

NACRA

North American Case Research Association

NEWSLETTER



Fall 2005

Northern Michigan University

IN THIS ISSUE

<i>CASEnotes</i>	2
<i>Note from CRJ Editor</i>	2
<i>Note from VP Programs</i>	3
<i>Got ACSARS?</i>	4
<i>ecch Workshop</i>	4
<i>Direct Marketing</i>	5
<i>ASAC</i>	5
<i>CRJ on Web</i>	5
<i>NACRA Officers</i>	6
<i>Announcement Board</i>	7
<i>NACRA Feedback</i>	8

NACRA Newsletter

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The NACRA Newsletter is published twice yearly by the North American Case Research Association.

FROM THE IMMEDIATE PAST EDITOR OF THE CASE RESEARCH JOURNAL



David W. Rosenthal
Miami University

It has been my privilege to serve as the editor for the *Case Research Journal* for the past four years. It has been an enlightening experience in many ways.

I have learned many things: that there are many wonderfully talented case researchers and writers, that the reality of the world in which we live is far more complex and interesting than we can experience in a lifetime, that people try hard and do their best (for the most part), that we owe a huge debt of gratitude to our reviewers, that no matter how hard one works, sometimes it is just not possible to catch up, that there are legitimate differences of opinion on the best way to write a case – every case. I also learned that some dear friends will stand by you and provide help and support along the way, and some won't, that students and university committees don't care if you have an editorial deadline, and that there is great joy in publishing a case that "has come a long way."

continued on Page 4



Anne T. Lawrence
San Jose State University

CONGRATULATIONS, ANNE !

Anne T. Lawrence, Professor of Organization and Management in the College of Business at San José State University, has received the Outstanding Professor Award for 2004/05, announced interim President Don W. Kassing. This award is one of the four top academic awards given by the university each year. "Professor Lawrence is an outstanding and innovative teacher, a prolific and insightful scholar, a gifted author, and an active participant in university and community service," said Kassing. "Her research in corporate social and environmental responsibility is now more relevant to our students than ever."

Lawrence is lead author of the recent edition of a leading textbook in the field, *Business and Society: Stakeholders, Ethics, Public Policy* (McGraw-Hill), which is widely used in the United States and Canada.

She was a postdoctoral fellow at Stanford University, and holds a Ph.D. in sociology from the University of California, Berkeley.

**STILL TIME TO REGISTER FOR THE NACRA 2005 ANNUAL MEETING ON CAPE COD
OCTOBER 27-29, 2005**

CASE held its annual meeting with The Eastern Academy of Management from May 11 to May 14, 2005 at the Sheraton Monarch Hotel, Springfield, MA. The conference accepted 32 cases and held sessions in several categories. The VIP session focused upon a case that was reviewed by three CASE Fellows to demonstrate effective case writing and reviewing. Numerous roundtable sessions, similar to those used at NACRA conferences for years, examined competitive and developing (without teaching notes) cases. Comments from participants indicated that this format was considered very worthwhile. In addition, an embryo session allowed writers with cases in early stages of development to gain feedback from experienced writers. A panel of CASE Fellows conducted a session on case teaching that resulted in lively discussion on teaching in today's environment.

The CASE Journal (TCJ) has published its second, electronically distributed, edition. TCJ publishes cases and articles relevant to case research and writing. It can be found on-line at www.caseweb.org. Herbert Sherman, TCJ Editor, can be reached at Herbert.Sherman@liu.edu for submissions and offers for case reviewing.

Gina Vega, CASE President, skillfully chaired the board and business meetings. Numerous important issues were discussed. Of particular interest was the announcement that CASE will be celebrating its 30th Anniversary during 2005-06. The deadline for next year's annual meeting cases is December 2005 and for more information visit www.caseweb.org.

*Tom Leach
NACRA-CASE Representative
University of New England*

**PLAN TO ATTEND NACRA
2006 IN NEW ORLEANS**

Fall 2005, Page 2

I took over as editor on May 1. It is an honor to have been selected for this role by NACRA's Board of Directors. I appreciate the confidence the Board has in me, and I will work hard to maintain and improve the *Case Research Journal's* quality and reputation. I also appreciate the great work previous editors have done in establishing the *Journal*.

On behalf of NACRA, I would like to thank David Rosenthal for his service as editor. David served an additional year as editor; and during that year, he led the development of ACSARS, the Automated Case Submission and Review System. I have only been editor for about three months, but I can tell you that I can't imagine doing this job without the ACSARS system. Miami University graciously supported the system's development and David's service to NACRA and the *CRJ*.

I also want to thank Steve Dawson and Tom Miller who have worked with David as Associate Editors and who will continue to work with me.

Whenever a journal's editorship changes, there are the inevitable questions about what changes might follow in editorial philosophy. There are always changes, as no two editors would ever make every decision in the same way. However, I believe that authors and reviewers will find that my basic philosophy is in line with the *Journal's* tradition.

A while back, I took the time to read a number of the editor's letters that previous editors published in the *CRJ*. These letters reveal a clear theme. The *CRJ's* focus has clearly been on field-researched, decision-focused cases grounded in concepts and theories in a functional area or areas.

We want our authors to have been directly involved with the subject organization so that they can gain the information and insights that only such involvement can produce.

We want our authors to write about a real decision faced by real people in a real organization. I will say much more in an upcoming editor's letter about decision focus, but the purpose here is to

put students in a decision-maker's position. Further, we have consistently published cases where students can identify two or more options the decision maker could select and can use information in the case to support their recommendations as to what the decision maker should do. As we say, there are no "right" answers to a case.

We want cases that tie to, illustrate, or expand concepts or theories in a given area. This is how we introduce the academic background and support for our cases and give students practice in applying the concepts and theories we have been teaching.

The decision focus and linkage to concepts and theories are what set our cases apart from "descriptive" cases and from good newspaper or magazine articles. These factors are how we, as case researchers, add value.

Finally, as former editor John Seeger wrote, we want cases that "sing." We want cases that are outstanding teaching cases. We want cases that are interesting to students and to the faculty who will use them to generate lively discussions. We want to publish the best cases.

Like the editors before me, the reviewers and I will use these criteria in evaluating the cases you submit to the *CRJ*.

Let me thank the reviewers for the time they spend working on our cases. Without good reviewers, we don't have a journal. The reviewers and I see our jobs as developmental. We want to work with the authors to help them develop outstanding cases worthy of publication in the *CRJ*. We are not looking for reasons to reject a case. We want to make suggestions that will help authors improve their cases.

I look forward to working with the authors and reviewers. I welcome your feedback on ways we can improve the submission and review process. Thank you in advance for your support and encouragement.

*Lew Brown
UNC-Greensboro*

FROM THE VICE PRESIDENT OF PROGRAMS, 2005

As I write this, many of you are reviewing submissions for our October conference on Cape Cod. Thank you for your efforts and feedback to the authors. Thank you also to the track chairs and to David Wylie, local arrangements chair, for their efforts in bringing you a worthwhile and enjoyable professional development experience.

Roundtable Sessions. Our able track chairs will soon be putting the roundtable sessions together that are always the highlight of the conference. As a reminder- all case presenters are expected to attend the full sessions of their roundtable (Friday and Saturday mornings) to participate in the discussions. You will receive copies of the cases for your table from your track chair in early October. Conference attendees not presenting cases are also welcome to attend the roundtables of their choice. If you contact the track chair in advance you can receive a copy of the cases to be presented. The case authors always appreciate more feedback from experienced case teachers and students, even if they are not experienced case writers. I would appreciate hearing from any experienced case writers who are not presenting a case but would be willing to be assigned to a table that may be short on experience.

Papers and Symposia. The number of submissions for the Friday afternoon sessions was very high this year and I am excited about the stimulating topics we will be able to offer. In response to suggestions from last year's member survey, this year we organized the submission process into two tracks, "Teaching with Cases," which I am managing, and "Case Research for Theory Building and Testing," with Bill Naumes as track chair. We will also have presentations of two C. R. Christensen Outstanding Teaching Award winning cases.

Newcomers' Workshop and Embryo Case Coaching. It would be wonderful if each of you would encourage one or more colleagues or students to attend their first NACRA conference with you this year. Mike Welsh, Program Chair-Elect, is

preparing an interactive and engaging workshop for newcomers to be held on Thursday morning of the conference. On Thursday afternoon we will offer embryo case coaching sessions. The deadline for sending embryo case submissions to me is September 9th. Embryo case authors must use the submission form on the conference web site and must be first-time NACRA attendees. I am looking for experienced case writers willing to serve as coaches for a small number of embryo case writers.

Special Guest. During the Friday lunch session we will be presenting NACRA's Distinguished Contributor Award to Dr. Michael E. Porter, the Bishop William Lawrence University Professor at Harvard University, based at Harvard Business School. We are pleased to be able to recognize Dr. Porter's considerable contributions to case research and writing and to hear him speak about his current work.

Social Events. It wouldn't be a NACRA conference without our traditional opportunities to socialize and network with other case writers and teachers. Plan to arrive in time for the Thursday evening reception and dinner that follow the first plenary session. Friday evening we will be staying at the Sea Crest resort for their well-regarded traditional New England Clam Bake, on the beach if weather permits. The clam bake will include lobster as promised, and other options for non-seafood eaters. David Wylie is planning entertainment for the evening, including a reprise of President-Elect Becky Morris's plunge in Sedona and prizes for others willing to brave the sea. David has arranged for a local folk singer to entertain in the lounge during our event.

Optional Tours. There are many fascinating aspects to explore of this traditional New England vacation spot. We will feature an optional Martha's Vineyard tour on the web site, and a link to information to help you plan extended exploring if you wish.

Lodging and Transportation. Please see the NACRA web site for information and please reserve early to ensure room availability. We have

arranged with a private transportation company to provide airport shuttle service from Boston Logan and Providence Greene airports. Their prices are dependent on the number of people they can group together, so please register early with them. The trip is about 2 hours from either airport. Local transportation on Cape Cod is very limited during the off-season when we will be there, so we encourage those wishing to explore on their own to rent a car.

I look forward to seeing you in North Falmouth, Massachusetts, October 27-29th! Please see the web site for additional information (www.nacra.net, click on "Annual Meeting Info") or contact me directly.

Debbie Ettington
VP Programs 2005
deborah.ettington@emich.edu or
dettington@psu.edu

IMPORTANT DATES

(See www.nacra.net, "Annual Meeting Info," for appropriate forms)

Deadline for Embryo Case Submissions: September 9, 2005

Deadline for Conference Registration with Discount: September 21, 2005

Deadline for NACRA Room Reservations at the Sea Crest: September 21, 2005
(*but we urge you to reserve as early as possible!*) 800-225-3110

NACRA Conference: October 27-29, 2005

A SPECIAL THANK YOU

Your cards, letters and support during my recent illness were really appreciated.

Jim Camerius
Northern Michigan University

GOT ACSARS?

If you are or want to be an author or reviewer for the Case Research Journal, you need to be familiar with our new Automated Case Submission and Review System (ACSARS).

There are separate Web sites for authors and reviewers. For authors, to submit a case or a revised case or to see how the review process is coming, you go to:

www.sba.muohio.edu/rosentdw/acsars/author/login.php.

There, you enter as your user id the email address you have registered with NACRA as a part of your membership process. (At least one author on a case submitted to the CRJ must be a NACRA member, and that author must be the person using the ACSARS system.) Then, you enter a password. The first time you use the system, you will have a temporary password assigned to you. The first time you log on, you will select another password.

The site has instructions on how to post your case. Basically, you combine your case and teaching note into one MS Word file and include as a first page the certification that we require. Do not include the author's name anywhere in the case or note.

For reviewers, to download a case for review or to post a review, you go to:
www.sba.muohio.edu/rosentdw/acsars/reviewer/login.php.

As with the author site, you will enter your email address, the one on file with NACRA, as your user id. If it is your first visit, you will have a temporary password, which the system will ask you to change.

Reviewers download the case from the site. When you are ready to review the case, you go back to the Web site and select "review case" beside the name of the case that you are reviewing. The case review form appears, allowing you to select the answers to the rating questions and to enter text in the areas requesting comments to the authors. You can copy and paste comments into these areas or type them in directly.

You don't have to complete your review in one sitting. You can save the review and return to it if you need to do that.

The ACSARS system does everything automatically, saving authors and reviewers the hassles of copying and snail mailing, taking literally days if not weeks out of the turnaround time as compared with the traditional review process.

Two Requests:

1. If you change your email address or your other information, it is important to go to the author and reviewer Web sites and make the changes there.
2. If you are a reviewer and get an email telling you that the editor has assigned a case to you, it is very important that you go to the reviewer Web site as soon as possible to either accept or decline the request. Even if you don't plan to review the case right away, accepting or rejecting the request lets the editor know you got the email and your decision.

We are making changes to ACSARS to improve it, and we welcome your feedback and suggestions.

*Lew Brown, Editor
crj@uncg.edu
UNC-Greensboro*

CALL FOR PAPERS

The 2006 Southwest Case Research Association (SWCRA) meeting will be held in association with the Federation of Business Disciplines (FBD) conference in New Orleans from Feb. 28 to March 4, 2006. Deadline for submission is September 13, 2005. For more information contact the program chair Sue Cullers at cullers@tarleton.edu or by phone at 254-968-9913 or 800-687-6221.

IN MEMORY OF

Dr. Max Wortman

Past NACRA President

Distinguished Professor
of Business
Iowa State University

March 25, 2005
Ames, Iowa

ECCH CASE TEACHING WORKSHOP

September 24-25, 2005
Babson College
Wellesley, MA

As a case study on case teaching, through interactive sessions and group discussion, this workshop will explore the issues involved in leading a case discussion. The internationally renowned workshop leaders have, between them, many decades of case teaching experience and will share with participants the effective techniques they have developed over the years.

Contact: Kate Bond
ecch Events Co-ordinator
tel: +44 (0) 1234 756409
email: kbond@ecch.com

Apply at
ecch.com/workshops

**FROM THE IMMEDIATE PAST EDITOR OF THE
CRJ, continued from Page 1**

When I took this position four years ago, I had no concept of the task I was undertaking. I now have a much greater understanding regarding the prior editors and associate editors, and I wish to express my deep appreciation for their hard work and dedication. Little did I know!

Bill Naumes and John Seeger laid the groundwork for much of the operations of the Journal. The forms and the practices and policies that we follow today are largely the result of their insights and organization. Linda Swayne honed those methods and set a standard that I strived to match, but could not. She handed me a system and a "machine" that she had rebuilt and had operating in well-oiled fashion. Each of these extraordinary people has my most fervent thanks.

I need also to thank my Associate Editors, Dick Eisenbeis, Steve Dawson, and Tom Miller. Without these three taking a portion of the case-load in their particular areas of expertise, the publication of the CRJ would not have been possible. Thank you for your past and ongoing service.

As editor, I undertook the task of automating the systems that the prior editors had created. With the prodigious contribution of the Miami University Academic Technical Services staff, also known as "Area 351", particularly Christian Ratterman, Jillian Mack and Britt Carr who designed the Automated Case Submission and Review (ACSAR) System, we were able to accomplish that task. On the open market the development of such a system would run far into the six figures, not to mention the costs of ongoing hosting and support and service. Thank you to Miami University for their contribution in this way.

I also think it appropriate to thank the Marketing Department and the Richard T. Farmer School of Business at Miami University for their support in time and expenses, and especially my colleagues who taught larger classes and took on more service load to provide compensatory time for my work on the Journal.

Lastly, thank you to the members of the North American Case Research Association for the opportunity to serve and to learn.

*Dr. David W. Rosenthal,
Immediate Past Editor, CRJ
Miami (Ohio) University*

**DIRECT MARKETING EDUCATION
FOUNDATION (DMEF)**

Case Writers Workshop
Atlanta, Georgia
October 16, 2005

To sign up for the conference, visit www.educatoarsconference.org where you will find DMEF Educators' Conference information and a registration form. If you need further information, contact Jeff Nesler at jnesler@the-dma.org.

**ADMINISTRATIVE SCIENCES
ASSOCIATION OF CANADA (ASAC)**

Greetings from your Canadian colleagues. We are looking forward to the Cape Cod conference. On May 28, 2005 many of us attended the Case Track as part of Administrative Sciences Association of Canada (ASAC) meetings in Toronto. The ASAC Case Track is associated with NACRA. During the next year we plan to become a full Division of ASAC, allowing us to participate fully in organization governance.

In June 2005, ASAC held its conference in Banff, Alberta, where NACRA met in 2002. For those of you who attended the Banff NACRA conference, fall was beautiful, and we experienced an early October snowfall.

*Charles E. Mossman
Associate Dean,
I.H. Asper School of Business
University of Manitoba*

**CAMERIUS RECOGNIZED BY
WACRA**

The World Association for Case Method Research and Application recently recognized Northern Michigan University marketing professor James Camerius as Case Method Ambassador. The ceremony was held on the esplanade of Spilber Castle in Bruno, Czech Republic, in conjunction with WACRA's 22nd international conference.

The award recognizes Camerius' leadership and extensive contributions to case method research and application.

*The Mining Journal
Marquette, Michigan
July 29, 2005*

CRJ ON WEB

The second issue of the Case Research Journal is available on the web at www.casewb.org.

The editorial review committee is always looking for interesting cases (we accept field-based and secondary research cases, as well as ex-post facto cases), as well as articles and exercises relating to case research, writing, and case instruction and we invite you to submit your work to the journal. We are also looking for reviewers, especially in the area of management science, and would look forward to having you join our review staff.

*Herbert Sherman, Editor
The Case Journal
Southampton College - L.I.U.*

**(DRAFT) North American Case Research Association
Appointed and Elected Officers (2004-05)**

<u>Office</u>	<u>Person</u>	<u>Telephone #</u>	<u>E-mail address</u>	<u>Listserve</u>
Elected Officers (board members):				
President (05)	Linda E. Swayne	704-687-4430	leswayne@email.uncc.edu	EC
Immediate Past Pres. (05)	J. David Hunger	515-292-9615	jd hunger@iastate.edu	EC
President-Elect (05)	Rebecca Morris	402-554-3542	rmorris@unomaha.edu	EC
VP, Programs (05)	Deborah R. Ettington	734-487-0160	deborah.ettington@emich.edu	EC
VP, Programs-Elect (05)	Michael F. Welsh	803-777-9118	mwelsh@gwm.sc.edu	EC
VP, Case Marketing(06)	Aundrea (Kay) Guess	512-448-8562	aundreag@admin.stedwards.edu	EC
VP, Membership (06)	Woody Richardson		wrichardson@bsu.edu	EC
Director at Large (06)	Mary Kay Sullivan		marykay.sullivan@maryvillecollege.edu	BD
Director at Large (06)	James W. Camerius	906-227-1245	jcameriu@nmu.edu	BD
Director at Large (06)	Margaret Naumes		margaret.naumes@unh.edu	BD
Eastern (CASE) (06)	Tom Leach		tleach@une.edu	BD
Southeast (SECRA) (06)	Robin Liles		rgliles@ncat.edu	BD
Southwest (SWCRA)(05)	Aundrea Kay Guess	512-448-8562	aundreag@admin.stedwards.edu	BD
West (WCA) (06)	Asbjorn Osland		osland_a@cb.sjsu.edu	BD
Midwest (SCR) (05)	Ed Leonard	260-481-6489	leonard@ipfw.edu	BD
Canada (05)	Tupper Cawsey	519-884-0710, ex 2055	tcawsey@wlu.ca	BD
Latin Am. (ALAC)(05)				
Appointed Officers (board members):				
Secretary / Treasurer (05)	Bob Crowner	734-429-5032	rpcnacra@worldnet.att.net	EC
Editor, CRJ (05)	Lew Brown	336-334-4539	lgbrown@uncg.edu	EC
Editors, Proceedings (06)	Patricia Holman	406-657-2035	pholman@msubillings.edu	BD
	Tom Hinthorne	406-657-2099	thinthorne@msubillings.edu	BD
Newsletter Editor (06)	James W. Camerius	906-227-1245	jcameriu@nmu.edu	BD
Webmaster (06)	Louis Chin	781-891-2758	lchin@bentley.edu	BD
Other Officers (not officially on Board or Exec Committee-just on distribution lists):				
Advisory Council (06)	Anne T. Lawrence	510-836-2427	atlawrence@aol.com	BD
Arrangements Chair (05)	David Wylie	781-239-6181	wylie@babson.edu	BD
Listserve Chair	Jan Zahrly	701-777-4697	jan_zahrly@und.nodak.edu	BD

EC=Executive Board listserve; BD=Board of Directors listserve; year term ends in parentheses
All members of the EC are also members of the board of directors.

ANNOUNCEMENT BOARD

The Editor Encourages Your Input...

Scheduled events...courses, conferences, competitions, and reunions: any form of announcement that deals with case research, development, publication and teaching. Also individual news of innovations, articles, videos and computer programs on the same topics are welcome.

----- VISIT CAPE COD -----

NACRA 2005

October 27-29, 2005

Sea Crest Oceanfront Resort & Conference Center

Old Silver Beach on Cape Cod

North Falmouth, Massachusetts

(800) 225-3110

<http://www.seacrest-resort.com>

Closest airports: Boston, MA (about 2 hours away) and Providence, RI (about 1.5 hours away)

See the web site (www.nacra.net) for the call for papers, forms, track chair information, awards descriptions, etc.

New for 2005:

- All Electronic Submission
- New Award for Best Corporate Governance Case (any track)
- Two Afternoon Tracks for Papers/ Symposia
 - Case Research for Theory Building and Testing
 - Teaching with Cases

If you are interested in helping with the program as an associate track chair, reviewer, session chair, or local arrangements helper, contact the VP Programs.

NACRA VICE PRESIDENT OF PROGRAMS - 2005

Deborah R. Ettington, Ph.D.

Eastern Michigan University

466 Owen Building, Ypsilanti, MI 48197

(V) 734-487-0160

deborah.ettington@emich.edu

SOCIETY FOR CASE RESEARCH (SCR) ANNUAL MEETING

Palmer House, Chicago, Illinois

March 15-17, 2006

visit www.sfcr.org for additional information

SCR SUMMER WORKSHOP 2006

July 6-8, 2006: SCR Annual Case Writers Summer Workshop to be held on the campus of Indiana University Purdue University Fort Wayne (IPFW). Contact Professor Ed Leonard (Leonard@ipfw.edu) or SCR web site for case submission requirements and additional details. IPFW has an administrative team that actively encourages and supports case research, case writing, and student case competitions.

THE CASE ASSOCIATION

Call for Cases and Scholarly Papers

The CASE Journal

ISSN 1544-9106

The Official Journal of the Case Association

<http://www.caseweb.org/index/php>

Herbert Sherman, Journal Editor
Southampton College

hsherman@southampton.liu.edu

WACRA 2006

23rd International Conference
15th Casewriter's Workshop & Colloquium
Queensland University of Technology
Brisbane, Australia
July 2-6, 2006

Conference papers & proposals contact
Hans Klein at wacra@msn.com

Case Workshop & Colloquium contact
James W. Cameriu at jcameriu@nmu.edu
Visit the WACRA website at www.wacra.org

WACRA 2006

CALL FOR PAPERS

ACT 9 -- "CREATIVE TEACHING"

Bolzano, Italy

(South Tyrol - Alto Adige)

January 3-6, 2006

Submission deadline: November 8, 2005

Conference papers & proposals contact
Conference Office (Denise Smith) at
smithdmwacra@comcast.net

North American Case Research Association

“Promoting Excellence in Case Research,
Writing, and Teaching”

MISSION STATEMENT

The North American Case Research Association (NACRA) is a nonprofit, voluntary professional association writing, and teaching in business and other academic disciplines. We seek to accomplish our mission through a set of interrelated activities, including the following:

- Sponsoring an annual meeting for the presentation and improvement of new, peer-reviewed cases and papers on issues related to case pedagogy;
- Publishing a quarterly peer-reviewed journal, the Case Research Journal, the premier journal for outstanding teaching cases grounded in research;
- Promoting the worldwide distribution and use of NACRA cases in multiple media throughout the world;
- Providing professional development seminars and activities aimed at enhancing skills in case research and pedagogy within academic institutions and professional associations; and
- Supporting the work of NACRA-affiliated regional organizations and collaborating with other professional organizations having complementary objectives.

NACRA Mission Statement
as approved by
the Executive Board
February 7, 2000

NACRA FEEDBACK

Name _____
 School/Department _____
 College/University _____
 Street Address _____
 City, State, Zip _____
 Campus phone _____
 Email _____

Description of Professional Activities:

Awards, Honors, and Accomplishments:

General:

Suggestions for Newsletter improvements:

Attach an additional sheet if more room is needed

RETURN TO:

Professor James W. Camerius,
NACRA Newsletter Editor
Walker L. Cisler College of Business
Northern Michigan University
1401 Presque Isle Avenue
Marquette, MI 49855

Please forward this form to interested colleagues:

NACRA New Member Application Form

Last Name		First Name		Initial	Date
University/Organization			Title/Position		
Office Address	City	State/Province	Zip	Country	
Office Telephone		E-mail address			

Annual dues are US \$50. Library subscriptions are \$75 [does yours carry CRJ?]. Return this form with payment (international money order or check drawn on a US bank, payable to NACRA), to: North American Case Research Assoc., Dr. Robert P. Crowner, 3719 Meadow Lane, Saline, MI 48176.