



2011 PROGRAM
of the
**NORTH AMERICAN CASE
RESEARCH ASSOCIATION**

53rd Year
San Antonio, TX
October 13-15, 2011
Vijaya Narapareddy, VP of Programs
University of Denver



Photos courtesy of Steve Gately, Tiltenterprise Cruises and Carol Cumber, Editor, NACRA Newsletter, South Dakota State University. Cover Design by Susan Mott, Henry W. Bloch School of Management, University of Missouri-Kansas City.

**2011 PROGRAM
OF THE
NORTH AMERICAN CASE RESEARCH ASSOCIATION
VOLUME 25, NUMBER 1**

**OCTOBER 13-15, 2011
Vijaya Narapareddy, Vice President of Programs,
University of Denver**

NACRA 2011 Program Committee

Vijaya Narapareddy, University of Denver, Vice President Programs and Proceedings
Editor

Kathryn Savage, Northern Arizona University, Newcomers' Workshop Chair
NACRA Executive Committee (see back cover)

Track Chairs

Accounting: Kay Guess, St. Edward's University

Business & Society/Ethics: Emmanuel Raufflet, HEC Montreal

Business Policy & Strategy: Randall D. Harris, California State U., Stanislaus

Cases in Spanish: Jorge Gonzalez, ITESM Tecnológico de Monterrey

Case Research for Theory Papers: Marie Rock, Bentley University

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Health Care/Social Work: James E. Fisher, Saint Louis University

Information Technology Management: Javier Busquets, ESADE

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Small Business/Entrepreneurship: Joe Kavanaugh, Sam Houston State University

Social & Env Entrepreneurship: Elissa Grossman, Loyola Marymount University

Strategy: Randall Harris, CSU Stanislaus

Teaching with Cases: Susan Sieloff, Northeastern University

Embryo Cases: Kathryn Savage, Northern Arizona University

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Welcome to NACRA's 2011 Meeting!

This year's program is filled with interesting cases that reflect events that have taken place in companies and organizations worldwide. The primary objective for this year's conference in San Antonio, Texas is to showcase our research discipline to the eager and critical eyes of the world's experts in a healthy dialogue about what case writing for teaching and inquiry truly means. A second objective is to have fun!

Thursday's sessions will involve new and experienced NACRA members in our Newcomers Workshop and "Various" Embryo Case sessions. That evening's plenary session will feature a presentation and discussion on "Frog's Leap Winery in 2011."

In addition to our normal morning case roundtables, we've arranged for some very thought-provoking interactive sessions on Friday afternoon with something interesting for everyone. These include sessions on teaching, research, and technology issues. In one of these sessions, you will also have the opportunity to meet the 2010 NACRA Grant Winners.

Not to be missed are the Friday evening theater at the Plaza Theater and the "San Antonio Rose Live" music production followed by dinner at the Texas Land & Cattle Company Restaurant and the Saturday Awards Breakfast. Let's congratulate the winners of this year's awards, including the \$10,000 award sponsored by CMA-Alberta for the outstanding case presented in the Corporate Governance Track.

Thank you for joining us in San Antonio, this year. There is much to enjoy in this area, including the Alamo, and the shops and restaurants along the River walk. Please consider the many ways to get involved with NACRA.

Vi Narapareddy
NACRA VP Programs 2011

Thanks for your Sponsorship!
NACRA 2011

Baylor University

Daniels College of Business, University of Denver

Henry W. Bloch School of Management, UMKC

NACRA VP of Programs Vi Narapareddy and Proceedings Editor Marilyn L. Taylor wish to express thanks to several people who assisted in various ways with the preparation of this edition of the Proceedings. They include Lynn Southard, Assistant Editor of CRJ; Lew Brown, Past Editor of *Case Research Journal*, University of North Carolina at Greensboro; and Marlene Reed, NACRA Immediate Past President, Baylor University, as well as the senior officers who offered guidance at various steps. Special thanks are due to Susan Mott and Komal Dasani, Henry W. Bloch School of Management, University of Missouri-Kansas City, and Toni Razal, University of Denver for their assistance in editing and publishing of the 2011 NACRA Program & Proceedings.



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BAYLOR-USASBE STUDENT CASE WRITING COMPETITION

January 2013

The Baylor University Entrepreneurship Program and USASBE are jointly sponsoring a student case writing competition in conjunction with USASBE's annual meetings. This is an innovative international event that supports and encourages students who wish to engage in case research and writing. Submitted cases are suitable if they advance the field of entrepreneurship, broadly defined, and contribute to an understanding of entrepreneurial phenomena. The cases must be original and unpublished, and their focus can include, but is not limited to, the following:

- New venture creation
- International entrepreneurship
- Small business management
- Family-owned businesses.
- Minority and gender issues in small business
and entrepreneurship
- Venture financing
- Corporate entrepreneurship
- Marketing in small businesses and entrepreneurial
ventures
- The launch and development of social enterprises

The cases must have no more than 4 student authors per case, and the students may be either graduate or undergraduate. Accompanying the submitted case must be an instructor's manual. The format for the instructor's manual is shown on the web site listed below. With the submission of a case and instructor's manual, at least one of the author(s) and a faculty supervisor must agree to attend the competition if the case is selected as a finalist. Although faculty supervisors will register for the conference, student authors will not be required to do so. Cash prizes for the winning cases will be \$2,000 for first place; \$1,000 for second place; and \$500 for third place. **Deadline for submission of cases is September 15, 2012**

For further information about the competition, see the following web site:

<http://www.baylor.edu/business/entcwc/>

Or contact Marlene Reed at: Marlene_Reed@baylor.edu



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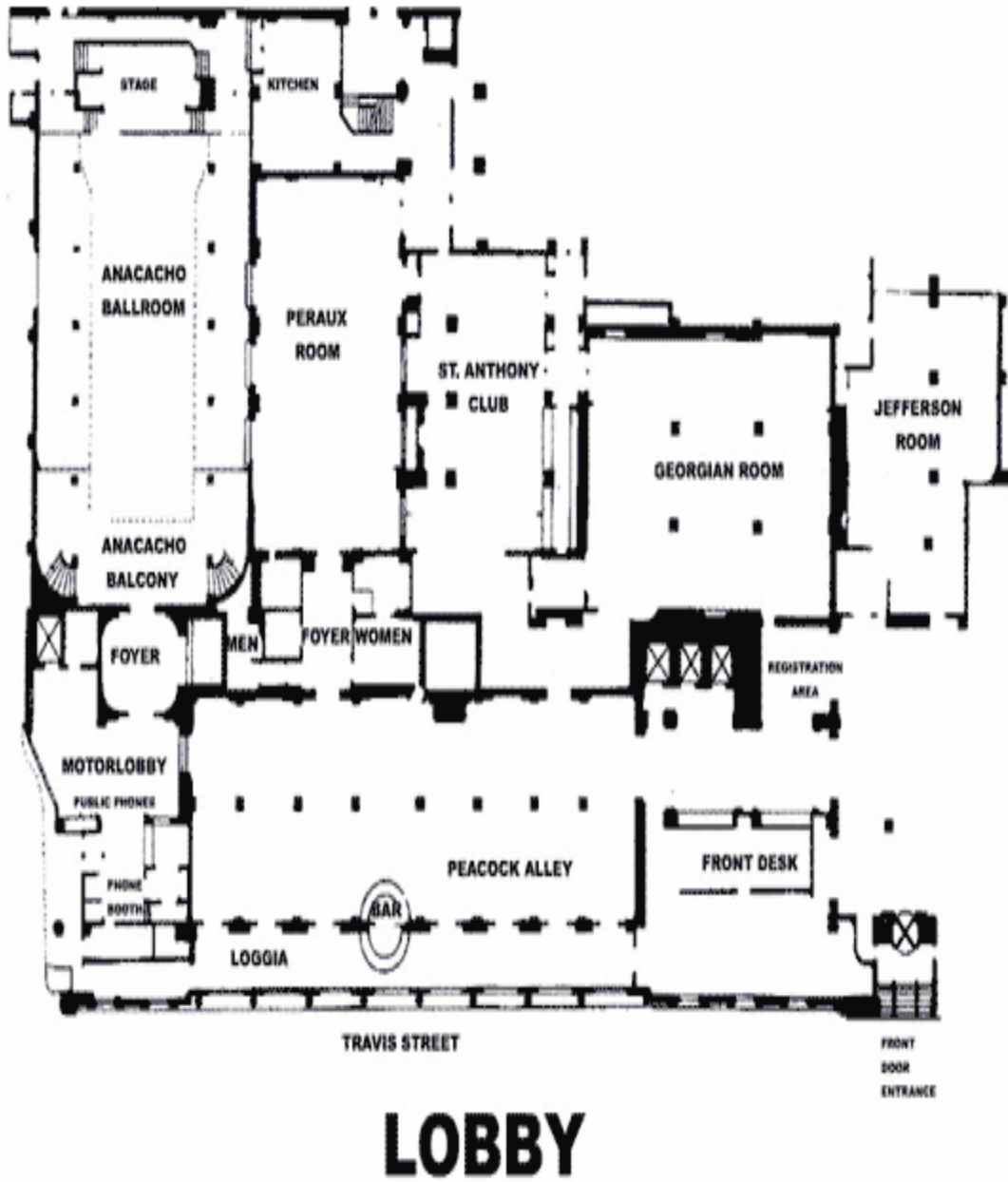
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St. Anthony's Meeting Rooms and Property Map (1st Floor)



St. Anthony's Meeting Rooms and Property Map (3rd Floor)



THIRD FLOOR

NACRA Annual Meeting Schedule 2011

Thursday, October 13

Room / Location

8:30 am-Noon	Program Registration	HOTEL FOYER AREA
7:30 - 8:30 am 9:00 – Noon	Newcomers' Breakfast Newcomers Workshops <i>Session Chair:</i> Kathryn Savage Northern Arizona University	ST ANTHONY CLUB ST ANTHONY CLUB (1 st Floor)
9:00-9:45 am	“Publishing with the Case Research Journal” Debbie Ettington, Editor, Case Research Journal	
9:45 – 10:00 am	Break	
10:00-11:45 am	“Writing Publishable Teaching Cases” William and Margaret Naumes, University of New Hampshire	
10:45 – 11:00 am	Break	
Noon - 1:00 pm	Newcomers' Lunch	ST ANTHONY CLUB
Noon – 3:00 pm	Board Lunch and Meeting	JEFFERSON MANOR
1:30 - 4:00 pm	Case Embryo Sessions: Various Disciplines <i>Session Chair:</i> Kathryn Savage, Northern Arizona University <i>Co-chairs & Mentors:</i> Chi Anyansi-Archibong, Tim Edlund, Walter Greene, Stephanie Hurt, Becky Morris, Peggy Naumes, Kay Guess, and Kathy Savage. Embryo Table 1 (Anyansi-Archibong & Greene) HOUSTON Embryo Table 2 (Naumes & Rock) DALLAS Embryo Table 3 (Morris, Guess & Savage) AUSTIN Embryo Table 4 (Edlund & Hurt) CORPUS CHRISTI	

(Above four rooms are on the 3rd Floor)

Thursday, October 13 (continued)

Room / Location

1:00 - 5:30 pm	Program Registration & Exhibitors	HOTEL FOYER AREA
4:00 - 4:30 pm	Session Leaders' Workshop	ST ANTHONY CLUB
4:30 - 6:00 pm	Hello and Welcome Program Chair Plenary Session: "Frog's Leap Winery in 2011" Presenter: Armand Gilinsky	PERAUX
6:00 - 7:00 pm	Cocktail Hour - Cash Bar	ANACACHO BALLROOM
7:00 - 9:00 pm	Dinner	ANACACHO BALLROOM

Friday, October 14

Room / Location

7:30 am - Noon	Program Registration & Exhibitors	HOTEL FOYER AREA
7:30 - 8:30 am	Breakfast	GEORGIAN ROOM
7:30 - 8:30 am	CRJ Editorial Board Meeting	JEFFERSON MANOR

Friday, October 14, (continued)

Room / Location

8:45 - Noon

Case Workshop Roundtable Sessions

Note: All case presenters are expected to participate in their assigned roundtable sessions on both Friday and Saturday mornings. Roundtable sessions are open to all conference participants. Case embryo authors are especially encouraged to attend.

Track	Room / Location
Accounting	AUSTIN
Business & Society / Ethics	CORPUS CHRISTIE
Cases in Spanish	FT WORTH
Corporate Governance	LASITTE/CORONADO
Finance / Economics	HOUSTON
Information Technology	DALLAS
International Business	MIDLAND
Marketing	LAREDO
Not for Profit	THE BOARDROOM
OB / OT / HRM	CROCKETT
Sm. Business/Entrepreneurship	JOHNSON
Strategy	BOWIE
Social & Env. Entrepreneurship	LA SALLE
Teaching with Cases- Papers	LA SALLE

Noon – 1:30 pm

Luncheon

ANACACHO BALLROOM

Speaker: Doug Kinney, Director of Sales-West, Xanedu

“Best Practices for Developing, Deploying and Supporting Digital Course Materials and Handheld Devices”

Main NACRA Group

JEFFERSON MANOR

NACRA Advisory Board Meeting

Friday, October 14, (continued)

Room / Location

1:45-3:15 pm

Concurrent Sessions

1. Meet your New CRJ Editor **ST ANTHONY CLUB**
Debbie Ettington

2. Research Methodology & Theory Building **PERAUX**
Panel Members: Marie Rock, William Naumes, & Carol Cumber

Theories Of Campus Policy Change: The Special Challenges Of LGBT Issues On Campus

Lori Messinger; messingerl@uncw.edu

(2010 NACRA RESEARCH GRANT RECIPIENT PRESENTATION)

Accelerating Innovation Via Industry-Scale Open Innovation Networks:

A Case Study In The US Auto Industry

John Skardon & David Bodde, Clemson University

3. Using Technology with Cases **ANACACHO BALCONY**
For Today's Learners **(LEFT)**
Panel members:
Peggy Naumes, Janice L. Nath, Mikael Sondergaard, & Irene Chen

4. Striking at the Queen: **ANACACHO BALCONY**
A Protagonist's Perspective **(RIGHT)**
Panel members:
William Hudson, Carolyn Conn, & Kay Guess

Friday, October 14, cont'd

3:15 – 4:40 pm

Concurrent Sessions

		Room / Location
1. Online Instruction With Cases		PERAUX
Panel members:		
Bambi Douma, Armand Gilinsky, Randy Harris, & Stu Rosenberg		
2. Next Generation Case Studies: How to Leverage Technology To An Improved Student Experience		ST ANTHONY CLUB
Panel members:		
Joan Ramon Mallart, Xavier Busquets Carretero, Javier Silva, Fernando Zerboni, & Maricruz Prado		
3. Storytelling & Business Education		ANACACHO BALCONY (LEFT)
Presenter: Justin Wolske		
4. Integrating Cases At Universidad Del Norte Business School		ANACACHO BALCONY (RIGHT)
5:00 - 7:00 pm	Dinner	Texas Land & Cattle Company Restaurant
7:30 pm	Theater	Aztec Theatre

Saturday, October 15

Room / Location

7:30 - 8:45 am **Awards Breakfast** **ANACACHO BALLROOM**

8:45 – 9:15 am 2011 Track Chair Meeting **JEFFERSON MANOR**

9:30 - NOON Case Workshop Roundtable Sessions *See Friday schedule*

Continuous BREAK

NOON

**Conference Adjourns:
See you next year in Boston!!!**

1:00 - 4:00 pm 2010-2011 NACRA Board of Directors Luncheon Meeting **JEFFERSON MANOR**

6:00 – 9:00 pm Board Dinner **CASA RIO**

Case Embryo Workshop – Various Disciplines

Thursday 1:30 – 4 pm

Track Chair: Kathryn Savage, Northern Arizona University,

kathy.savage@nau.edu

Embryo Workshop – (Table 1), HOUSTON

Session Co-Chairs:

Chi Anyansi-Archibong, North Carolina A&T State University, archiboc@ncat.edu

& Walter Greene, wegreene@juno.com

- 1. EXPANDING AN ENTREPRENEURIAL ENTERPRISE: FRAMEME, LLC**
Yongseok, Jang, University of Florida
- 2. MARIO'S PHARMACY, SAN ANTONIO, TEXAS**
Esmeralda de los Santos, University of the Incarnate Word
- 3. FIVE STORIES OF UNSUSTAINABLE GROWTH OF SMES IN AN EXTREME BUSINESS ENVIRONMENT**
Yuliya Ivanova, University of Alaska, Southeast

Embryo Workshop – (Table 2), DALLAS

Session Co-Chairs:

Margaret Naumes, University of New Hampshire, margaret.naumes@unh.edu

& Marie Rock, Bentley University, mrock@bentley.edu

- 1. CASE STUDY ON HEALTHCARE ETHICS: THE ONE HOLIDAY WEEKEND THEY WON'T FORGET**
Kevin LaFrance, Chris Garcia, Dan Dominguez, University of the Incarnate Word
- 2. CASE STUDY ON MANAGING COMMUNICATION AND CONFLICT**
Chris Garcia, University of the Incarnate Word
- 3. THE CASE OF THE TRANSPARENT PLAGIARISM**
Jan Bocker, University of Denver

Embryo Workshop – (Table 3), AUSTIN

Session Co-Chairs:

Becky Morris, University of Nebraska at Omaha, rmorris@mail.unomaha.edu
& Kathy Savage, Northern Arizona University, kathy.savage@nau.edu

- 1. TURNAROUND AT TELEWEST: LEADING HIGH SPEED CHANGE**
Robert Perkins, Mercer University
- 2. WATSON CHILDREN'S SHELTER**
Michael Harrington, The University of Montana
- 3. THE LINDA CONSTRUCTION COMPANY, INC.**
Michelle DeMoss, Stetson University
- 4. BOULDER, COLORADO AND XCEL ENERGY: SMARTGRID CITY AND MORE**
Cathleen Burns & Frank Seletto, University of Colorado, Boulder
Paula Weber, Saint Cloud State University

Embryo Workshop – (Table 4), CORPUS CHRISTI

Session Co-Chairs:

Timothy Edlund, Morgan.State University, tim.edlund@morgan.edu
Stephanie Hurt, Meredith College, hurtstep@meredith.edu
& Kay Guess, St. Edward's University, aundreag@stedwards.edu

- 1. LEADING FROM THE WHOLE: VALUES-BASED INTEGRATED LEADERSHIP AT EILEEN FISHER, INC.**
Bonita Betters-Reed and Elise Porter, Simmons College
- 2. FLAT WORLD KNOWLEDGE-2012-WHAT'S NEXT?**
Jim Tarter and Brent Beal, The University of Texas at Tyler
- 3. WHAT'S WRONG WITH THE COLLEGE TEXTBOOK MARKET?**
Brent Beal and Jim Tarter, University of Texas at Tyler
- 4. THE IMPLEMENTATION OF IAS 16 AND 41 AT ANDREW PELLER LIMITED**
James Moore & Pascale Lapointe, Brock University

ACCOUNTING TRACK

Friday Oct 14 8:30 am – 12 Noon & Saturday 8:30 – Noon, **AUSTIN**

Track Chair & Session Chair: Aundrea Kay Guess, St. Edward's University,
aundreag@stedwards.edu

RMR ELECTRONICS

Daphne Rixon, Saint Mary's University, Daphne.Rixon@SMU.ca
Donna Stapleton, Memorial University of Newfoundland

MOUNTAINVIEW COUNTRY CLUB: WHO'S MINDING THE STORE?

Carolyn Conn, St. Edward's University, caroltc@stedwards.edu
& Aundrea Kay Guess, St. Edward's University

AAC SERVICES, LLC: APPLYING A SERVICE MODEL IN A PUBLIC ACCOUNTING FIRM

Laurence Brown & Mike Bendixen, Nova Southeastern University; lbrown@nova.edu

BUSINESS, SOCIETY, & ETHICS

Friday Oct 14 8:30 am – 12 Noon & Saturday 8:30 – Noon, CORPUS CHRISTI

Track Chair: Emmanuel Raufflet , HEC Montréal emmanuel.raufflet@hec.ca
Session Chair: Anne T. Lawrence, San José University, anne.t.lawrence@gmail.com

WATER SUSTAINABILITY IN INDIA

Gary Clendenen, Siena College gclendenen@siena.edu,
Raj Devasagayam, Siena College
J. Booker, Siena College

WHEN TO BLOW THE WHISTLE

Carolyn Conn, St. Edward's University, caroltc@stedwards.edu
Kevin Collier, Texas State University, Texas State University,

THE MIDNIGHT JOURNAL ENTRY

Anne T. Lawrence, San Jose University, anne.t.lawrence@gmail.com

DONORS—DEAD OR ALIVE—BEWARE!

Thomas Tolleson, ttolleson@txwes.edu

JUST DUMP IT IN THE LAKE

Robert Sexty, Memorial University of Newfoundland, rsexty@mun.ca

STRATEGIC CHOICES: WOLF MANAGEMENT

Tom Hinthorne, Montana State University-Billings, thinthorne@msubillings.edu,
Patricia Holman, Montana State University-Billings

CASES IN SPANISH TRACK

Friday, Oct 14, 8:30 am-12 noon, FT WORTH

Track & Session Chair: Jorge González, Tecnológico de Monterrey, jgonza@itesm.mx

BITA (GRUPO AGBAR)

Cano Giner, Josep Lluís, ESADE Business School, Josepluis.cano@esade.edu
Rodríguez-Donaire, Silvia, ESADE Business School

FUNDACIÓN MUNDO MUJER: CRÉDITO OPORTUNO PARA SU EMPRESA

Barrera, Ernesto, Universidad de la Sabana, Ernesto.barrera@inalde.edu.co

GRUPO BORGES EN CHINA

Sayeras, Josep M, ESADE Business School, josepm.sayeras@esade.edu

M&M LeCHuZ

Camilo Mejía, Universidad del Norte, cmejia@uninorte.edu.co
María José Rosado, María Jimena Wilches, Universidad del Norte
Ignacio Consuegra, Daniela Bedoya y Andrés Caballero, Universidad del Norte;

Saturday, Oct 15, 8:30 am-12 noon, FT WORTH

Track & Session Chair: Jorge González, Tecnológico de Monterrey jgonza@itesm.mx

IDE BUSINESS SCHOOL

Alegre, Pablo, IAE Business School, palegre@iae.edu.ar
Moncayo, Raúl, IDE Business School
Barale, María, IAE Business School

LA GESTIÓN DEL PATRIMONIO DE ANDRÉS MARTÍNEZ ESTRADA

Noussan, Gabriel, IAE/Universidad Austral, gnoussan@iae.edu.ar

UN TECHO PARA CHILE 2010: ESTRATEGIA COPORATIVA EN EL ÁREA SOCIAL

Olavarrieta, Sergio, Universidad de Chile, solavar@fen.uchile.cl
Oliva, Ismael, Universidad de Chile

PLAN CEIBAL: ONE LAPTOP PER CHILD IN URUGUAY

Adrián Edelman, IEEM Universidad de Montevideo; aedelman@um.edu.uy

CORPORATE GOVERNANCE TRACK - TABLE 1

Friday 8:30am – Noon & Saturday 8:30am – Noon, LASITTE/CORONADO

Track Chair: Marlene Reed, Baylor University, Marlene_Reed@baylor.edu

Session Chair: Tupper Cawsey, Wilfrid Laurier University, tcawsey@wlu.ca

THE ROCKY MOUNTAIN MUTUAL HOUSING ASSOCIATION: FROM GROWTH TO DECLINE

Vijaya Narapareddy, Gordon Von Stroh, & Nancy Sampson, University of Denver, nsampson@du.edu

FERRIS VALLEY FOODS COMPANY: CORPORATE SOCIAL RESPONSIBILITY AND REENTRY

Nancy Levenburg, Grand Valley State University, levenbun@gvsu.edu
Lisa Eshbach, Ferris State University

BARNES & NOBLE, INC.: THE YUCAIPA PROXY CHALLENGE

Ram Subramanian, Montclair State University, subramanianr@mail.montclair.edu

PREDICAMENT AT THE STUDENTS' LOAN BUREAU

Paul Golding, University of Technology, Jamaica, cashmere@flowja.com

CORPORATE GOVERNANCE TRACK - TABLE 2

Friday 8:30am – Noon & Saturday 8:30am – Noon, LASITTE/CORONADO

Track Chair: Marlene Reed, Baylor University, Marlene_Reed@baylor.edu

Session Chair: John Lawrence, University of Idaho, JL@uidaho.edu

VOLKSWAGEN AND PORSCHE: ONE FAMILY, TWO CAR COMPANIES, & A BATTLE FOR CORPORATE CONTROL

Alva Wright Butcher, University of Puget Sound, butcher@pugetsound.edu

LEHMAN BROTHERS

Randall Harris, California State University-Stanislaus, raharris@csustan.edu

APPLE BOARD'S STEVE JOBS DILEMMA

Debapratim Purkavastha, Indian Business School, debapratimp@gmail.com

MCMASTER UNIVERSITY: THE PRESIDENTS' CONTRACTS

Yee-Ching Chan, McMaster University, ylchan@mcmaster.ca

CORPORATE GOVERNANCE TRACK - TABLE 3

Friday 8:30am – Noon & Saturday 8:30am – Noon, LASITTE/CORONADO

Track & Session Chair: Marlene Reed, Baylor University Marlene_Reed@baylor.edu

THE I-29 CORRIDOR TASK FORCE: MOVING FORWARD

Joshua Warne, South Dakota State University, joshua.warne@sdsu.edu

Carol Cumber, South Dakota State University

Marlene Reed, Baylor University

SATYAM COMPUTER SERVICES, LTD.

Vishwanath Ramanna, T A Pai Management Institute, vishwanathsr@tapmi.edu.in

Kulbir Singh, Institute of Management Technology

ALLEGED BOARD INSIDER TRADING: THE CASE OF RAJAT GUPTA

Marlene Reed, Baylor University, Marlene_Reed@baylor.edu

Rochelle Brunson, Baylor University

THE STORM OF GOVERNANCE REFORM AT THE AMERICAN RED CROSS: HOW EFFECTIVE, POST-KATRINA?

Jill Brown, Lehigh University, jgb207@lehigh.edu

Anne Anderson, Lehigh University

FINANCE & ECONOMICS TRACK-Table 1

Friday 8:30am – Noon & Saturday 8:30am – Noon, HOUSTON

Track Chairs: Hugh Grove & Tom Cook, University of Denver, hgrove@du.edu

Session Chair: Hugh Grove, University of Denver, hgrove@du.edu

ISLAMIC BANKS RISK MANAGEMENT CASE

Zaid Alrukhayyes & Hugh Grove, University of Denver, hgrove@du.edu

ALPHA BANK: WORKOUTS AND RESTRUCTURINGS IN EMERGING MARKETS

David Lingelbach, University of Baltimore, dlingelbach@ubalt.edu

THE NATIONAL BANK & TRUST: A DETERMINATION OF FAIR VALUE

Keith Sellers, University of Denver, kfsellersacademic@gmail.com

MAKING THE BUSINESS OF DOING GOOD A GOOD BUSINESS

Edward Desmarais & Miranda Lam, Salem State University,
edesmarais@salemstate.edu

THE MUNROE SCHOOL BUILDING: AN ASSET OR LIABILITY?

Raminder Luther, Salem State University, rluther@salemstate.edu
Miranda Lam, Salem State University

FINANCE & ECONOMICS TRACK-Table 2

Friday, Oct 14 & Saturday, Oct 15, 8:30 am – 12 noon, HOUSTON

Track Chairs: Hugh Grove & Tom Cook, University of Denver, hgrove@du.edu

Session Chair: Tom Cook, University of Denver, tcCook@du.edu

TECHNOLOGY PLUS: GROWTH THROUGH ACQUISITION

Karen Hallows & Susan White, University of Maryland College Park, khallows@gmu.edu

COMMUNICATIONS SOLUTIONS: MOVING TO THE NEXT LEVEL

Susan White, University of Maryland College Park, suwhite@rhsmith.umd.edu

AUTOPISTAS DEL CENTRO

Francisco J. López Lubián, Instituto de Empresa Business School, fco.lubian@ie.edu

AN INVESTMENT ANALYSIS OF HONDURAN TEAK PLANTATIONS

Lisa Majure, Matt Haertzen & Alex Finkral, Northern Arizona University,
lisa.majure@nau.edu

CLOVERLEAF DAIRY Inc.

Charles Mossman, University of Manitoba, mossman@cc.umanitoba.ca

THE [YELLOW TAIL] PHENOMENON

Raymond Lopez, Pace University; rlopez@pace.edu
Armand Gilinsky, Jr., Sonoma State University

INFORMATION TECHNOLOGY TRACK

Friday Oct 14 8:30 am – 12 Noon & Saturday 8:30 – Noon, **DALLAS**

Track & Session Chair: Javier Busquets, ESADE; xavier.busquets@esade.edu

A TELEMEDICINE OPPORTUNITY OR A DISTRACTION?

Janis L. Gogan & Monica Garfield, Bentley University; jgogan@bentley.edu

EYEOS

Javier Busquets, Joan Ramón Mallart, Teresa Lopez, & Veronica Torras, ESADE, fjavbc@gmail.com

EASYPAlSA

Shazib Ehsan Shaikh & Zahoor Syed, Lahore University of Management Sciences shazib@lums.edu.pk

WACO TRIBUNE-HERALD: REINVENTING THE 'DIGITAL WHEEL'

Marlene Reed, Haley Elmers, Kelsey Holmes, Taylor Laymance, & Neal Robinson, Baylor University; Marlene_Reed@baylor.edu

INTERNATIONAL BUSINESS TRACK

Friday Oct 14 8:30 am – 12 Noon & Saturday 8:30 – Noon, **MIDLAND**

Track & Session Chair: Josep Franch, ESADE Business School, josep.franch@esade.edu

ARTHUR ANDERSEN IN TAIWAN - DO COMMON PRACTICES CONSTITUTE ETHICAL BEHAVIOR?

Teri C. Tompkins, Pepperdine University teri.tompkins@pepperdine.edu

FROM SPINOFFS TO INTERNATIONAL JVs: HOW INDIAN AND GERMAN COMPANIES LEARN TO COLLABORATE

Stephanie Hurt, Meredith College, hurtstep@meredith.edu
Vijaya Narapareddy, University of Denver

GOOGLE: IN OR OUT OF CHINA?

Josep Franch, ESADE Business School, josep.franch@esade.edu
Leonie Zuhorn, ESADE Business School

MARKETING TRACK

Friday Oct 14 8:30 am – 12 Noon & Saturday 8:30 – Noon, **LAREDO**

Track & Session Chair: Tom A. Buckles, Azusa Pacific University, tbuckles@apu.edu

NO HAIR-BRAINED IDEA: HAIR OR THERE TRAINING IN ASSESSING ALTERNATIVE MARKETS AND PRODUCT-SERVICE DESIGN

Linda Coleman, Salem State University, coleman@salemstate.edu

Raminder Luther, Salem State University

FIDELLO CIGAR CUTTER

Bruce Bailey, Otterbein University, BCBailey@otterbein.edu

Michael Levin, Otterbein University

OPTIGEN IN ARGENTINA

Martin Zemborain, IAE, mzemborain@iae.edu.ar

Julian Rodriguez, AFC

INN ABOVE ONION CREEK: ENSURING GUEST SATISFACTION

Michael Pass, Sam Houston State University, mwp006@shsu.edu

TÍA MARUCA: RETHINKING GO-TO-MARKET STRATEGIES

Javier Silva, IAE, jsilva@iae.edu.ar

TARJETA NARANJA –A STORY WITH AN ORANGE SPIRIT

Javier Silva, IAE, jsilva@iae.edu.ar

Fernando Zerboni, IAE

NOT-FOR-PROFIT TRACK

Friday Oct 14 8:30 am – 12 Noon, THE BOARDROOM

Track Chair: Barb Stuart, University of Denver, bstuart@du.edu

Session Chair: Rebecca Morris, University of Nebraska at Omaha, Rmorris@unomaha.edu

INTERFAITH PARTNERSHIP FOR THE HOMELESS

Paul W. Thurston, Jr., Siena College, pthurston@siena.edu

A LEADER'S JOURNEY: BUILDING A FOUNDATION ACROSS CULTURES,

Bonita Betters-Reed, Simmons School of Management, bonitabetters@gmail.com

Elise S. Porter, Simmons School of Management

PERFORMANCE MANAGEMENT AT MIDDLETON COLLEGE

Karen Boroff , Seton Hall University, karen.boroff@shu.edu

DAN SAMSTRON'S DILEMMA

Adolfo Montalvo, ESADE Business School, adolfo.montalvo@esade.edu

Josep Franch, ESADE Business School

Saturday, Oct. 15, 8:30 – Noon, THE BOARDROOM

Track Chair: Barb Stuart, University of Denver, bstuart@du.edu

Session Chair: Rebecca Morris, University of Nebraska at Omaha, Rmorris@unomaha.edu

CAN WE AFFORD TO BE IN THE TRASH COLLECTION BUSINESS? – IS PRIVATIZATION THE ANSWER?

Lynn Ruggieri, Roger Williams University, lruggieri@rwu.edu

NOT FOR PROFITS- IS IT TIME TO TAX THEM?

Lynn Ruggieri, Roger Williams University, lruggieri@rwu.edu

EVEN SKY IS NOT THE LIMIT: A CASE OF ALAGAPPA UNIVERSITY (INDIA)

Shiv Tripathi, Mzumbe university Business School, shivktripathi@hotmail.com

Organizational Behavior/ Theory / Human Resources

Friday 8:30 am – Noon & Saturday 8:30 – Noon, CROCKETT

Track & Session Chair: Mark Julien, Brock University, mjulien@brocku.ca

OB/OT/HR TRACK - Table 1

Friday, Oct. 14 & Saturday, Oct.15: 8:30 am-12 noon, CROCKETT

Track & Session Chair: Mark Julien, Brock University; MJulien@brocku.ca

FROM JAIL TO JURIS DOCTOR: A ZONE OF INDIFFERENCE CASE

Jennifer Sims and Carson Carson, Samford University, cmcarson@samford.edu

CANADA SPACE AGENCY CASE

Stefanie Ruel, Athabasca University and Mark Julien, Brock University;
MJulien@brocku.ca

DREAM JOB TURNED NIGHTMARE

Velma Vincent, Athabasca University and Mark Julien, Brock University;
MJulien@brocku.ca

ALBERTA RAILWAY MUSEUM

Irene Dixon, Athabasca University and Mark Julien, Brock University;
MJulien@brocku.ca

INDRA NOOYI: A TRANSCULTURAL LEADER

Amrit Chaudhari, ICFAI University, amritc@live.co.uk

HERDING CATS AT MAPLE LEAF CONSULTING

Ken Ogata, York University, ogata@yorku.ca

WHAT'S IN A NAME?

Karen Boroff, Seton Hall University,

ELLEN ZANE AT TUFTS MEDICAL CENTER

Cynthia Ingols, Simmons College, cynthia.ingols@simmons.edu

OB/HR/OT TRACK - Table 2

Friday, Oct. 14 & Saturday, Oct.15: 8:30-12 noon, CROCKETT

Track & Session Chair: Mark Julien, Brock University; MJulien@brocku.ca

NOW WHAT JOSE

Esteban Ferrari, Tania Casado and Helena Cordeiro, University of Sao Paulo
eferrari@usp.br

ARE THERE BOUNDARIES FOR GERALDO?

Maria Tereza Silva, Rodrigo da Silva, and Tania Casado, University of Sao Paulo
mtgomes@jusp.br

LHP INC.: CHALLENGING THE ORGANIZATIONAL STRUCTURE AND CULTURE TO GROW

Erica Berte, Indiana University-Purdue University Columbus, eberte@iupuc.edu
Jeffrey Hittler, Fort Hays State University

SUSTAINING A SOCIAL ENTERPRISE: PALASH EYE HOSPITAL

Debabrata Chatterjee, Krishnan Thozhuvanoor and Ankita Tandon, Indian Institute of Management, dc@iimk.ac.in

NO CRYING FOR TRAINING

Guorong Zhu, Salem State University, gzhu@salemstate.edu

PERFORMANCE MANAGEMENT AT IFC CALL CENTERS

Scott Jeffrey and Stuart Rosenberg, Monmouth University, srosenbe@monmouth.edu

WATCHFROG THE USE OF TRANSGENIC AMPHIBIANS TO MONITOR POLLUTION

Ronald Kamin, Pascale Debuire and Charles Berger, ISC, rkamin@iscparis.com

SMALL BUSINESS & ENTREPRENEURSHIP TRACK

Friday, Oct 14, 8:30 am-12 noon, JOHNSON

Track & Session chair: Joseph Kavanaugh, Sam Houston State University,
MGT_JKK@SHSU.EDU

THE HOWLING WOLF TAQUERIA: MARKETING THE GOOD WOLF

Gina Vega and Christopher Titus, Salem State University, gvega@salemstate.edu

BAHIA ADVENTURAS: ECOTOURISM IN CENTRAL AMERICA

Dennis Wittmer, Robert McGowan, and George Simon, University of Denver,
[dwittmer@du.edu](mailto:d Wittmer@du.edu)

ROCK BOTTOM BOUTIQUE: THE EVOLUTION OF A START UP BUSINESS

Kyle Borgias, Molly Doyle, Will May, Stephan Montellano and Amy Wofford, Baylor University, Stephen_Montellano@baylor.edu

MAX 10

Patrik Hultberg, Kalamazoo College, hultberg@kzoo.edu

Saturday, Oct 15, 8:30 am-12 noon, JOHNSON

Track & Session chair: Joseph Kavanaugh, Sam Houston State University,
MGT_JKK@SHSU.EDU

THE RED GOOSE RESTAURANT

Donald Lester, Middle Tennessee State University, dlester@mtsu.edu
Matthew Somers, Apex Tool Group – Delta, LLC

KAR PARTS

Andy Fertsch, Amber Welchel, and Bill Horton (Student Authors)
Joseph Kavanaugh (Faculty Advisor), Sam Houston State University
MGT_JKK@SHSU.EDU

EARL'S CYCLERY AND FITNESS: THE RIDE OF A LIFETIME

Karen Popovich, Saint Michael's College, kpopovich@smcvt.edu
Virginie Khare, University of Tampa

HIGH WEST DISTILLERY

Robert Perkins, Mercer University, perkins1500@gmail.com

STRATEGY TRACK

Friday 8:30am – Noon & Saturday 8:30am – Noon, **BOWIE**

Track Chair: Randall Harris, CSU Stanislaus, raharris@csustan.edu

Session Chair: John Gamble, University of South Alabama jgamble@usouthal.edu

FROG'S LEAP WINERY IN 2011 – OPEN OTHER END

Armand Gilinsky Jr., Sonoma State University; gilinsky@sonoma.edu

GETTING READY TO RETIRE: PLANNING FOR THE FUTURE AT BRIDGE ADULT SERVICE CENTER

Gina Grandy, Mount Allison University – Commerce; ggrandy@mta.ca

Rhiân Stewart, Mount Allison University - Commerce

NORTHERN WIRE PRODUCTS: DOES 1 + 1 = 3?

Kerry Marrer, St. Cloud State University; kemarrer@stcloudstate.edu

Paula Weber, St. Cloud State University

Naomi Weber, Northern Wire Products

NZSki: LIFE AS IT OUGHT TO BE

Stephen Bowden, University of Waikato; sbowden@waikato.ac.nz

SHISEIDO CONFRONTS POST JAPAN'S EARTHQUAKE AND THE TWENTY-FIRST CENTURY'S GLOBAL MARKET

Marilyn Taylor, University of Missouri, Kansas City; taylorm@umkc.edu

Theresa Coates, Clarkson University

Chi Anyansi Archibong, North Carolina A&T State University

Norito Tanaka, Kanagawa University

TELECOM NEW ZEALAND: PERFECT STORM

Stephen Bowden, University of Waikato; sbowden@waikato.ac.nz

SOCIAL & ENVIRONMENTAL ENTREPRENEURSHIP TRACK

Friday 8:30am – Noon, LA SALLE

Track Chair: Elissa Grossman, Loyola Marymount University,

elissa.grossman@lmu.edu

Session Chairs: Elissa Grossman, Loyola Marymount University,

elissa.grossman@lmu.edu

Susan Peters, Francis Marion University, SPeters@fmarion.edu

CLIFTEX THEATRE: BALANCING HISTORY AND SUSTAINABILITY

Rochelle R. Brunson and Marlene M. Reed, Baylor University;

Rochelle_Brunson@baylor.edu

CASE STUDY IN BALANCING ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY IN PUBLIC POLICY: GOLD MINING REFORM

Linda K. Gibson, Bruce W. Finnie, & David E. McNabb, Pacific Lutheran University

gibsonlk@plu.edu

TEACHING WITH CASES TRACK

Friday Oct 14 8:30 am – 12 Noon & Saturday 8:30 am – Noon, LA SALLE

Track Chair: Susan Sieloff, Northeastern University s.sieloff@neu.edu

Session Chairs: Susan Sieloff, Northeastern University, s.sieloff@neu.edu

& Ray Kinnunen, Northeastern University, r.kinnunen@neu.edu

THE ART OF ANALYSIS OR 1001 QUESTIONS

Susan Sieloff, Northeastern University; s.sieloff@neu.edu

& Ray Kinnunen, Northeastern University

VOLUNTEERING FOR SELF

Akella Nirupama, University of South Alabama, nra702@jaguar1.usouthal.edu

YOU'VE BEEN SHOPPED

Peggy Knock McNulty, University of Colorado at Colorado Springs, mknock@uccs.edu

**PAPERS ON RESEARCH METHODOLOGY
& THEORY BUILDING TRACK**

Friday Oct 14: 1:45-3:15 pm, PERAUX

Track & Session Chair: Marie Rock, Bentley University; mrock@bentley.edu

Panel Members: William Naumes, Marie Rock, & Carol Cumber

**THEORIES OF CAMPUS POLICY CHANGE: THE SPECIAL CHALLENGES OF LGBT
ISSUES ON CAMPUS**

Lori Messinger; messingerl@uncw.edu

(2010 NACRA RESEARCH GRANT RECIPIENT'S PRESENTATION)

**ACCELERATING INNOVATION VIA INDUSTRY-SCALE OPEN INNOVATION
NETWORKS: A CASE STUDY IN THE US AUTO INDUSTRY**

John Skardon & David Bodde, Clemson University; jskardo@g.clemson.edu

Plenary Session

Thursday 4:30 – 6:00 pm, PERAUX

Hello and Welcome

Vijaya Narapareddy, Program Chair

University of Denver

Plenary Session:

“Frog's Leap Winery in 2011”

Presenter: Armand Gilinsky

Welcome to St Anthony's and San Antonio!

St Anthony's Staff

Concurrent Sessions

Friday, October 14, 1:45-3:15 pm **Room / Location**

1. Meet your New CRJ Editor **ST ANTHONY CLUB**
Debbie Ettington

2. Research Methodology & Theory Building **PERAUX**
Panel Members: Marie Rock, William Naumes, & Carol Cumber

Theories Of Campus Policy Change: The Special Challenges Of LGBT Issues On Campus

Lori Messinger; messingerl@uncw.edu

(2010 NACRA RESEARCH GRANT RECIPIENT PRESENTATION)

Accelerating Innovation Via Industry-Scale Open Innovation Networks:
A Case Study In The US Auto Industry
John Skardon & David Bodde, Clemson University

3. Using Technology with Cases **ANACACHO BALCONY**
For Today's Learners **(LEFT)**
Panel members:
Peggy Naumes, Janice L. Nath, Mikael Sondergaard, & Irene Chen

4. Striking at the Queen: **ANACACHO BALCONY**
A Protagonist's Perspective **(RIGHT)**
Panel members:
William Hudson, Carolyn Conn, & Kay Guess

Friday, October 14, 3:30 – 5 pm

Concurrent Sessions

- | | Room / Location |
|--|-------------------------------------|
| 5. Online Instruction With Cases
Panel members:
Bambi Douma, Armand Gilinsky, Randy Harris, & Stu Rosenberg | PERAUX |
| 6. Next Generation Case Studies:
How to Leverage Technology
To An Improved Student Experience
Panel members:
Joan Ramon Mallart, Xavier Busquets Carretero, Javier Silva,
Fernando Zerboni, & Maricruz Prado | ST ANTHONY CLUB |
| 7. Storytelling & Business Education
Presenter: Justin Wolske | ANACACHO BALCONY
(LEFT) |
| 8. Integrating Cases At
Universidad Del Norte Business School
Presenter: Camilo Mejia | ANACACHO BALCONY
(RIGHT) |

NACRA Officers 2010-2011

Executive Committee

Elected Officers

President	Armand Gilinsky, Sonoma State University
Immediate Past President	Marlene M. Reed, Baylor University
President-Elect	Jeff Shay, Washington & Lee University
VP Programs	Vi Narapareddy, University of Denver
VP Programs-Elect	Kathryn Savage, Northern Arizona University
VP Case Marketing	Susan Peters, Francis Marion University
VP Communications	Carol Cumber, South Dakota State U. (2009-10)
VP Membership	Chad Carson, Samford University (2009-10)

Appointed Officers

Secretary/ Treasurer	Robert P. Crowner, Eastern Michigan University
Editor, <i>Case Research Journal</i>	Tupper Cawsey, Wilfrid Laurier University
	Debbie Ettington, Pennsylvania State University

Additional Members of the Board of Directors

Regional Directors (elected, representing regional affiliates)

Canada	Rosemary McGowan, Wilfrid Laurier University
Mexico (ALAC)	Martha Corrales, Tecnológico de Monterrey
East (CASE)	William Naumes, University of New Hampshire
Midwest (SCR)	James Camerius, Eastern Michigan University
Southeast (SECRA)	Chi Anyansi-Archibong, North Carolina A&T State U.
Southwest (SWCRA)	Joseph Kavanaugh, Sam Houston State U.
West (WCA)	Jyoti Bachani, Saint Mary's College of California
Directors at Large:	Joan Winn, University of Denver
	Josep Franch, ESADE Business School
	Nancy Levenburg, Grand Valley State University

Appointed Members

Newsletter Editor	Carol Cumber, South Dakota State University
Proceedings Editor	Marilyn Taylor, UMKC
Webmaster	Christian Ratterman, Mtn View, CA

Advisory Council Chair (elected by Advisory Council of Past Presidents)

David Rosenthal, Miami University of Ohio

Advisory Council Vice Chair

Marilyn Taylor, UMKC

Congratulations to the 2011 recipients of our Travel & Case Research Grants!

NACRA 2011 Travel Grant Recipients for Graduate Students

Name	Email	Amount
John Skardon	jskardo@g.clemson.edu	\$1,000
Janelle Mann	JMann@business.queensu.ca	\$1,000
Yongseok Jang	yongseok.jang@warrington.ufl.edu	\$1,000

NACRA 2011 Research Grant Award

Name	Email	Amount
Ekaterina Turkina	ekaterina.turkina@hec.ca	\$7,000

***Be sure to attend the Saturday Awards Breakfast to join in
recognition of our case award recipients.
You may be one of them!***

Congratulations to the 2010 recipients of the CRJ Curtis E. Tate Award!

**“SAS: Leadership in Business
Intelligence”**

by

Stephanie Hurt

Meredith College

&

Marcus Hurt

EDHEC Business School

VOLUNTEER OPPORTUNITIES

Like all volunteer associations, NACRA is continuously in need of energetic volunteers to keep the organization running and to plan for its future. No matter whether your association with NACRA is new or longstanding, we need and value your participation. How can you help? Let us count the ways:

Annual Meeting

- Case and paper/panel submitters
- Case and paper/panel reviewers
- Award committee reviewers
- Track chairs and associate track chairs
- Session chairs
- Local arrangements chair/committee (2009 in Chaminade in California)
- Newcomers' workshop/embryo case coaches
- Registration desk attendants

Contact: VP Programs-Elect: Kathryn Savage (Kathryn.savage@nau.edu)

Case Research Journal

- Authors! Always in need of quality submissions
- Reviewers! Reading other cases and reviews will help you improve your own case writing
- Associate Editors

Contact: Debbie Ettington, Editor (dxe12@psu.edu)

Elected Officer and Board Positions

- VP Programs, Elect (succession to VP Programs, President-Elect & President)
- VP Case Marketing (2-year term)
- VP Membership (2-year term)
- Regional directors (elected or appointed by their respective regional associations)
- Directors at Large (3)

Contact: President Armand Gilinsky (gilinsky@sonoma.edu)

NACRA AWARDS

Curtis E. Tate Award for the Outstanding Case Published in the Case Research Journal. Curt Tate was the third president of NACRA and served in that capacity for many years. Professor Emeritus, University of Georgia, the award was established to honor his commitment to case research and writing. NACRA's highest award, including \$2,000, is given to the case judged best case published or accepted for publication in the Case Research Journal during the previous year. From reviewer feedback, the CRJ editor will nominate 8 cases to be reviewed.

Emerson Award for the Best Business Ethics Case. Funded by Emerson Ethics Center at Saint Louis University. The award is given to the best business ethics case as submitted and presented at the NACRA Conference. The award includes a prize of \$1,500 plus an honorarium of \$500 for the recipient upon case presentation in St. Louis.

C.R. Christensen Outstanding Teaching Case Award. A member of the Harvard Graduate School of Business Administration faculty for nearly five decades, Chris Christensen (1919-1999) became known as "Mr. Case Method." Awarded to a case submitted to the education track for presentation at the meeting, revised based on session feedback, and submitted to the CRJ, it is funded by the Ewing Marion Kauffman Foundation, friends, and students. The winning case is presented at the conference.

Directors College Award for Outstanding Case in Corporate Governance. Funded by The Directors College of McMaster University, the award is given to the best case in corporate governance (in any discipline) as submitted and presented to the annual NACRA meeting. The award includes a first prize of \$1,000 and two honorable mentions – each worth \$500.

Ruth Greene Memorial Case Award. In memory of Ruth Greene, the award covers the conference registration for the best case submitted and presented at the annual conference by an author outside of the U.S. and Canada. Cases are nominated by track chairs, reviewed by the NACRA Award Committee and Walt Greene, sponsor of the award honoring his wife.

Philip D. Cooper Award for the Best Case in Health Care. Phil Cooper was a frequent contributor to NACRA meetings, especially in his primary area of interest – health care. He was a mentor to many case writers. The \$200 prize, sponsored by his wife, Victoria Cooper, in his memory, is awarded to the best case in Health Care Management (in any track) presented at a NACRA meeting, revised, and submitted to the CRJ.

Jonathan Welch Memorial Case Award. In memory of Jon Welch, longtime chair of the Finance/Economics track, the award goes to the best case submitted and presented at the annual conference by an author in the Finance/Economics track. Nominated by track chairs, the NACRA Award Committee makes the selection.

Outstanding Newcomer Award. A case presented at the conference by an author or authors who have not previously attended a NACRA meeting is eligible for this award. Nominated by track chairs, the NACRA Award Committee makes the selection.

Outstanding Student-Authored Case Award. For the best student-written case presented at the annual conference, no faculty member may be a co-author. A faculty supervisor should be listed as such. Nominated by track chairs, the NACRA Award Committee makes the selection.

Gold – Silver – Bronze Awards. For the first, second, and third best cases presented at the annual conference. Nominated by track chairs, the NACRA Award Committee makes the selection.

NACRA PAST PRESIDENTS

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Bill Rice,* University of Houston, Clear Lake
Thomas L. Wheelen, University of South Florida
Curtis E. Tate, Jr.* , University of Georgia
Bernard Sord,* University of Texas
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NACRA FELLOWS 1990-2009

Robert Anderson, Bobby Bizzell, William R. Boulton, Lew G. Brown, Robert Crouner, George Eddy, H. Richard Eisenbeis, Robert Hay, J. David Hunger, Anne T. Lawrence, Robert McGlashan, Leon Megginson, Thomas Miller, Margaret Naumes, William Naumes, David Rosenthal, Charles Scott, John Seeger, Tim Singleton, Bernard Sord*, Melvin J. Stanford, Raymond Stephens, Linda Swayne, Curtis E. Tate, Jr.* , Marilyn Taylor, Lyle Trueblood, Thomas Wheelen.

*Deceased

NORTH AMERICAN CASE RESEARCH ASSOCIATION (NACRA) 2012 CALL FOR CASES / PAPERS / SYMPOSIA

October 25 – October 27, 2012
The Boston Marriott Quincy Hotel, Quincy, MA

Case Submission Deadlines:

Fully developed cases with teaching notes: Saturday, June 30, 2012

Embryo cases to the Newcomer's Workshop: September 1, 2012

See the NACRA website for detailed submission instructions (www.nacra.net)

Conference Roundtables: NACRA's annual conference features roundtable discussions where all participants receive knowledgeable suggestions about their cases in a constructive atmosphere. The goal of these workshops is to help authors develop their cases for publication in refereed journals, such as NACRA's Case Research Journal, and in textbooks. Cases may deal with any topic in any academic discipline where dynamic classroom discussion is useful. Cases must be original work based on real events, real people, and real organizations, and must not have been previously published or accepted for publication elsewhere, either in journals or books.

Paper and Symposia Tracks: Proposals for paper presentations or symposia are welcome. Past conferences have included tracks for "Teaching with Cases" and "Case Research for Theory Building and Testing." See web site for suggested areas. The deadline for these proposals is Saturday, June 30, 2012.

Newcomers' Workshop: At the start of the conference, a workshop is offered for faculty and graduate students new to the case writing process. Pre-registration is requested. See web site for details. A special track for assistance with embryo cases of newcomers is also available; the deadline for embryo cases is September 1, 2012.

About the Boston Marriott Quincy Hotel: The Boston Marriott Quincy hotel offers easy access to Boston, Plymouth and Cape Cod. Local attractions including the Adams Mansion, Granite Links Golf Course and the US Naval Shipbuilding Museum are just minutes away. Downtown Boston and the TD Garden are only eight miles from this South Shore hotel. The hotel has easy access to Logan Airport, I-95, I-93 and Rte 3. The nine-story non-smoking hotel has 456 guest rooms and 8 suites. Guests can enjoy two concierge levels, the hotel's indoor pool, sauna, and fitness center

NACRA Vice President for Programs – 2012

Kathy Savage

The WA Franke College of Business

Northern Arizona University, Flagstaff AZ 86011

E-mail: kathy.savage@nau.edu/ Tel: 928-523-7397