steiger taught me about mathematical solutions to problem-solving, such as where to locate a business or how much product to make to minimize waste. Understanding that businesses could make decisions using rational equations and linear programming was transformational for me. In my counseling training, I had never been able to view problems with such logic and structure." ■

Alumni Spotlight: Larry Shaw '81 Grows MMG Insurance by Focusing on Company Culture

Nearly 30 years after he graduated from the Maine Business School, Larry Shaw, president and chief executive officer of MMG Insurance in Presque Isle, Maine, continues to fall back on a valuable lesson he learned as an undergraduate. "I use what I learned in my organizational behavior course all the time," says Shaw who earned his bachelor's degree in business administration in 1981. "That's where I came to understand that a business's culture can drive its success.

"Over the years we have made sure that our company's culture is high-tech, high-touch. We use state of the art technology, and we have great products, great service, and a great claims department. But we have a competitive advantage because we take a high level of personal service to the market place. We still use a live person to answer the phone, even though most companies use an automated attendant. We take time to talk and visit with customers and build trust so they know we value their relationship, will be there when they need us, resolve problems quickly, and do everything we can to keep them satisfied." MMG Insurance Company currently provides property/casualty insurance services from 153 agencies in 381 locations in Maine, New Hampshire, Vermont, and Pennsylvania. Later this year MMG also will be doing business in Virginia. Shaw says within the next 10 years he aims to serve a total of 6-8 states and to double written premiums to \$250 million in revenue.

"It's quite a challenge we've set for ourselves, but it tracks with what we have produced over the last 15 years," he says proudly.

Hired by MMG in 1982, Shaw spent his first two years "helping out everywhere and doing everything from sorting mail, to filing papers and pulling staples." Prior to becoming president and CEO in 1995, he held a number of positions including chief operations officer, vice-president, secretary, assistant vice-president, and assistant secretary. He also held various positions within the Underwriting Department.



Larry Shaw

He credits his employees for helping the business succeed. "We pride ourselves on being an employee friendly organization and understanding each employee's needs. We value each one as a person as well as a worker. That's why our staff members are enthusiastic and motivated and really enjoy their jobs. They are interested in high performance and really want to do well. This is tough to compete with."

The company's strategy has indeed paid off. MMG has been named "Company of the Year" in Maine three times, most recently in 2009, and "Number One Performing Company" in New Hampshire and Pennsylvania. The industry awards were given by each state's respective Independent Agents Association.

Another key to running a successful business is to embrace change, according to Shaw. "We do a lot of predictive modeling, or creating a statistical model of loss experience, which has been a big part of the evolution of rate making," he says. "Also, because we're smaller and do most of our own software programming here, we've been able to be nimble and responsive to the needs of the marketplace."

He says the Maine Business School started him out on the right foot by giving

him a solid business foundation. "MBS challenged me, broadened my thought processes on a whole host of topics, developed my relationship building skills, and, most importantly, sparked me into becoming a lifelong learner," says Shaw, who earned a master's of science degree in business from Husson College in 1993.

With all the electronic communication these days, business schools need to place an emphasis on teaching students to understand the importance of building relationships by sitting down face to face with people, he says. Newly minted business school graduates should have good social skills, know the mission and purpose of their company, and understand that they may have to start at the bottom and work their way up.

Heading up an insurance company is a wonderful career, he says. "The insurance industry is central to the economy and provides an essential financial service. It allows people from many different disciplines to be successful, whether it's in marketing, underwriting, actuarial, finance, or claims. It really is a business open to just about every skill set out there."

Shaw lives in Presque Isle with his wife, Taffy. The couple has three sons: Nick, a finance major at the Maine Business School, Brennan, and Connor. ■

Matt Kaubris MBA '85, President and CEO of Oxford Federal Credit Union, Aims to Attract Young Members

Maine Business School alumnus Matt Kaubris, president and CEO of Oxford Federal Credit Union, is on a mission to change the way young adults think about cooperative financial institutions.

"Young people may not understand the philosophy and history behind the credit union movement and the difference between credit unions and banks," says Kaubris, who earned an MBA in 1985. "Credit unions are a great option for young people starting out with their own financial independence. As a not-for-profit financial cooperative owned by its members, a credit union can offer a full line of financial products and services at a very competitive price. They typically offer lower rates on loans, higher rates on savings and fewer or lower fees. We think that is a great combination for young people just starting out when every penny counts."

In keeping with his goal to spread the word about credit unions to young adults, Kaubris has embarked on several initiatives. For several years, OFCU sponsored a "Financial Fitness Fair" which teaches high school students to live within a budget of their chosen careers. Kaubris plans next summer to hire OFCU's first-ever summer intern to work closely with members of his management team in accounting, human resources, and marketing. And, he is promoting a new North American credit union movement called "Young and Free" which aims to attract one million new members between ages 20-25 by offering promotions for free products and services and providing financial advice to young adults using on-line social media sites.



Matt Kaubris

He is excited to help launch Young and Free in Maine and continue his mission to attract the next generation of credit union members. Through the program, a state's credit unions pool their resources to hire a college graduate to act as a financial spokesperson who travels the state.

"This is a wonderful way to engage young members," says Kaubris. "OFCU has included a link on our website to the Young and Free program and plans to invite the spokesperson to visit and participate in credit union-sponsored activities in western Maine."

Kaubris, who has been at OFCU since 1995, was vice president of finance for three years prior to taking the top position. "It was the best move I ever made," says Kaubris, who worked as a cost accountant for the James River Paper Company in New Hampshire and as a business manager at the Rumford/Mexico public school system. He learned about credit unions while serving on the OFCU volunteer supervisory committee and

quickly became a passionate advocate of all things "credit union."

"Credit unions are the best secret around," he says. "Because they have no stock holders, they answer only to their members who really feel that their voices are being heard. Anyone who lives, works, or worships in Oxford County can join OFCU. It takes only \$5.00 to open an account and become a full-fledged member with all voting rights. The credit union industry in Maine is poised to do great things. For Maine business students, working at a credit union is a good career to consider. It's as rewarding as working in a big financial district, but you get to apply your business skills in a Main Street setting rather than in a Wall Street setting."

Kaubris, who earned a bachelor's degree in psychology from the University of Maine, praises the Maine Business School for helping him acquire the skills, education, and confidence to succeed in the financial world. "I enjoyed the classes and working on projects with my fellow MBA students. I particularly remember Professor Guvenc Alpander's organizational development class. I found it fascinating. I always knew I liked the numbers part of business, but that was when I realized I liked the human piece too. I enjoyed seeing how everything came together in the workplace."

Kaubris lives in Rumford with his wife, Pamela, who graduated in 1981 from UMaine with a bachelor's degree in Animal and Veterinary Sciences. The couple has two children, Alexa, 23, who graduated from Bowdoin College in 2009, and Cameron, 18, a senior at Mountain Valley High School in Rumford. ■



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Maine Business School Forms Net Impact Chapter to Promote Sustainability

The Maine Business School has formed a chapter of the international business organization Net Impact for students interested in using business skills to further social, environmental, and economic goals.

Founded in 1993, Net Impact is based in San Francisco and sponsors programs and events centered on topics such as corporate social responsibility, social entrepreneurship, nonprofit management, and environmental sustainability.

Net Impact has 240 chapters throughout the world and a membership base of more than 15,000 including MBAs, undergraduate students, and professionals who are transforming their ideals into measurable results.

Maine Business School student members will have the opportunity to learn more about sustainability issues

through workshops and conferences; build a professional network that includes current and emerging leaders who are actively improving the world; gain hands-on experience applying business principles to help solve social and environmental issues; and utilize Net Impact's career resources.

Assistant Professor of Management Terry Porter, who coordinates the MBA program's Business and Sustainability Track and who led the effort to form the Net Impact chapter, said the new group "will provide a wonderful way to grow the MBS sustainability program and provide opportunities to show both undergraduate and graduate students that sustainability is a viable concept for businesses and that they should think about exploring it as a career choice."

She said the student-run organization would design its own activities based on members' interests. For example, they could invite local businesspeople to

speak about their sustainability efforts, set up a green project on campus, and work to improve recycling efforts in the community.

Cassie Vaillancourt '12, graduate research assistant for Professor Porter who is helping to organize the group, said she is excited about having a Net Impact chapter at the Maine Business School.

"It's a great organization that gives students an opportunity to exchange ideas and learn about ways to make business more sustainable by connecting with other students and business leaders around the country and around the world who share similar interests," she said. "Having a chapter of Net Impact at UMaine will allow students who are interested in sustainability to become more involved in the field and to learn about ways in which they can make a difference."

Alumni who would like to be involved with the MBS Business and Sustainability Program may contact Professor Terry Porter at terry.porter@umaine.edu. ■