



MBSConnects

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MBS Students Enjoy and Learn From Trips to Russia, Japan

Maine Business School students ended the year on a high note, with some travelling to Russia and others to Japan as part of the international field experiences offered by the business school each year.

Required for MBA students, these trips include visits to businesses, presentations, and lectures from business representatives, political figures and historians, as well as a slew of sightseeing and cultural activities. These travel opportunities are about more than being a tourist; they are rigorous academic courses with assignments before, during, and after the journey.

Participants always have a great time and this year was no exception. Student travelers said they came away with a better understanding and appreciation of the people, cultures, economies, business practices, politics, and histories of the countries they toured.

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Bethany Brown '08 Uses MBS Education in the Peace Corps

The lessons that Bethany Brown '08 obtained at the Maine Business School stayed with her even during a two year stint in the Peace Corps where she worked in Thailand, helping residents in a small, rural village start and grow their businesses and develop a tourism industry.

"My MBS classes and extracurricular activities gave me the skills and training that enabled me to make a difference in the world," says Brown, an international business and marketing major who served in the Peace Corps from 2009 to 2011. She was based in Tambon KaoYaDee, a tiny community six hours north of Bangkok in the province of Chaiyaphum.

Outside of class, Brown participated in a project directed by Executive-in-Residence Paul Myer in which students created a market plan for a community on the Maine Coast to increase tourism. As a member of the University of Maine chapter of the American Marketing Association, she put theory into practice advising local businesses on ways to boost sales. These experiences gave her the confidence to train budding entrepreneurs in Thailand in management, marketing, accounting, and inventory management.

"We organized a Youth Entrepreneurship Conference where groups of young people came from all over Thailand to sell soap, jewelry, dolls, snacks, and even fertilizer," she says. "We walked them through the steps of creating a business plan and budget proposals, and we connected them with business resources throughout Thailand and provided them with materials and supplies. Today their businesses are doing well."

Brown again called on her MBS experience as she and other Peace Corps volunteers worked with residents to market and advertise their little village as a prime tourist spot. "We lived in a mountainous area with beautiful views and lots of lakes, stone formations, and resorts, as well as orchards and farms that grew dragonfruit, lychee, and mangoes," she says. "We created brochures with information about the area as well as maps showing restaurants and hotels and other landmarks.

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MBS Student Rachel Hathaway Uses Fulbright Scholarship to Help People in Bangladesh

Maine Business School senior Rachel Hathaway has been awarded a Fulbright Grant to continue the microfinance research she started in 2008 to help impoverished women and children in Bangladesh.

She will travel to that country next March and spend a year on a twofold mission: researching microfinance institutions that provide entrepreneurial loans to poor women so they can raise themselves and their families to the point of solvency and beyond, and providing educational and housing opportunities for

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MBS Professors Porter and Miles Present Paper on Corporate Social Responsibility and the Halo Effect

Businesses that practice Corporate Social Responsibility (CSR) have higher earnings, contribute more taxes, pay their executives less lavishly, and perform better than those that don't, according to Maine Business School faculty members Terry Porter and Patti Miles.

"Doing well by doing good is indeed possible over the long term," they wrote in their paper, "The CSR Halo: Evidence from long-term CSR practices in large corporations," which they presented last summer at the International Association for Business and Society in Bath, UK.

Professors Porter and Miles defined "halo effect" as a nexus of desirable qualities in which responsible behavior in the CSR arena is positively associated with other aspects of a firm's operations.

In the paper, they showed that businesses with a sense of responsibility towards the community and the ecological and social environment incur a number of competitive advantages including saving money, reducing waste, enhancing their reputation, developing improved relationships with stakeholders, and more.

"Long-term CSR is an idea whose time has come," the professors wrote. "There is clearly an association between long term CSR and other desirable aspects of performance."

To examine the issue, professors Porter and Miles developed and tested their hypotheses using a 10-year database of large U.S. corporations, "... the first time a cumulative long-term view has become possible in the study of CSR practice," they wrote.

Business leaders themselves say we need to pay attention to CSR, according to Professor Porter. She said during an interview that, according to the United Nations, 93% of corporate executives believe that sustainability will be critical to the future success of their companies and that 80% of CEOs believe sustainability will be embedded in the core business strategies of most companies in the next 15 years. She also pointed out that, according to The Wall Street Journal, "sustainability consulting is a booming industry" that is expected to outpace all other small- and mid-size sectors in revenue and job growth in 2011.

For the full paper, email Professor Porter at terry.porter@maine.edu ■

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, the relevance of our curriculum, and the prestige of your degree. 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 ongoing 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 Fall 2011 MBS Connects Newsletter. Please let us know what's happening in your life by calling 581-1968 or sending an email to sstele@maine.edu. We look forward to hearing from you.

Ivan Manev, *Dean*

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Faculty Notes

New Faculty

Ebru Ulusoy, assistant Professor of Marketing

Recognitions

Professor of Management **John Mahon**, the John M. Murphy Chair of International Business Policy and Strategy, received the University of Maine's 2011 Presidential Research and Creative Achievement Award for writing and research.

Professor of Management **John Mahon** was appointed as visiting faculty to the University of Chester in the U.K.

Associate Professor of Finance **Pank Agrawal** was quoted in a July 9th Wall Street Journal article called, "Why We Can't Tell If the Market is Half Empty or Half Full."

Professor of Finance **Rick Borgman** received the Maine Business School Excellence in Teaching Award.

Associate Professor of Finance **Pank Agrawal** and Professor of Finance **Rick Borgman** received the Maine Business School Excellence in Research Award.

Assistant Professor of Human Resources **Niclas Erhard's** paper is listed as the second-ranked paper in the journal *Corporate Governance: An International Review*. Erhardt, N. L., Werbel, J. D. and Shrader, C. B., board of director diversity and firm financial performance. *Corporate Governance: An International Review*.

Assistant Professor of Management **Patti Miles** has reviewed six papers for Decisions Sciences Instituted and accepted an invitation to be a session chair at the Decisions Sciences Institute.

A paper written by Assistant Professor of International Management **Anne Canabal** and Dean **Ivan Manev**, Professor of Management, "The Effect of Venture Internationalization on Performance in

Different Environments," was chosen as the best paper for the Entrepreneurship/Information Technology/Innovation track at the 2010 Southern Management Association Annual Meeting.

Presentations

Assistant Professor of Management **Terry Porter** presented the following papers:

"Constructing Sustainability" and "Sustainability and Business in a Complex World" at the Ashridge International Research Conference in Berkhamsted, UK, in June

"The CSR Halo: Evidence from Long-Term CSR Practices in Large Corporations" at the International Association for Business and Society in Bath, UK, in June

"Business and Sustainability: Applications of Complexity Theory and Social Network Analysis" at the International Network for Social Network Analysis, St. Pete's Beach, Florida, in February

Assistant Professor of Management **Terry Porter** and Assistant Professor of Management **Patti Miles** presented, "Walking the Talk in Corporate CSR: Do Front page and Backroom Indicators Tell the Same Story?"

Professor of Management **John Mahon** presented the following papers:

"A Resource Curse for Institutions: Oil Rent Dependency and Quality of Government" at a meeting of the International Academy of Business and Economics in Barcelona, Spain, last June. The paper, which was published in the *Journal of International Business Economics*, was co-authored by business Professor Richard A. McGowan of Boston College;

"The Public Policy and Influencing Dimension" at the Ashridge International

Research Conference in Berkhamsted, UK, in June;

"What Can and Do Business Schools Do in the Field of Sustainability?" at the Ashridge International Research Conference, UK, in June;

"Issues Management in Cooperation with Government" at the International Association of Business and Society's Annual Meetings in Bath, England, in June;

"The BP Oil Disaster: Critical Insights and Lessons for Management and Organizational Reputation" at the International Association of Business and Society's Annual Meetings in Bath, England, in June; and

"Issue Management Processes: The Role of Filters, at the International Association of Business and Society's Annual Meetings in Bath, England, in June.

Assistant Professor of Management **Patti Miles** has had two papers accepted at the Decisions Sciences Institute National Conference to be held in Boston this fall: "Structure, Strategy, and Industry Performance: Exploring the Link" and "Executive Compensation, Taxes, and Corporate Social Responsibility: Exploring the Link."

Associate Professor of Marketing **Harold Daniel** showed middle and high school students from around the state how to create a marketing plan for an ecotourism destination or resort during a workshop he conducted at the fifth annual 4-H@UMaine: Connecting Kids to Campus event last spring.

Research/Publications

Assistant Professor **Terry Porter** published the following papers:

"Sustainability, complexity and learning: Insights from complex systems approaches" in the journal, *The Learning Organization*; and "A Complexity

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Ivan Manev, Interim Dean

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MBS Marketing Professor Harold Daniel Explains Ecotourism to 4-H Youths



MBA students learn about ecotourism in the Amazon Rain Forest in 2009

Maine Business School Associate Professor of Marketing Harold Daniel showed middle and high school students from around the state how to create a marketing plan for an ecotourism destination or resort during a workshop he conducted at the fifth annual 4-H@UMaine: Connecting Kids to Campus event last spring.

Dr. Daniel introduced the eight young workshop participants to the concept of ecotourism, which aims to promote ecological awareness and limit damage to the environment while supporting local communities. He told them about the trip to Brazil he led in 2009 so MBA students could learn about ecotourism in the Amazon Rain Forest, and he told them about a marketing project last semester in which his undergraduate students worked with Maine's native tribes to create opportunities for voluntourism vacations on or near the tribal reservations.

After explaining to the students that

the principles of marketing consist of product, price, promotion, and place or distribution, he asked them to create a poster advertising an eco-lodge in Maine.

Students constructed the poster with photos and information they downloaded from the Internet. They included pictures of natural attractions in Maine, such as Mt. Katahdin, as well as pictures of Maine's native animals such as moose, lobster, deer, and black bears. They also used pictures of Wabanaki baskets and a coastal fishing village to represent the cultural attractions. Finally, they listed ways to make tourism facilities more environmentally friendly by using seawater cooling, recycled paper goods, and low-flow toilets. The poster was displayed in the D.P. Corbett Business Building atrium during the weekend event.

"The students did a great job," said Dr. Daniel, former director of the University of Maine's Center for Tourism Research and Outreach (CenTRO).

"I turned them loose to use their imagination and they captured the idea that ecotourism seeks to protect both the native culture and the natural environment."

Dr. Daniel was one of 17 University of Maine professors who conducted workshops at the 4-H event which aims to introduce teens to campus, provide hands-on learning opportunities, build college and career aspirations, and hone marketable, critical thinking, and organizational skills.

"I enjoyed working with so many inquisitive and thoughtful young people," he said. "My goal was to show students that business isn't only about number-crunching and that it can be a lot of fun and involve working outdoors and enjoying the Maine lifestyle. I was grateful for the opportunity to expose them to ecotourism which is a concept they may never have heard about. It was also a wonderful opportunity to expose them to the Maine Business School which could help with recruiting and to connect with students who may be in my classes in the future."

Mitchell Mason, 4-H Youth Development Educator for the University of Maine Cooperative Extension, said Dr. Daniel's workshop dovetailed perfectly with the goals of the event. The hands-on presentation ensured that the youths were engaged while learning and also provided a new experience "that will broaden each participant's scope of possibilities for the future," he said.

"Participants caught a sense of a college classroom experience which hopefully will demystify higher learning for them, especially those who might be first generation students. Also, learning to market an idea or product is an important career skill. Ecotourism lends itself to replication in many Maine communities where our youths live and will someday hopefully work." ■

SPIFFY Members Attend Conference, Meet Financial Industry Leaders, and Win Competition

Ten SPIFFY (Student Portfolio Investment Fund) members attended the annual GAME (Global Asset Management Education) Conference at Quinnipiac University in Hamden, Ct., last March where they interacted with top leaders in the financial industry, listened to presentations on the economy, stock markets, alternative investments, and corporate governance, explored career opportunities, and met students who belonged to their own schools' student-run investment clubs.

Also at the event, Maine Business School students won the Undergraduate Hybrid Division of the Portfolio Competition. The winner was determined based on the fund's risk-adjusted performance over the preceding 12 months. SPIFFY also was selected to give a behind-closed-doors presentation to a group of Wall Street professionals where they explained how they managed SPIFFY investments and then responded to questions by the panel.

SPIFFY manages approximately \$1.6 million of the University of Maine Foundation's money, making their investment decisions autonomously with no security selection advice from their advisor, finance Professor Bob Strong.

MBS participants said they enjoyed meeting business students from across the country and comparing notes about classes and about how they managed their investment clubs. They said they were grateful for the opportunity to speak to business professionals including news editors, stock analysts, and economic advisors, and learn about their career pathways and about what their jobs entail.

"I was shocked to see how approachable these people are and how willing they are to help you and answer your questions. They talked about their profession in terms of their lifestyle. They wake up, go to work, and trade millions of dollars in options contracts and hope not to lose money. What really stood out was how these people carried themselves: cool, confident, and collected, even though they are dealing with complete uncertainty."

— Christopher Burrell '12

"I appreciated the opportunity to be exposed to different fields in the investment industry and ideas to which students typically wouldn't be exposed. I was very aware of what my education at MBS has done for me since I had an understanding of all the topics and market relationships that were discussed. I also found that the presentation we made was a great way to build confidence in public speaking. When you are being grilled by Wall Street professionals you have to be on top of your game."

— Joe Gagnon '11

"The conference was awesome! One of the best things I took home was that there is so much opportunity in the world of finance and business. The key is being willing to take a leap to become successful. Growing up in Bangor, you don't hear a lot of these stories from people working all over the country and the world. The conference provided proof that dreaming big can eventually become a reality."

— Kimberly Fiore '13

Faculty Notes *from page 3*

Perspective on Strategic Process Research" in *The Handbook of Research on Strategy Process*"

Assistant Professor **Patti Miles** co-authored with Professor Terry Porter, "Walking the Talk in Corporate CSR: Do Front page and Backroom Indicators Tell the Same Story?"

Lecturer of Management Information Systems **Matt Graham's** paper, "Improving Business Performance with Web 2.0 Technologies," was published in the *Journal of Business Excellence* in April.

Lecturer **Matt Graham** recently developed an Intranet website for International Educators Group through its peer reviewed journals. The site provides a secure logon for authors and researchers who would like to submit their articles as well as a secure logon for IEG editors and reviewers to review submitted articles.

Assistant Professor of Human Resources **Niclas Erhardt** published "Is It All About Teamwork? Understanding Processes in Team-Based Knowledge Work," in the journal, "Management Learning," in January.

Assistant Professor of Management **Patti Miles** has submitted a paper to the *Journal of Cyberpsychology* titled "Tweeting and the Problematic Use of Weibo in China."

Lecturer **Matt Graham's** paper, "Improving Business Performance with Web 2.0 Technologies" was accepted for the *Journal of Business Excellence* in April.

Associate Professor of Marketing **Harold Daniel** wrote an article, "Touting Tourism Through Technology," for *The Bangor Daily News* in April.

Travels

Professor of Finance **Bob Strong** attended the annual meeting of the European Financial Management Association in Porto, Portugal, last June.

Assistant Professor of International Management **Anne Canabal** visited businesses in East Africa last May to better understand business opportunities in these countries. The trip was organized by the Center for International Business Education and Research at the University of South Carolina and included faculty from a number of U.S. universities. ■

MBS Assistant Professor Anne Canabal Visits Businesses in Africa

Maine Business School Assistant Professor of Management Anne Canabal experienced first-hand the business challenges of sub-Saharan Africa last May when she travelled to Kenya and Tanzania as part of a faculty development program sponsored by the University of South Carolina Center for International Business Education and Research.

"It was unbelievable, a true eye opening experience," said Professor Canabal who was awarded a scholarship to participate in the two-week trip which included visits to businesses, academic seminars, culture tours, and safaris.

Travelling with 15 business professors from universities throughout the U.S., Professor Canabal visited businesses including Coca Cola bottlers, Del Monte, Burka Coffee Estates, which sells coffee to Starbucks, and an Export Processing Zone where various incentives are available for export-oriented businesses. Visits there included a dartboard manufacturer and textile company. They visited Honey Care, a social enterprise which seeks to increase the income of small farmers by training them in commercial beekeeping and then buying their honey at a guaranteed price. And they visited Kick Start, an organization which aims to help people out of poverty by developing technologies that can be used to establish sustainable small scale enterprises. Also on their agenda were visits to the U.S. Embassy, the University of Nairobi, and the Kenya Wildlife Services which manages all the parks in that country.

"The director of the Kenya Wildlife Services used to be a business professor, so we talked about the parks' management and marketing practices," said Professor Canabal.

Kenya and Tanzania are on the verge of becoming very attractive markets, she



Anne Canabal

said. "Corruption is a problem, but they're passing laws and working on eradicating it. Things are improving, although they're not perfect yet. But the people work very hard and are quite entrepreneurial."

"Some people say that Kenya and Tanzania now are the way China and India were about 20 years ago," she continued. "If that's true, then it is a great business opportunity and Americans should consider expanding their businesses to those countries now to reap first mover advantages. If we have that kind of long term vision, we'll be able to reap the benefits 20 years from now and be established in an emerging market."

Meanwhile, she said the Chinese already have made inroads into the country and are managing much of the infrastructure construction that is underway. "The Chinese know they may not make money right now, but they have patience and know that in a couple of decades, they'll have the advantage."

Their schedule was jam packed, with visits to two businesses each day. "The traffic made it tough to get anywhere," Professor Canabal said.

For her, one of the most inspirational parts of the trip was visiting the Kibera slums, home to more than half a million

people (though the exact number is unknown, estimates range from between about 200,000 and 1.5 million). The largest slum in Nairobi and the second largest in Africa, Kibera is one of the most studied slums because it is near UN-Habitat, the United Nations' agency for human settlements. The slum is plagued by the "flying toilet" problem because of a lack of proper sanitation. But even there, the entrepreneurial spirit is on display. "Many of the slum residents have their own micro businesses where they sell handicrafts, jewelry, and fruit and vegetables," said

Professor Canabal. "And they never beg for money. Someone explained that they are trying to reinforce the message that people should work hard and make their own success. Everyone was so friendly! The children would yell 'hello, how are you?' and wanted to take our hands and walk with us. They had the biggest smiles and the most amazing laughter. It was amazing to me that everyone in the slum seemed happy even though they live in extreme poverty. It makes you believe that there's hope for them and that they're trying to pull themselves out of poverty."

The ecotourism destinations were among the high points of the trip, she said. "On the various safaris we saw elephants and wildebeest, as well as lions, giraffes, hyenas, buffalo, flamingos, and gazelles. Zebras were everywhere. In Tanzania we visited the Ngorongoro Crater, which used to be a volcano. We drove up and down the twisted dirt roads with great views of the caldera. Lake Manyara and Arusha National Park were also great visits. There were animals and birds everywhere. It was gorgeous!" ■

Green Jobs Are Out There, but Students Must Find Their Own Path, Says Professor Porter

Students interested in green jobs should be optimistic that they will be able to find one, Maine Business School Assistant Professor of Management Terry Porter said last spring during a presentation at the first official meeting of the University of Maine chapter of Net Impact, an international business organization for students interested in using business skills to further social, environmental, and economic goals.

“Green jobs are everywhere!” said Dr. Porter, who coordinates the MBA program’s Business and Sustainability Track. “But there is no magic path or one specific way to pursue a green job. Oftentimes would-be employees must define for themselves what sustainability in business means.” Offering suggestions as well as caveats about landing a green job, Dr. Porter said people who are passionate about sustainability and want to incorporate this passion in their careers “shouldn’t wait for someone to hand them a job on a silver platter.

“Instead, be willing to be a self-starter and a trailblazer in challenging the status quo,” she told students, faculty and staff who gathered at D. P. Corbett, excited to launch Net Impact and interested in learning more about green careers.

“Talk to people who share your interests and start building a network of like-minded colleagues,” said Dr. Porter, who lead the effort to form a Net Impact chapter at UMaine. “Seek or create an internship. Educate yourself and attend events and workshops and ask lots of questions.”

Green job seekers should feel comforted knowing the vast majority of business leaders in the U.S. agree that sustainability is here to stay, according to Dr. Porter. Ninety percent of CEOs say sustainability will be critical to the future success of most companies while 80 percent say green policies will be the core strategy of most companies within 15 years, she said.

There is no standard definition for green jobs, which are not limited to any

specific set of occupations or industries. But they generally are understood to be positions held by employees who devote a substantial share of their work hours to activities that boost energy efficiency, increase the supply of renewable energy, prevent, reduce, or clean up pollution, or provide education, consulting, policy promotion, accreditation, trading, and offsets.

Offering suggestions as well as caveats about landing a green job, Dr. Porter said people who are passionate about sustainability and want to incorporate this passion in their careers “shouldn’t wait for someone to hand them a job on a silver platter.”

“We should feel very encouraged because every organization or operation can be open to a sustainability approach in which business policies integrate environmental, economic, and social values,” Dr. Porter said. “Change can be made from any department including human resources, supply chain management, accounting, reporting and marketing.”

One option for green job seekers is to work for a mainstream business that is strongly devoted to sustainability such as Whole Foods. These businesses may already have positions for a sustainability officer, corporate social responsibility director, vice president of corporate citizenship, compliance officer, or volunteer program manager. Another option is to work for a corporation or company that has a conventional mission

but that seeks to improve its sustainability footprint, such as ESPN.

Green jobs in government can be found in obvious places like the Environmental Protection Agency, the Department of Environmental Protection, the Department of Fisheries and Wildlife, or the Federal Energy Regulatory Commission, said Dr. Porter. Those who want a green job at a non-profit organization could look to Maine Audubon, Amnesty International, or Habitat for Humanity.

Another avenue for green jobs is to become certified in lifecycle assessment management or green building, Dr. Porter said. A lifecycle assessment manager is trained to understand the total economic and environmental cost of a project, while a green building associate focuses on sustainable building design and construction.

“These types of certifications show you’re interested and involved in sustainability and can get you in the door,” she said. “They can help you get ahead of the curve in a new profession.”

She also suggested checking out Maine Businesses for Sustainability, a network of Maine businesses expanding their bottom line through sustainable business practices, and GreenBiz.com, which publishes news, opinion, best practices, and other resources on the greening of mainstream business.

“Business has more power than any other institution to influence the status quo,” Dr. Porter said. “This is where the opportunities are to make change.”

Students said they enjoyed the presentation and that the information would stand them in good stead.

“The presentation was inspiring, informative and helpful,” said business major Shelbe Lane ’13. “Businesses across all industries are looking at sustainability and we will continue to hear more about it in the future.” ■

MBS Trips *from page 1*

RUSSIA

Fifteen MBS students traveled to Russia with management Professor John Mahon and Instructional Technology Development Specialist Andrei Strukov. The trip focused on international entrepreneurship and what it takes to start a business in another country. The UMaine travelers toured Moscow and St. Petersburg, the two largest cities in Russia, and took a 26-hour train ride to Syktyvkar, 600 miles northeast of Moscow, where they stayed with host families. They also visited Yb, an ancient village outside Syktyvkar.

Participants visited a number of businesses including the Coca Cola Bottling Plant and Shell Oil where MBS alumna Sasha Misan '09 works as a strategy analyst. She gave travelers an overview of Shell's organizational structure and discussed some of the company's projects worldwide. Also in Moscow they visited the U.S. Embassy and met with the marketing director of Chicago Prime, a U.S.-style steakhouse owned by MBS alumnus Shawn McKenna '77, who also owns Starlite Diner, a chain of 1950s style diners located throughout Moscow. The marketing director talked about doing business in Russia from a small business perspective.

In Syktyvkar, they visited a business incubator, a government-funded entity where entrepreneurs receive training and can apply for grants to start a small business. The travelers also visited Mondy, the largest paper mill in Europe, as well as the Academy of Civil Service, one of the many universities in Syktyvkar.

And in St. Petersburg they visited the Delovoi Peterburgh business newspaper, the Leningrad Regional Chamber of Commerce, and Russkie Prostori, a travel agency that organizes corporate outings to Russia.

Also on the agenda were visits to historical attractions like Red Square and the Kremlin as well as to art

galleries and museums including the Peter and Paul Fortress, the Hermitage and the Armoury.

Travelers said they came away with a better understanding of what it's like doing business in Russia and the challenges faced by foreign investors who often have a difficult time because of political instability and widespread corruption. Doing business in Russia often means bribing the government to get permits, buy property, or even obtain electricity. Still, there are ways to work around these challenges and foreign businesspeople often find great success. Students learned that Americans doing business in Russia



must have a local business partner to help them navigate the country's rules and regulations and develop connections and contacts. But business owners and managers told them that the business environment and governmental relations are improving and that it takes time to change the economy. In the end, students said they came to appreciate the greater predictability of doing business in the U.S.

Participants agreed that their home stay in Syktyvkar was the highlight of the two-week trip.

"Having the chance to live with and really get to know my host family and interact on a daily basis with fellow students from Russia provided an incredible insight into the life of people in that country. This is something you can't get during a typical vacation."

– *Richmond Dickey '12*

"The home stay was by far the most memorable experience I had on this trip. I am so grateful for my hosts, Elena and Mary, for their warmth, generosity and kindness during my time in Syktyvkar. I honestly have to admit I was nervous about the home stay and living in a stranger's home. That nervousness immediately went away when my host sister and mother met me at the train station with a "Welcome to Syktyvkar" sign made especially for my arrival. During my entire stay I was treated as one of the family and I got to live like a real Russian, not just as a tourist. I can't even begin to describe how valuable this kind of experience is. We were warned that goodbyes are often emotional between the host/student and our goodbye was nothing short of emotional. I miss them and am eternally grateful to Elena and Mary for opening up their home to me."

– *Angela Bohovich '11*

"I stayed in a small, but nice apartment in the city with my "Russian brother" Vitaly, who spoke decent English although his mother, father, and 13-year-old brother did not speak English at all. The food was great, the family was very hospitable, and made me feel very welcome. I learned new Russian words and a lot about Russian culture and life in Syktyvkar."

– *Jessie Daniels '12*

"The home stay was an experience that I will never forget! We started communicating through Facebook before I got to Russia. Once we arrived I realized what an amazing person Julia was. She gave up her bedroom –

continued

which seemed to be the largest in the entire house – for me. The hospitality she and her family provided was incredible! It was truly a once-in-a-lifetime experience!”

– Josh Joslin '11

“My host was Alex, a student at Syvtykvar University, who lives with his mother. He spoke English well enough so that we could easily communicate, but his mother didn’t speak any English. We spent some time with his friends touring the city, which had lots of monuments and memorials. One night we went to a Karaoke bar and played pool. Another night we went to one of his friend’s homes. The first morning I was with them they gave me a breakfast of raw cucumber and celery topped with something that tasted like plain yogurt, but with the consistency of milk. It was basically a bowl of vegetable cereal. It tasted a little strange, but I ate the whole bowl because I didn’t want to seem ungrateful. Still, I was glad to see some ham and eggs the next morning. Staying with my host family was a great experience that I wouldn’t have had as a regular tourist.”

– Brian Millay '11

“One night my hosts, Vadim and Oxana, ended up having a small house party, including vodka and pickled vegetables. Since Brian Berube’s hosts were good friends with my hosts, they came over as well. My hosts invited some of their other friends, none of whom spoke English. However, that didn’t matter. We had a great time talking to them and making new friends. They all were very open and excited to be meeting us. One of their friends was so proud to have met us that he gave both Brian and me a business card that he had designed. He simply wanted us to have something from him. I hope to have made friends in Russia for life.”

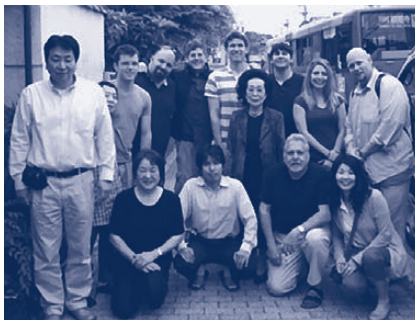
– Stefan Lange '11

“The home stay became the most memorable part of the trip. We got off the train and all the families were there to greet us. They were so welcoming and hospitable. The first day we were there the school put on this great presentation for us about their culture with dancing and singing. The home stay gave us the opportunity to experience the culture. I definitely would not have had the same experience and view of Russia had we not done the home stay.”

– Jacob Baker '12

JAPAN

Seeing how business is conducted in Japan and gaining an understanding of the culture in that country kept the six Maine Business School MBA students and MBS Assistant Professor of Management Jason Harkins busy as they toured Tokyo and Kyoto led by Paul Myer, MBS executive-in-residence lecturer, and his wife, Keiko Myer, who works at UMaine’s Purchasing Office.



In Tokyo, the travelers had visits with businesses including Interlink , a British consulting firm that helps European and U.S. firms enter Japan and other North Asian countries; Avaya, a global leader in business communication systems; JETRO, the Japan External Trade Organization that works to promote mutual trade and investment between Japan and the rest of the world; Itochu, a large international conglomerate; The American Chamber of Commerce – Japan, which works to help American

firms do business in Japan; American Express – Japan; and DoCoMO, one of the world’s largest mobile communications operations. The group got a private meeting with a corporate finance professor from Chuo University who talked about the macroeconomic state of the economy in Japan and its impact on the actions of Japanese firms and the stock market.

Also on the agenda were visits to the Aoyama District (one of the most popular entertainment and shopping areas in Tokyo) and the Shibuya District (a fashion and business area surrounding one of Tokyo’s busiest railway stations.) They visited the Tsukiji Fish market, home of the largest tuna auction in the world, and Akihabara Electric City -- the largest shopping area on earth for electronic and computer goods. They walked around the foothills of Mt. Fuji, participated in karaoke, visited a family tea farm and tea processing factory, and attended a Tokyo Giants baseball game.

Travelling to Kyoto on the bullet train – the world’s busiest high-speed rail line – they visited the Imperial Palace, attended a Japanese tea ceremony, and toured a sake brewery and numerous temples, shrines, and Zen gardens.

The MBS travelers said they learned about the business environment in Japan and how businesses in that country are adapting to meet social and demographic changes in the market. They also learned about the Japanese culture as well as about social, economic, and political issues. They were struck by the Japanese obsession with quality of product and of service and discovered that the Japanese are some of the most discerning customers in the world and that many businesses use Japan as a form of market research to test how successful their products or services will be worldwide.

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MBS Trips *from page 9*

“At the end of the Tokyo Giants Game, the stadium was just as clean as when we entered. Nobody left trash lying around their seats and some even picked up the trash of others.”

“During the traditional tea ceremony in Kyoto we made tea for each other. This was challenging because making this tea is a multi-step process which included whisking a powder until it became frothy. Some of us were better than others at making the tea. I tried to think if there was any type of ceremony in the U.S. as intricate as the tea ceremony but nothing came to mind. Visiting a country with literally thousands of years of history is fascinating for me because, as we know, the U.S. is not very old at all. Experiencing the rich culture of another country is an amazing experience. I found myself marveling at the strong unity of the Japanese people and the uniqueness of their culture and traditions.”

– Jane Tyler '12

“Touring Japan’s imperial Palace we saw imposing buildings, manicured gardens, ancient carvings, and stone bridges, but what I found particularly interesting was the staff’s meticulously tending to the maintenance of the grounds. The work ethic here embodies a sense of duty. Even though their task was menial, you could see these workers were steadfast and resolved and took great pride in completing it to the best of their abilities. This trend is something I’ve noticed from those selling shaved beef on rice to directors of major consulting organizations. It seems as though no matter their station in life, the Japanese people strive to prove their worth by earnestly trying to do their very best.”

“The differences between the Tokyo Giants game and a professional baseball game in the U.S. outnumber the similarities. The Japanese fans cheered for outstanding plays, no matter which team had made them, showing unparalleled respect and reverence for the sport and its players. They also sang

songs, sometimes with instrument accompaniment, throughout the game.”
– Joseph Lawlor '11

“When you observe people stopping on their way home from work bending down to pick up trash off the street in an individual effort to keep their city clean, it is really a testament to them as a people.”

“Customer service here is among the best in the world. It is not enough that every product sold must be in perfect condition, free of even the slightest damage even down to the packaging. The service component added to it is even more important. Even the convenience store worker is constantly smiling and taking great care to ring up a customer’s order with the highest degree of respect. Buying a soda in Japan gets you the equivalent customer service treatment as buying a new car in America.”

– Ian Burns '12

“Our meeting with American Express Japan focused on how different the Japanese market for credit and charge cards is from that of the U.S. For instance, 90% of all consumers in Japan pay off their whole bill each and every month compared to about 50% in the U.S. The presentation was great and given at a very high level as though we were visiting executives from America.”

“Before leaving for Japan we read a book called *The Japanese Mind* which introduced us to a number of concepts that describe the psyche of the Japanese. One of the ideas introduced is “gambari” which means perseverance or doing one’s best. Every person we met in the country seemed to embody this idea, regardless of whether we were in a business meeting or at the corner store.”

– MBS Professor Jason Harkins

“So many meetings with so many different businesses and people ... my favorite was the Chuo University visit with Dr. Kazumori Suzuki. His insightful comments on the economic environment reminded me why I studied economics. He didn’t hold anything back as he spoke of the difficulties that Japan will have to face

in the future including declining birth rates, an aging population, and an economy fueled by government debt. The problems were exacerbated by the damage from the recent earthquake and crippled nuclear plant. These trying times show the true grit that the Japanese have as they work hard to restore everything back to normal. The sacrifices the Japanese make show their willingness to share the burdens. Businesses have minimized the use of air conditioning and adjusted the hours of work to conserve the limited electrical power. It’s inspiring to see these people willing to sacrifice, without question, for the wellbeing of their fellow countrymen.”

“I’ve never had sushi for breakfast, but I had it this morning and I’d gladly do it again. Apparently sushi is a treat that can be enjoyed any time of day. I chose a variety of sushi, some of which ended up being better than others. Squid for example is very chewy and I don’t think I’ll ever order that again. But, the red snapper, scallops, and fatty tuna were all very delicious. I’m looking forward to recreating some of the dishes when I return home. I had imagined sushi as a staple of the Japanese diet, but really, it’s just a treat for them, just like it is for us.”

– Russell Boynton '12

“I found it interesting that in Japan many large companies actually rotate their employees throughout different areas of the company in an attempt to broaden employees’ skill sets, fight job repetition, and enhance employees’ relationship with the business.”

“The people in Kyoto are very different from the average Tokyo resident. As we walked through the streets children came running up to us to say hello and practice their English. Everyone just seemed generally happy to see tourists were actually visiting Kyoto in light of the recent earthquake. As I made a purchase, the store owner literally followed me out of the store, bowing at every opportunity and thanking me for coming to Japan.”

– Jeremy Curran '12

MBA Helps Jeff Jones '85 Succeed in His Career

University of Maine alumnus Jeff Jones had been working as an engineer at Bangor Hydro Electric Co. for two years when he decided in 1977 that he needed to get his MBA.

"I decided I was missing a lot of the skills I needed," he says. "I was doing a lot of analytical work, helping solve problems, and explaining engineering theories to lawyers and others without technical training. I was a fish out of water – an engineer doing largely business work. Business principles were what I needed to know to succeed in my job."

Since he already had earned a bachelor's degree in electrical engineering at the University of Maine in 1975, it was an easy decision to attend the Maine Business School which he knew was fully accredited by The Association to Advance Collegiate Schools of Business (AACSB.) He took classes at night and earned his MBS in 1985.

Now manager of transmission services at Bangor Hydro, working with ISO-New England (the regional grid operator), other New England Power Pool members, and local power plants which buy transmission services to ship power to the larger grid, Jones says his MBA enabled him to adapt to the changes at Bangor Hydro over the years.

"I became less focused on engineering and was able to expand my responsibilities and value to the company by running our power



Jeff Jones and his family

supply group, and later, our rates, regulatory, and even legal services," says Jones who has worked at Bangor Hydro for 35 years. "I don't go a day without using the skills I acquired at MBS, especially accounting and finance. My analytical courses help me when I analyze the value of an investment and my strategic planning course helps me when I work with others to brainstorm solutions to problems. My training in accounting helps me see what's really behind the numbers to make our company successful. And my background in finance is vital to understand how the banking system works. I deal with that every day since part of my job is working on financial security with either the power pool or customers. Finally, the experience I obtained giving class presentations has given me the communication skills I need to speak to large groups as part of my work."

Jones says he thoroughly enjoyed his time at MBS. "Since I didn't have an undergraduate degree in

business, I had to start from scratch and take every business course that was offered. But I liked them all. Since I was a non-traditional student who commuted to campus, I didn't get many chances to get to interact with my classmates, so I really liked the group projects that often were assigned. The professors were knowledgeable, approachable, and personable. One of my favorite classes was Operations Research with Professor Chick Rauch

where I learned how to use linear programming to solve problems. Another favorite was Professor Virginia Gibson who taught Business Statistics. She could condense a three hour lecture into about 45 minutes and use the rest of the time to answer our questions and help us use the theory we had learned in class to actually do some problem solving."

Today, Jones enjoys his work at Bangor Hydro more than ever. "I like my job because I get to do something different every day," he says. "One day I might be dealing with customers, another day I might be working with the public utilities commissioner or with representatives from other utilities, and yet another day may find me assisting our newer employees."

As much as he loves his job, Jones looks forward to his downtime. An avid outdoorsman, he enjoys cross-country skiing, running, and biking with his family. ■

MBA Student Ian Burns Says MBS Is Giving Him Tools for Success



Ian Burns

MBS graduate student Ian Burns once planned on majoring in math, but decided as an undergrad at the University of Maine that a business degree would be more practical.

He enrolled in the Maine Business School, earning a bachelor's degree in management in 2008. Now on his way to graduating with an MBA in 2012, Burns says he looks forward to returning to the workplace confident that he has the skills and training to succeed.

"MBS provides both undergraduates and graduates with opportunities to obtain a myriad of skills and gain an appreciation for all types of business functions," he said. "Students also get practical application and hands-on experience through case studies and real-life marketing and portfolio projects."

One project last winter earned Burns accolades. As graduate assistant to Associate Professor of Marketing Harold Daniel, he facilitated a class project for undergraduate marketing research students who were working with Four Directions Development Corp. (FDDC), the economic and community development agency for Maine's Wabanaki Tribes, to determine whether a business opportunity exists in voluntourism. He created an on-line questionnaire in which respondents evaluated tourism concepts that could be developed by the Wabanaki communities. Then he analyzed the data and, last February during a presentation at the Buchanan Alumni House, made recommendations to FDDC and members of FDDC's Cultural Tourism Task Force which includes Maine's tourism and busi-

ness leaders, as well as a representative from Congressman Michael Michaud's office.

"Ian did an exceptional job of presenting and handling questions," said Professor Daniel. "I heard the term 'impressive' used in describing him and his performance. We are lucky to have such a fine student."

MBS Dean Ivan Manev also praised Ian. "Excellent job," he said.

For his part, Burns said he enjoyed working on the real-life project especially knowing that it could help boost economic development for the tribes. "It also gave me an appreciation for how organizations gain insight into potential markets and customer profiles. I liked being the first person to see, analyze and discover what meaningful information was embedded in the raw data."

Burns spent most of his childhood in Manila, Philippines where his parents were missionaries since 1990, but returned to Maine intermittently when his parents were on furlough, attending school in York and Eliot, Maine. When it came time to decide on a college, choosing the MBS was easy because of the great value it offers, he said.

"Professors here are smart, driven educators with a wealth of knowledge and experience in their respective fields. I especially appreciate the professors who bring business expertise from an international perspective or from years of hands-on experience. Why go elsewhere when the same high caliber faculty you find at top-tier schools are right here?"

After graduating from MBS in 2008 with his bachelor's degree, Burns worked as a senior collector for Bank of America and then returned to Asia to teach English in Taipei, Taiwan. Deciding that he wanted to work in some capacity as an analyst and ultimately pursue a career in management, helping western companies enter or develop operations in China and Southeast Asia, he returned to earn an MBA.

He has been able to develop a real affinity for finance, thanks in large part to Professor Pank Agrawal, whom he calls a "wise, dynamic teacher who reduces com-

plex financial theories and events down to the fundamentals in a way that is straightforward and digestible."

"Finance now is more of a hobby for me," Burns said. "Although I expect to take my career along a different path, I enjoy watching how the markets function and respond to current events. I am especially interested in the media's relationship with stock performance and the growth of online discount retail brokerage firms."

One of his most memorable MBS experiences was participating in the 2008 SPIFFY trip to the University of Dayton for the RISE (Redefining Investment Strategy Education) Symposium, known as the largest student investment conference in the world. The event features keynote panelists and speakers including business professionals from Wall Street, corporate America, the financial media, and the international community. It also gave MBS students the opportunity to tell other universities about SPIFFY (Student Portfolio Investment Fund), the popular MBS student-run club that manages \$1.6 million in University of Maine Foundation investments.

"The RISE Symposium was three days of total immersion in finance," he said. "We got the chance to compete in the student portfolio competition where we were judged on SPIFFY's investment process. I got to be part of the team that presented our portfolio to the judges. The experience really was a catalyst to my interest in finance."

Burns participated in the MBS International trip to Japan last spring and spent last summer as an intern for the Supervisor of Shipbuilding in Bath, Maine, supporting contract specialists who conduct cost analysis and negotiate and administer government defense contracts to Bath Iron Works and Austal USA. Now back at MBS up for his final year, Burns said the business school is helping him live up to his potential.

"MBS gives me the education, skills and opportunity to transition into a meaningful career. It will be up to me to work hard, make the right connections and drive my own path to success." ■

Amy Irish '11 Lands First Full-Time Job Thanks to UCU Internship

When Amy Irish graduated from the Maine Business School with an MBA this past summer, she had more than a solid business education under her belt. She also had her first full-time job as marketing manager at University Credit Union in Orono.

Responsible for all the Credit Union's marketing and advertising efforts, Irish helps establish the marketing strategy for UCU, develops and implements the annual marketing budget, builds and maintains the UCU brand, and creates marketing materials.

"I really love what I'm doing," said Irish, a Boothbay Harbor native who majored in management. "Each day brings something new. I like the people I work with and I like that I have a lot of freedom to be creative. It gives me a real sense of accomplishment."

Her job grew out of a 2010 summer internship at UCU that she acquired through the Maine Business School's internship fair. UCU was impressed with her skills and training as well as with her strong work ethic and positive attitude, according to Joseph Gervais, UCU Executive Vice President. When the position for marketing manager opened, she was offered the job.

"As an intern, Amy demonstrated strong organizational skills and excellent communication skills," he said. "She worked closely with the then marketing manager and developed a solid understanding of the department and its role within



Amy Irish

the Credit Union. She also demonstrated the ability to work in a fast-paced environment and produce results in a timely fashion."

Irish credited her MBS education with helping her succeed both in her internship and in her new job. Because many of her classes required students to do case analyses by solving various real-life problems that companies encounter, she was able to hone the critical thinking and strategizing skills that businesses value.

"MBS helped prepare me for situations I may face in the non-academic business environment," she said.

UCU has participated in the MBS internship program for two years, according to Gervais who said that the Credit Union has hired four MBS

students as interns. While Irish is the first intern to be hired for a full time, permanent job, he anticipates there will be more down the road.

"We consider Amy's transition from intern to full time permanent employee to be a success and the Credit Union is open to see this become more of a trend," he said. "MBS students work hard and are motivated and enthusiastic. They bring valuable knowledge of the products and services that college students today are looking for. This provides us with insight to help better serve our members."

Pleased that she has been able to launch an exciting career in marketing, Irish said she often reflects on her Maine Business School experience.

"The program was comprehensive and included extras like the internship program, an international experience, and a welcoming community environment. I enjoyed the small classes because we were able to have great discussions and I got to really know my classmates. I also valued the easy access to professors. My most memorable event was the MBS trip to London in spring 2009. We had a fantastic time. I learned a lot about the business climate in the UK and the effect that Parliament and the government have on businesses."

Busy and happy at UCU, Amy said her days fly by. When she is not at work she enjoys spending time hiking, snowboarding, and riding her motorcycle. ■

Mike Doble '77 Directs Strategic Communications at Raytheon Company

More than 30 years after earning a bachelor's degree from the Maine Business School, Mike Doble '77 says the skills and training he got in his classes continue to stand him in good stead as director of strategic communications at Raytheon Company, a major American defense contractor.

A retired United States Army Lieutenant Colonel with a successful 30-year career in public affairs, human resources, and communications, both in the military and in private industry, Doble has worked for nine years at Raytheon in Arlington, Va., where his duties include running two leadership programs and serving as a "learning leader" for the public affairs department. Teaching Raytheon employees how to be leaders, he emphasizes the importance of effective communication and of integrity, honesty, and positivity. He gives them the tools to motivate and inspire people and helps them understand the differences that make each person unique.

He credits his MBS education with helping him launch successful careers in the military and in the business world. "I'm grateful for my business background," says Doble, who participated in the ROTC program at the University of Maine, and spent 19 years in the U.S. Army. He took early retirement in 1996 after receiving an offer from private industry.

"The farther out I get from my college years, the more I realize what a good foundation I received at MBS," he says. "My courses on personnel and communications prepared me for what I did in the army, and even now I often use the information I got in my economics, speech, and human relations courses."

Doble particularly enjoyed the international focus of the business program. "I was fascinated when my professors showed us how business was conducted in other parts of the world such as Russia, South America, and the Far East. It was the first time I learned to associate various aspects of business with diverse cultures," says Doble who praised the MBS program for providing

opportunities for international travel.

After graduating from MBS, Doble, a Rockland native, went into military personnel work where he administered the policies and programs involving recruitment, induction, and assignments. He began his career at Fort Monroe, Va., and commanded a training company at Fort Jackson, S.C., and a deployable Personnel Service Company in Mannheim, Germany, which is where he was stationed when the Berlin Wall fell in 1989. "It was an unforgettable experience," he says. "I was an escort officer for several generals and oftentimes we would fly over Berlin in a helicopter and get a bird's eye view of how they kept their people trapped. You could look down and see the patrol boats, the runs for the attack dogs, and the guard towers. So the notion that it all unraveled in one night was mind blowing."

He likes to think he helped change the way Army human resources was viewed. "They had a reputation for focusing more on policies and procedures instead of on the soldier. My goal was always to focus on the soldiers' problems first, and then figure out how we could use our policies to help them get what they needed."

Doble's military career included serving as press spokesman for the Strategic Defense Initiative, known as the "Star Wars" missile defense program, and as public affairs advisor to the Vice Chief of Staff of the Army and then for the Chief of Staff of the Army. He worked at Fleishman Hillard Public Relations where he was a senior vice president in the company's Washington office for six years before being hired by Raytheon.

Now the days fly by as he conducts training and development for public affairs employees. "I enjoy helping people develop the skills they need in this new instant communications world and teaching them how to get our messages out to key audiences at the Pentagon and in Congress, as well as to our employees, shareholders and the communities in which we live and work. I really enjoy my role as a mentor and teacher. I try to impress upon these employees how



Mike Doble

critical their role is. A company has to produce good products and be reliable, but if it can't communicate with its audiences it's less likely to be successful as a business."

Having enjoyed the various twists and turns his career has taken, Doble now is happily ensconced at Raytheon. He likes the people he works with and says he is pleased that "the values inherent in the company culture line up with my values – treating people with respect and dignity, being ethical and honest, and honoring commitments. Our customers are aerospace and defense companies so it really matters whether we follow through on our commitments since in many cases people's lives are at stake. I also like that we have a process improvement culture and always are looking for ways to improve our day to day business operations."

Doble, who makes hiring decisions as part of his job and evaluates hundreds of resumes a year, advises young people to differentiate themselves by participating in business internships. "The more you go outside the academic setting and work in a real business, the more favorably you'll be looked at," he says. He also suggests that they not concentrate exclusively on technical or "hard" skills. "Your ability to communicate as a leader is often more important. To really be successful and move up the chain of command, you need the "soft" skills that enable you to communicate effectively, understand what makes your workforce tick, and know how to motivate and engage employees."

He lives in northern Virginia with his wife, Jan. The couple has two children, Sarah, who is in graduate school, and Michael, a freshman in high school. ■

Rachel Hathaway *from page 1*

street children in the developing world through the non-profit organization she founded called Seeds of Change Consulting Corp.

"Receiving the Fulbright Grant is a dream come true," said Hathaway, whose 12-year-old son, Jacob, will accompany her on her travels.

"As a Fulbright Fellow, I'll have approximately one year in Bangladesh to research efficient and effective microfinance models, and to plant the seeds of change for children and women. This prestigious honor adds weight to the work I'm doing and allows me to hit the ground running."

A Millinocket, Maine, native, Hathaway will graduate in December with a triple major in financial economics, accounting, and finance, as well as a concentration in international business. She recently was awarded the \$10,000 Pearson Prize for Higher Education which recognizes exemplary students who are distinguishing themselves through commitment to community service while completing undergraduate studies.

Her commitment to helping women and children in Bangladesh took root in 2009 when she participated in the basic training program through Grameen Bank, a microfinance organization and community development bank that makes small non-collateralized loans known as "microcredit" to the impoverished.

With help from a Benjamin A. Gilman

International Scholarship she returned to Bangladesh last summer to conduct research for her Honors Thesis in which she compared the methodologies and operations of BRAC and Grameen, Bangladesh's two premiere microfinance institutions. Her goal is to eventually create a microfinance hybrid model that incorporates the best mix of financial and social intermediation principles, thus increasing outreach to those in desperate need of financial opportunities.

"Microfinance offers a world of change to the otherwise forgotten masses," said Hathaway. "Borrower members are given a hand up – not a handout – and a chance to unlock their human potential. Microfinance institutions are doing an amazing job empowering women and giving them a chance at a better life, but, just as in any business, there are elements with each MFI organization that can be improved upon."

While in Bangladesh in 2009, struck by the horrific conditions under which the impoverished were forced to live, Hathaway and a companion took it upon themselves to provide food, education, and doctor visits to a group of street children in Dhaka, Bangladesh. It wasn't long before they committed to a vision of lasting change for at-risk children and women through Seeds of Change – a non-profit consulting company designed to help these groups rise above the constraints of poverty and oppression.

"We work with existing programs engaged in international development,"

said Hathaway. "Seeds of Change offers fundraising, grant writing, and consultative services to these partnering organizations. Our long-term aspiration is to build a well-funded endowment to construct and maintain educational shelter facilities throughout the developing world.

"We want to extend opportunities to at-risk individuals in the developing world and we want to give voice to the underrepresented members of our global community."

Today, Seeds of Change is involved in its first official project raising \$24,000 to build transitional housing, training, and job placement for the Maer Achol Children's Shelter in Dhaka.

Several UMaine students and members of the Maine Business School board of advisors have offered to help the fledgling company, Hathaway said. "We are building an incredible network of strong, intelligent advisors and volunteers who want to contribute to making a difference in the world."

Hathaway credits her MBS education with providing her the tools to achieve her dream of contributing to poverty alleviation. "The services we provide through Seeds of Change are very much a reflection of the business and economics courses I took here at UMaine," she said.

To contribute directly to one of the projects promoted by Seeds of Change, or to assist the non-profit company's fundraising efforts, contact Rachel Hathaway at raehathaway@hotmail.com ■



Bethany Brown

Bethany Brown *from page 1*

We put the brochures in the local administrative offices and gave them to people as they came into the community. Village residents plan to distribute the brochures in the province capital."

Using the organizational skills she acquired at MBS, Brown set up a community recycling bank. "Residents had been burning their trash which created lots of respiratory problems because they were inhaling harmful chemicals. I conducted environmental workshops at the school, talking to students and teachers about the importance of reducing, reusing, and recycling."

After spending the summer organizing art and play programs for the Battery Park City Parks Conservancy in New York City, she plans to join Peace Corps Response in St. Lucia working for the St. Lucia Floral Cooperative as an organizational development and marketing facilitator. Peace Corps Response provides returned Peace Corps volunteers the opportunity to serve again in short-term assignments.

"This is right up my alley!" she says about her St. Lucia job.

The biggest surprise of her Peace Corps experience in Thailand was seeing how a collective society really functioned, she says. "The village was a truly open society where everyone was involved in each other's lives. Everyone helped each other out, pooling their money, sharing their food, and nursing each other when they were sick. They were always running in and out of each other's houses. I'd lie down for a nap and wake up to see children at the foot of the bed asking me to play. The lack of privacy was hard to get used to, but after awhile we set boundaries and they knew that whenever my doors were closed, it meant I was having some personal time. They respected that." ■

Congratulations

2011 MBS Graduates

Abouleish, Sharif, B.S., Finance
Albert, Christopher, B.S., Accounting
Aldus, Kallie, B.S., Management
Allen, Kelly, B.S., Marketing
Anderson, Annette, B.S., Accounting
Arsenault, Lauren, B.S., Management
Assenmacher, Anna, B.S., Management
Baade, Christian, B.S., Marketing
Baker, Ryan, B.S., Finance
Banwell, Michael, B.S., Finance
Beals, Devin, B.S., Management
Bement, Andrew, B.S., Finance
Bernard, Edward, B.S., Finance
Berry, Eric, B.S., Finance
Booton, Shane, B.S., Management
Brackett, Krista, B.S., Management
Bragdon, Jeffrey, B.S., Accounting
Campbell, Colin, B.S., Marketing
Carter, Virginia, B.S., Accounting
Casavant, Ethan, B.S., Marketing
Collins, Meghan, M.B.A., Master Business Administration
Conroy, Caitlin, B.S., Management
Cook, Andrew, B.S., Marketing
Coupal, Lauren, B.S., Management
Davidova, Danuse, B.S., Management
Davis, Anthony, B.S., Finance
Dean-Littlefield, Alyssa, B.S., Accounting
Dee, Robert, B.S., Finance
Dimmen, Jeffrey, B.S., Finance
Douglas, Craig, B.S., Marketing
Drown, Zachary, B.S., Management
Dublin, Aaron, B.S., Marketing
Ducharme, Jacqueline, B.S., Management
Duplin, Lauren, B.S., Accounting
Duval, Jason, B.S., Management
Edwards, Logan, B.S., Finance
Ethier, Jennifer, B.S., Accounting
Forni, Anthony, B.S., Accounting
Gagnon, Joseph, B.S., Finance
Gibbons, Nicholas, B.S., Finance
Goulet, Samuel, B.S., Finance

Gwozdz, Elizabeth, B.S., Management
Haines, Rachel, B.S., Accounting
Hamilton, Matthew, B.S., Management
Hanson, Kelsey, B.S., Marketing
Harrison, Bradley, B.S., Accounting
Hart, Daniel, B.S., Management
Healey, Christopher, B.S., Finance
Higgins, Brian, B.S., Finance
Hitchcox, Douglas, B.S., Finance
House, Tanner, B.S., Finance
Irish, Jillian, B.S., Finance
James, Dana, B.S., Finance
James, Simon, B.S., Management
Jebb, Matthew, B.S., Management
Johnston, Corey, B.S., Marketing
Jordan, Colton, B.S., Finance
Knight, Gregory, B.S., Accounting
Knowlton, Tyler, B.S., Management
Kochis, Joshua, B.S., Accounting
Lamoureux, Tyler, B.S., Marketing
Laverriere, Justin, B.S., Finance
Leeman, Chelsea, B.S., Management
Legere, Benjamin, B.S., Management
Levesque, Daryn, B.S., Finance
Lewicki, Joseph, B.S., Marketing
Lizotte, Emily, B.S., Accounting
Martin, Travis, B.S., Finance
Mattos, Emily, B.S., Marketing
McCarthy, Meghan, B.S., Management
McCaslin, Tyler, B.S., Management
McCown, Chelsea, B.S., Marketing
McGovern, Daniel, B.S., Management
McIntyre, Kristin, B.S., Accounting
Merchant, Richelle, B.S., Management
Merchant, Ryan, B.S., Finance
Michaud, Richard, B.S., Finance
Miller, Ryan, M.B.A., Master Business Administration
Missud, Amanda, B.S., Management
Mooney, Kayla, B.S., Management
Morales, Allen, B.S., Marketing
Mouradian, Christopher, B.S., Finance

Muscente, Maryann, B.S., Management
Niedziejko, Michelle, B.S., Management
Nurse, Elizabeth, B.S., Finance
Orr, Kristin, B.S., Accounting
Ouellette, Justin, B.S., Marketing
Ouellette, Peter, B.S., Accounting
Pillar, Carson, B.S., Finance
Preble, Kimberly, B.S., Management
Purington, Monica, B.S., Finance
Qualey, Jordan, B.S., Marketing
Raymond, Alex, B.S., Management
Raymond, Anthony, B.S., Management
Richards, Erin, B.S., Management
Roper, Sarah, B.S., Finance
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Shelbe Lane

MBS Junior Shelbe Lane Helps Run Family Business

Helping run her family's logging business in Patten, Maine, Shelbe Lane '13 is getting plenty of practical experience to

complement the business theory she is learning in her classes.

"I started helping out in the office when I was 13," says the Maine Business School junior who adjusts her class schedule so she can spend two days a week doing office work at K.R. Lane Logging, Inc., which thins forests, hauls logs to paper companies, transports wood chips – or biomass – to energy plants, and supplies firewood to community residents.

"I fill out the tally sheets indicating the types of trees that were hauled, where they were hauled, and who hauled them," says Lane. "I also file the taxes, deal with insurance companies, and do just about everything else that's needed."

Lane says she enjoys helping with the family business. "I like trouble shooting, and dealing with people. I like the variety of work, too. There's always a new challenge. It's very gratifying to be the person people call when there's a problem. Early on, when the foresters

and contractors would call my Dad with a question, he'd tell them, 'call Shelbe.' Now, they call me first. I know my Dad is very proud of me for being able to handle these situations. I'm glad I can help so he doesn't have to deal with it and can concentrate on his work in the forest."

A former Miss Maine National Teenager and fifth runner up for National Pre-Teen Princess in 2003, Lane is an ambitious, motivated student who aims to earn her business administration degree in three years. A member of the Honors College, she makes the most of every minute at the University of Maine. Traveling three hours a day to and from Orono provides a valuable opportunity to "unwind and reboot," she says. "With as many credits as I take to compact my degree to three years, my focus always has to be on school. My driving time allows me some downtime in which I don't have to think about schoolwork until I get home and begin my next assignment."

Meanwhile, she has become interested in the logging industry and how it plays an integral part in the health of the environment. When loggers thin out a crowded forest, it is less likely to be devastated by disease. Also, older trees are taking up nutrients that could be used by younger trees to grow stronger and taller. By converting

thinning trees into woodchip biomass, loggers help mitigate greenhouse gas emissions and reduce the risk of wildfires. Researchers are working on technology to convert biomass into liquid fuels for transportation which will reduce pollution and our dependence on oil.

Lane's career goal is to work as a human resources specialist at an energy company in Maine. "It's a way to merge my interest in the forest industry with the talent I believe I have to deal effectively with people," says the management major who aims to earn an MBA in human resources through an on-line program. Her MBS education is paving the way for a successful career, according to Lane, who says her classes "broaden my views of the business world".

"As a manager, you need to have a background in all aspects of business – finance, accounting, and marketing – so you can do any of the tasks you designate to others. I have especially enjoyed Professor Martha Broderick's class in business law. Since human resources is all about the law, her class has been a great first step for me and has solidified my desire to work in this field. I like that she expects a lot from us and emphasizes the importance of being dedicated to the quality of our work." ■