DENNIS Daly Retires

Popular Professor Exemplifies Excellence

Dennis Daly is retiring at the end of the spring semester after a fulfilling teaching career at Metropolitan State University. He guided the accounting major for 13 of his 15-and-one-half years of service to the College of Management (COM) and the university. Under his guidance the number of majors expanded dramatically to the point at which Metropolitan State has the largest accounting program in Minnesota. It is also one of the best programs as evidenced by our outstanding faculty and students. Over the years our accounting students have had scores on their Uniform CPA Examination which put them in the “Top Ten” category. In one three-year period, two Metropolitan State students won the President’s Award emblematic of the top score on the test. Additionally, Metropolitan State students have consistently excelled in passing the Certified Management Accountant (CMA) Examination given by the Institute of Management Accountants (IMA) achieving the highest pass rate for an unprecedented three consecutive years. The sustained achievement on professional examinations has resulted in the awarding of numerous scholarships to Metropolitan State students by the Minnesota Society of CPAs and other organizations.

Dennis’ contributions to the profession were recognized by the Cost Management Systems Program (CMS) at the Consortium for Advanced Manufacturing—International (CAM-I). He was presented with the first ever Bonsack Award for his “continuous academic support and strategic vision” in support of CAM-I. Over his years of service to Metropolitan State University, Dennis Daly has written or cowritten many research articles on the topics of capacity management, target costing, process management and knowledge management. He has also been involved in the generation of numerous Statements of Management Accounting coproduced by CAM-I, Society of Management Accountants of Canada and the IMA over the years. He continues his research activities and is a recognized expert in a variety of accounting areas.

Dennis’ Strategic Management Accounting course taught in the M.B.A. program is truly unique when compared to similar offerings at other institutions. The course is taught in a strategic context and combines case analysis, a modular style text, and extensive article readings written by top scholars in the field. The subject matter is presented in a balanced manner where competing perspectives are always provided.

Dennis’ teaching style is one of inquiry, requiring students to be actively engaged. His knowledge in the field is evidenced by the limitless number of company examples he is able to integrate into the classroom discussion. Dennis’ method of combining theory and practice paints a clear picture for students.

Finally, a characteristic of Dennis’ teaching style that must be mentioned is his humor. It is a rare occasion to walk out of his classroom without having experienced one of Dennis’ humorous stories or anecdotes.

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Metropolitan State University and the College of Management are important assets to the state of Minnesota, especially in these troubled times of economic uncertainty. Our graduates have helped build Minnesota’s economy in the past and could provide the impetus for future economic recovery. If we are to fulfill this promise, we will need the financial resources required to provide the high-quality programs for which we are noted. You know the value of the Metropolitan State experience, and we ask that you help others have this opportunity as well. Specifically, I am making an appeal to our graduates, faculty, staff and current students to support our programs in this extraordinary time of need.

In the past, not everyone has been moved to contribute to public education. Perhaps as a taxpayer, you feel you’ve already “given at the office.” However, the state subsidy which Metropolitan State receives accounts for less than 40 percent of our budget. State support, not just in Minnesota but across the nation, has been in decline for several years. The remainder must be made up primarily from tuition monies. This accounts for many of the double digit tuition increases students have experienced in recent years. An important source of revenues that could help offset the declining state appropriation is private donations. You may have other reasons why you’ve not contributed in the past. Perhaps we never asked you. Perhaps you didn’t know the need was so great. Perhaps you entered your career later in life and have fewer earning years at higher salary levels. Perhaps you are a first generation college graduate and may not have the asset base to support sustained giving. I’m sure you get the point that there are many reasons why one may not be a regular contributor.

However, I postulate that there are thousands of reasons why one should make a gift. One reason is the havoc that the current economic decline is visiting upon our university. Make no mistake about it, cuts will need to be made in Metropolitan State’s budget, one that is lean in the first place. Every area of the budget will be impacted! Classes may have to become larger, negating what has been one of the hallmarks of the quality education at Metropolitan State. We may have to reduce the number of class sections we offer, thus reducing access and potentially delaying students’ graduations. Some programs that provide on-campus work opportunities for students may have to be reduced or eliminated, causing further hardship. There are many other examples of cuts that could become necessary.

But hold it! I said there are thousands of reasons why one should make a gift to Metropolitan State University and I’ve given you only a few examples. The other 4,000 plus reasons for you to give are the students who are majoring in our College of Management programs. They, like the graduates before them, are looking to improve their lives through higher education. They need the same kinds of support that you needed, including affordable tuition. Some need assistantship positions and funded scholarships in order to continue their education. There seems to be no end to the needs that exist but a definite end to the money available to meet those needs. That is why I am making a special plea to those of you who can afford to “give back” to your college and university.

I was walking through a private university’s campus recently and noticed a poster at an alumni booth that said, “Have You Given Yet?” Notice, it didn’t say, “Will you please give?” but rather treated the query as if it were a reminder of one’s obligation. It was clear that the cultural expectation at this private university was that its students and alumni be key contributors to support the institution. Perhaps it’s this assumption that results in the annual accumulations of treasury in many of the private schools’ endowments, which swell with each passing year. Help us create at Metropolitan State that same culture of giving back that is so common in the private universities. Consider making a gift to the College of Management or to Metropolitan State University to support our students and programs.

If you want to make a gift directly to the College of Management, there are a number of alternatives (see list below). If instead you want to give an unrestricted gift to the university, I encourage you to go to the Metropolitan State Web site where you will see information on our home page regarding making a gift. Please help support your university and college with a gift today.

- **College of Management Fund** (provides discretionary funds to support faculty projects, student assistants and program promotion).
- **Fred Manzara Memorial Fund** (provides College of Management student support and visiting lectures).
- **Gary Seiler Graduate Student Award Fund** (provides support for graduate students).
- **Dennis Shanboltzer Fund** (provides support for accounting students).
“The Best of Times, the Worst of Times”  
by James Fatzinger, Assistant Professor, Management

It was the best of times, it was the worst of times...; it was the spring of hope, it was the winter of despair....” (Dickens, A Tale of Two Cities, page 1). One of the most memorable opening sentences in English literature seems curiously relevant a century-and-a-half after it was written. Regardless of one’s political inclinations, the U.S. electorate chose the presidential candidate who ran on a platform of hope; in part, no doubt, because of deepening sentiment that this was one of the “worst of times” economically. With that decision behind us, do the shadows of February predict that our “winter of despair” will drag on? What can we do, what will individuals do to plant seeds that will blossom into our “spring of hope”?

I am not a Pollyanna (sorry for all the literary metaphors!), nor a pessimist, nor a prophet. What I am is a relative newcomer to the full-time faculty of the College of Management. And while I am still “green” enough for my naiveté to be excused, yet familiar enough (having taught as a community faculty member since 2005) for my comments to have some validity, I wanted to reflect on the story COM faculty, alumni, students and prospective students need to communicate with pride.

Return on Investment (ROI)

First, we offer a product that makes preeminent sense—especially given the current economic situation. “A tight economy has sent even former big spenders in search of coupons to clip and two-cent-per-gallon savings on gas. Now more than ever, people investing in a college education want to know what return they can expect for their money” (Kaufman, 2009).

Well, here’s something you may not have realized; the internal rate of return on earning an M.B.A. was “three times the return on Treasury Bills, 10 percent better than triple-A bonds, and four percent greater than the Dow-Jones Industrial Average” (Davies & Cline, 2005, p. 45) before your 401(k)—like mine—lost half or more of its value! Interestingly enough, this article used 2001, the height of our previous recession, as the terminal year for making these calculations! In this economy, wise M.B.A. students will increase the ROI on their degree by keeping “their day jobs” while in school. COM excels here; we already exceed Governor Tim Pawlenty’s 2015 target for offering classes online. We know—better than any MnSCU school—how to help working students earn their degrees without compromising the quality of that degree!

The importance of the last sentence in the paragraph above cannot be emphasized enough. At the risk of being misunderstood, the student is not our ultimate customer. Businesses employing the graduates of our degree programs are the ones who, in the final analysis, judge whether we have done a good job or not. We need to always remember this and we need to help our students understand this; the ROI our students realize on the education they gain here depends on it!

(Relatively) Safe Harbor

Second, unless one subscribes to an extraordinarily negative outlook, we will emerge from the current recession, and when we do, businesses will need high-quality leaders to replace those they have already shed and supplement those who remain. Gerald Bradshaw, in an otherwise pessimistic article in the Post-Tribune of Northwest Indiana, wrote, “One bright spot in the domestic economy is that many companies...now find they are short-staffed and are overworking existing employees.” Investing in one’s education is the career equivalent of needing to be in the market rather...
than sitting “comfortably numb” on the sidelines when the market rebounds. There are no promises, of course; but if one isn’t qualified for job opportunities when they arise, it matters little how many such opportunities there are!

**Payback**

Third, turning to baccalaureate degrees, even if one takes the pessimistic view that these are among “the worst of times,” worst is far from the absolute term its superlative form suggests. The National Association of Colleges and Employers (NACE) Winter, 2009, salary survey indicates: “For business majors as a group, average salary offers have actually increased compared to winter 2008, but only by 2.6 percent. Their average salary offer now stands at $47,641 compared to $46,427 one year ago” (Salary offers, 2009). The news is even better for students graduating with degrees in accounting. For them, “The average salary offer stands at $48,334, and the degree continues to be named as most in-demand by employers responding to the NACE Job Outlook 2009 survey” (Salary offers). If any profession stands to benefit from this economy, it is accounting. Accountants will be needed during the crisis to evaluate restructuring decisions made by businesses of all sizes in virtually every industry. And there should be little reason to doubt they will be needed to administer mountains of new federal regulations. According to the 2009 Statistical Abstract of the United States, the average annual earnings of a high school graduate: $31,071 (U.S. Census Bureau, 2009). What this means is that a 2009 Metropolitan State University COM graduate will pay back her/his entire tuition cost, assuming no financial aid, in less than 16 months! If anyone reading this article believes their 401(k) will recover as quickly, I have some oceanfront property in Idaho to sell you.

**The Spring of Hope**

Fourth, there is some really good news for many of our students and for the university in the behemoth stimulus package. A provision for higher education, The American Opportunity Tax Credit, is replacing and expanding the Hope Tax Credit in some meaningful ways:

- Students and parents of dependent students will be able to take a deduction of up to $2,500, $700 more than was allowed by the Hope Tax Credit;
- For the first time, course materials (including textbooks) are included as deductible expenses;
- The new credit will be available for the first four years of higher education, two years longer than was allowed by the Hope Tax Credit;
- For the first time, filers who have no tax liability can receive a tax refund of up to $1,000; and
- Eligibility income caps are increased 50 percent!

So, are these the worst of times or the best of times? Is this the winter of despair or the spring of hope? Neither and both. All I know is that we have the product our students need and we have some new opportunities to help them obtain it. Give this article to someone you care a lot about.

Citations filed with the COMmunications newsletter editor.

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**Keynesian Economics Revisited**

by Kenneth Zapp, Professor, Finance

The British economist John Maynard Keynes developed a new way of understanding the market economy during the 1930s and helped us understand how government fiscal policy can pull the economy out of a recession or depression.

The key factor in the economy is aggregate demand—the total demand for goods and services experienced by companies. Consumer spending accounts for almost 70 percent of this total demand; the rest comes from government spending, enterprise investment and foreign trade (exports-imports).

When this total demand falls, for whatever reason, businesses cannot sell what they produced and they reduce output and employment. This in turn cuts income to households which then reduce their spending.

Once this downward spiral begins, the market economy itself does not provide adequate demand to encourage private firms to increase their output and employ more people. Keynes explained that government, with its power to tax and spend must increase aggregate demand. (Or reduce it during periods when economy is overheated.)

Keynes identified two factors which complicate this process. In what he called the Liquidity Trap, low interest rates alone do not encourage business investment. Businesses invest only when they expect to sell more of their output; they will not expand even if the interest rates approach zero if they do not see demand for their goods or services.
ZAPP Article continued

Therefore, we cannot rely on monetary policy to stimulate investment if there is not adequate aggregate demand in the market.

Second is the Paradox of Thrift. Individual savings is certainly good for the economy as it becomes a source of investment funds for business. However, if economic activity contracts, additional personal savings by households is counterproductive for the economy as a whole. Today we hear people who are still working saying that they are spending less out of fear of the future. By reducing their spending they are decreasing the demand for goods and services and unfortunately increasing the likelihood of losing their jobs.

According to Keynes, when the economy contracts and people lose their jobs, government must deficit spend in order to increase aggregate demand. How do we get Boeing to hire more people? We buy a plane from them! Government spending goes to private businesses which then hire people.

Reducing taxes on people who are still working can also help increase demand, but its immediate effect on aggregate demand is less than we realize from government spending. The reason is that households will save a portion of any after tax income they receive. This is what happened to the stimulus checks the government distributed last year.

Keynes explained that deficit spending during a recession the economy has human and physical resources which are not employed and can be brought back into production without increasing prices and wages.

The government's budget therefore should be balanced over the term of the business cycle, not every year.

Keynes also prescribed two government policies which would reduce the need for direct government action in normal economic circumstances. The progressive or graduated income tax serves as a counter-cyclical effect in the economy. When household incomes fall, they are taxed at lower rates, leaving more money for consumption. When incomes rise rapidly, tax rates also increase which reduces overheating and inflationary problems.

Finally, the unemployment insurance system (along with old age assistance and Supplemental Security Income [SSI]) also acts to counter the business cycle. When people lose jobs they receive some funding so that much of their consumption is maintained. When back at work they (and their employer) pay into the system.

Keynes was a successful investor and supporter of the capitalist system who understood that the market does not have the ability to self-regulate its actions in order to avoid the excesses of the business cycle. Government must fill that void and he gave us the tools to do so.

Recession? Not within Information Technology

by Steve Creason, Associate Professor, MIS

About the time you hear for the thousandth time that we are experiencing the worst economy since the Great Depression, someone pulls out the fact checker and explores the following chart. The chart accurately reflects that the current economic downturn is mild compared to what we endured in late 70s and early 80s. When you view the chart and then realize that the...
following recent presidents left office with a recession, Carter, Bush I, Clinton and of course Bush II, then I think there is reason to believe that the economy will recover.

If you wonder about the factual basis for some of the economic data, you might be wondering about the job market data, too. Students considering what skills they need to survive the market challenges ahead should be asking, “What should I do to stay relevant?”

In the Information Technology (IT) market, the trend toward IT workers taking on multiple responsibilities and filling hybrid positions is in full swing. Forrester Research polled its analysts to narrow down the numerous demands on IT departments. According to Forrester the hottest areas are security, risk management, information/data architect, network architects, enterprise planners and project managers. Other sources indicate that for employees to thrive in a dynamic technological environment, they must complement the technical skills with business skills to remain relevant.

So is it worthwhile to get into IT? In a Feb. 6 article, CIO Magazine reports that a survey taken by a research firm called Computer Economics indicates that IT salaries will continue to rise and the industry is not suffering from layoffs or stagnation. Other sources indicate that IT employees will survive better than other employees in a recession. In fact in some industries, like health care, IT is causing fundamental transformation. One source indicates a “global revolution” caused by information technology is about to occur in health care and presents a good landing spot for those with IT skills. The source indicates that there will be opportunities in communications, networking, security and other operational fields, even in a recession.

At Metropolitan State we have a top notch undergraduate program in management information systems,(M.I.S.) and a master's in management information systems,(M.M.I.S.) that are designed to provide students with the blend of business and technology skills that are in demand in the market. We also offer specialized programs like a B.A.S. in information assurance and a graduate certificate in information assurance (new this fall) for students who wish to gain more expertise in security-related fields. These programs are designed to meet the increasing demand for technology professionals who must understand the business side of technology. The programs complement our partnership with the Center for Strategic Information Technology and Security.

As educators we are committed to prepare students for careers that will be ever changing and demanding. As the old ideas of hourly or salary workers give way to a more project-based approach to work, we will prepare students to meet the changes. In the meantime students should pursue what they are interested in and be prepared for a long and dynamic career.
Can We Afford to Be Green in a Recession? by Allen Bellas, Associate Professor, Economics

The question of whether we can afford to reduce our detrimental impact on the environment during a recession has two answers, one easy and the other difficult.

The easy answer is that a recession, especially a bad one, is almost necessarily green. During a recession, production of goods and consumption of resources slow. Because production and consumption are the primary sources of environmental damage, a slowing economy has a reduced environmental impact. Coal-based electrical generation in the U.S. fell 2.75 percent from November 2007 to November 2008, an achievement that more traditional greenhouse gas initiatives have been unable to match.¹

The difficult answer depends on what our economy might become when it reemerges. Just as being laid off provides a person with a bitter opportunity to reconsider the direction of his/her career, a recession provides a nation the opportunity to reconsider the direction of its economy and reallocate productive resources. This reallocation might take us in a direction that will lead to better environmental outcomes in the long run. In an interview on The Late Show with David Letterman, Thomas Friedman spoke to this idea, saying, “What we need is a price signal, a price on gasoline, a price on carbon…that says to the American marketplace…go out and invent the alternatives and you’ll get rich…”⁵ The best time to provide these market signals is when the talented individuals who might respond and invent these alternatives are otherwise unoccupied. The perfect companion to a stimulus package for antediluvian industries might be market incentives to inspire the evolution of American industry. If we can afford the former, we can probably afford the latter.

We can afford to be green in the midst of an economic downturn. In fact, it’s probably the best time to do it.

¹ Source: www.eia.doe.gov/cneaf/electricity/epm/table1_1.html
² Sept. 8, 2008, available at www.youtube.com/watch?v=SVmJpM_UFVs

Doctorate in Business Administration (D.B.A.) Steering Committee Has Active Agenda by Timothy Delmont, Associate Professor, Management

As MnSCU staff and outside evaluators review the D.B.A. proposal this spring, the D.B.A. Steering Committee continues program development activities. The committee is holding open meetings with all course developers to evaluate learner outcomes, curriculum activities, teaching approaches and assessment techniques for all courses. Using criteria defined by committee members, each course is being designed to meet doctoral expectations and requirements. All course proposals are being presented to the Graduate Programs faculty for information and to the IFO faculty group for approval.

The D.B.A. Steering Committee, assisted by Aud Wengronowitz, director, graduate recruitment and admissions, has developed a Web page (www.metrostate.edu/dba) that provides prospective students with information about the status of the program review process, admission requirements, curriculum and related topics. Committee members are also participating in the Web-based Graduate Programs Landing Page project, sponsored by the Vice Provost/Graduate Studies Dean’s Office, preparing D.B.A. program information for clientele groups. If the D.B.A. is approved by MnSCU, the committee will develop and roll out a formal marketing and communications campaign.

FACULTY Achievements

Rao Nemani has been a community faculty member at Metropolitan State since 2007 and teaching to graduate students in the College of Management. Nemani and Ramesh Konda coauthored a paper entitled “A Framework for Data Quality in Data Warehousing,” submitted to the ISTA 2009 Conference (www.uniscon2009.org/), which has been accepted and will be published in April in the conference proceedings.

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**STUDENT News/Scholarships**

**Dave Evenstar Memorial Management Accounting Scholarship Fund**

In January 2009 the Dave Evenstar Management Accounting Scholarship Fund was established to promote the field of management accounting and support students earning the accounting degree at Metropolitan State University. Through the generous contributions of the Saint Paul Chapter of the Institute of Management Accountants (IMA), approximately $15,000 has been distributed to Metropolitan State University to establish this scholarship fund. This fund balance will be distributed in increments of $1,000 per award and between one to three awards will be given each academic year. The fund will benefit Metropolitan State accounting students for approximately five years.

Application information will be available on the Metropolitan State University Web site. Scholarship awards will be given at the Metropolitan State University Scholarship Luncheon in fall 2009. Contact Assistant Professor Jenny Dosch at jennifer.dosch@metrostate.edu for more information.

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**OUTSTANDING Student Awards**

Lydia Newlin Terwey is the director of Victim Services and Restorative Justice Program for the Minnesota Department of Corrections, where she has worked the past 12 years. Her days are filled with doing what she loves, which is making our criminal justice system work better for those who have been harmed by crime. She has been actively involved in developing Minnesota’s Statewide Victim Assistance Academy and strongly believes in mentoring advocates new to the field.

She has served as a community faculty member of the Metropolitan State University School of Law Enforcement, teaching “Victimology, Assisting Families in Crisis and Restorative Justice.”

Terwey began her graduate program the same year her daughter started high school and her son was preparing for junior high school. Returning to school was extremely intimidating for her. The last time she was in school was 1994. Quoting Terwey, “I have always told them, I don’t expect anything from you except that you give your very best effort. I decided at the onset of my program that it was important that I practice what I preach.”

Outside of education, she serves on the board of directors for SOS Players, a nonprofit traveling teen acting troupe that educates youth in communities in western Wisconsin and eastern Minnesota. SOS Players is committed to helping teens understand they have choices in life, and their choices do affect others.

Terwey says that it has been her greatest honor to participate in the many community and civic organizations that have involved her children. She appreciates the resilience her children have shown and the support of her husband.

Terwey will continue in her profession as an advocate for crime victims.

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**KAPLAN Scholarship Award**

Anne Boekman, senior accounting major, was the recipient of the Kaplan Scholarship for the academic school year 2008–2009.

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**TUTORING Services**

The schedule for tutoring services for College of Management courses is available online at www.metrostate.edu/academic/tutor.html.

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**TUTORING Available**

Tutoring is available for Accounting 210, 310, and 320; Economics 201 and 202; Finance 390; and Statistics. Visit www.metrostate.edu/com/advising/tutor.html or call 612.659.7269 for more information.
OUTSTANDING Student Awards continued

Thomas Jordan, M.B.A.

Thomas Jordan is the director of strategic development for the 60 former Marshall Field’s stores. Less than a year passed when the Macy’s North division was absorbed into Macy’s East. Though this was a difficult economic time, an opportunity arose and Jordan was promoted to his current position as director of strategic planning for capital projects covering 220 Macy’s East stores. Being actively involved in the M.B.A. program at Metropolitan State University and proactively applying the skills he has learned from his classes significantly influenced the decision makers at Macy’s to place him in this position. During the 21 years he has been with the company, the name has evolved from Dayton’s to Marshall Field’s and eventually to Macy’s. His accomplishments and job responsibilities have continued to increase and provide a rewarding experience.

Jordan’s involvement in community service is an area that is especially important to him. He is actively involved with a group of 11- to 16-year-olds that get together at least twice a month. Activities include serving the local community, instilling strong values, learning various crafts and participating in outdoor activities. In addition, he recently served on a vision committee to establish a facilities improvement plan and programming direction for a youth camp in northern Minnesota. Jordan also participates in a reading program for local school children through an effort sponsored by Macy’s. Additionally, Jordan has been intimately involved in a church building project in Mexico where a structure with no walls was transformed into a two-story building which provides shelter from hurricanes and a place for the local community to gather for fellowship.

“Whether serving local groups or those in more distant places, I continue to be humbled by the impact one can have on another’s life when they are willing to invest time and share part of their life,” says Jordan.

Jordan says, “Through all of this, my family remains the most important and most rewarding aspect of my life. During the time I have spent at Metropolitan State University, my daughter, now 13, and my wife have been an unending source of comfort and support. During this period in my life, I have been able to achieve academic excellence, increase my professional accomplishments, remain actively involved in community service events and nurture my family relationships. I appreciate everything I have experienced during my time in the M.B.A. program at Metropolitan State University.”

TRAVELERS Insurance Partnership

Travelers awards $260,000 to the university: $110,000 is credited to the Travelers Pathway Program in the College of Management. The remaining $150,000 has been set aside for the university’s Power of YOU program.

Update by Ken Hess

The Travelers Pathways Program started in 2008 with a generous commitment from the Travelers Foundation. The program includes three main components:

- First, development of a new minor in risk management and insurance within the university’s College of Management.
- Second, a dedicated Career Services staff person at Metropolitan State will work with Travelers staff to provide industry-based experiential learning opportunities. These could include internships and summer job opportunities for students, mentoring and shadowing, and integration of Travelers employee expertise through speakers, site visits or other company training, on-campus interviewing, networking and other events.
- Lastly, it provides scholarship opportunities for students majoring in areas relevant to Travelers.
TRAVELERS

Pathways Program Update

by Jill Sondergaard

The Travelers Foundation has continued funding in 2009 for the “Travelers Pathways Program.”

In January, as part of National Mentoring Month, GEMS and Career Services’ Travelers Pathways Program hosted the “Open Your UMBRELLA” networking event at the Saint Paul Campus in Founders Hall. Jill Lyn Andresen, university relations consultant, talked with close to 25 participants about Travelers and described some of their internship and job opportunities. Andresen returned to campus in early February to provide “etiquette tips from an employers’ perspective” to Metropolitan State students and alumni attending job and internship fairs. In late February, Andresen and Jerome Stewart (an INROADS alum who first started with Travelers through one of their internship programs and now works full time in their underwriting department) stopped by the African-American Male Summit and spoke to high school students in one of the breakout sessions, “Pursuing Higher Education,” led by a Power of YOU representative and an Achieve Minneapolis representative. Jill Lyn told me that she continues to be energized by Metropolitan State’s diversity—our student body, the variety of majors and degrees being pursued, the networking, and the growing inquiries and participation of this new initiative.

I will continue to connect with Professor Hess, our Advising Center, Graduate Student Affairs Committee, and other university departments about additional creative collaborations. Stay tuned for upcoming event announcements.

For more information visit this link and drop me a line via e-mail: jill.sondergaard@metrostate.edu or call 612.659.7314, or click on the following link to the Travelers Pathways Program: www.metrostate.edu/msweb/pathway/counselcareer/index.html.
ONGOING Day Programs/Midway Center

Check the Class Schedule for the latest publication at www.metrostate.edu/schedule/search.cfm/

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<th>Fall Semester '09</th>
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INTERNATIONAL Programs continued

Meanwhile, COM is the host once again for a cohort of 24 CUTe students in the M.B.A. program. Their classes are during the day in the Management Education Center, so anyone attending classes during the evenings will probably miss them, but if you are here during the day and see any Taiwanese students, please say “Hi” (or “nee-how”).

In addition to our Taiwan programs, we are in process of developing a B.S. in Business Administration degree jointly with CUTe in Singapore, which will involve COM faculty teaching courses in Singapore and the possibility of students also coming to study in the Twin Cities. In addition, (subject to our accrediting body’s approval), we should soon be offering both an M.B.A. and an M.M.I.S. to graduate students from Pune, India, who would come to Metropolitan State for a full year in order to complete all their course requirements with us.

New This Fall !

ONGOING Day Programs/Saint Paul Campus

Check the Class Schedule for the latest publication at www.metrostate.edu/schedule/search.cfm/

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**Mitchell Heads New Unit for State**

Dan Mitchell, graduate of Metropolitan State University, with a bachelor’s degree in Public Administration, was recently named director to head up the newly-formed Mortgage Examination Unit for the State of Minnesota, Department of Commerce. He was a former law enforcement officer and investigator with the Cottage Grove Police Department. By new legislation, the Department of Commerce is authorized to periodically examine Minnesota’s licensed mortgage companies. Mitchell will be directing and supervising mortgage examinations for the Department of Commerce.

**Bendoraitis to Head Comair**

Comair has tapped John Bendoraitis, former head of Compass Airlines, to replace John Selvaggio as president of the commuter airline. Bendoraitis earned a bachelor’s degree in business administration from Metropolitan State.

Bendoraitis, a 25-year airline industry veteran, began his career at Northwest Airlines as a maintenance technician and technical instructor in 1984. He held a number of managerial positions at the Eagan, Minn.-based airline before joining Compass, a Chantilly, Va.-based commuter carrier that is a Northwest subsidiary. Delta and Northwest are in the process of merging, a move that will create the world’s largest airline, with headquarters in Atlanta. Comair employs 5,800 and operates 511 daily flights to 77 destinations in the U.S. and overseas. (Information courtesy of Atlanta Business Chronicle)

**Recruitment Director Appointed**

Anongsri “Aud” Wengronowitz, Plymouth, was appointed graduate recruitment director and admissions counselor in the College of Management at Metropolitan State. Wengronowitz has been working in the College of Management as recruitment director on a contract basis since August 2007. Previously she was assistant director, M.B.A. recruiting and admissions, for the College of Business at the University of St. Thomas. Earlier she worked in several positions for Ameriprise Financial, Minneapolis.

She holds a B.A. in French from Chulalongkorn University, Bangkok, Thailand; an M.A. in communication from the University of Hawaii, Honolulu; and an M.B.A. from the University of St. Thomas.

**Bellas Is Economics Curriculum Coordinator**

Professor Allen Bellas will be taking over as the economics curriculum coordinator. He can be reached via e-mail at allen.bellas@metrostate.edu to address all your questions and issues related to economics courses as well as the economics major and minor.

**Delmont to Guide COM Graduate Program**

Professor Tim Delmont will serve as COM director of graduate programs in 2009–2010 as Professor Carol Bormann Young takes a sabbatical leave.

Professor David O’Hara will be on sabbatical following the end of spring semester until September 2010.
Graduate Program News

While it appears uncertain [as I write this] as to whether spring will ever get here, it is certain that we are nearing the close of the 2008–2009 academic year. The College of Management graduate programs have had another successful year. Applications for the M.B.A., M.P.N.A. and M.M.I.S. programs are slightly ahead of last year, and admissions for these programs are even with last year. With respect to COM graduate course enrollments, we experienced a 9.3 percent increase in enrollments over the 2007–2008 academic year. Given the highly competitive environment for graduate programs in the Twin Cities area, we believe this status is encouraging.

In light of the competitive nature of graduate education in the Twin Cities, we adopted a marketing strategy to increase awareness of our programs. In addition to the “word of mouth” marketing that all of you help us with [thank you!], we have created new folders and brochures, advertised in Kiplinger and Smart Money magazines, purchased radio time, participated in over 70 recruiting events and leased Skyway panels. New to our marketing efforts are the billboards that you will see around the Twin Cities (I-494 and Hwy. 55, I-494 and Hwy. 101, I-494/694, I-94 and Snelling Ave.) from mid-March through mid-June (see photo below). This awareness campaign is not only targeted at attracting potential students, but also designed to increase the awareness of our programs for potential employers.

I would like to update you on the Online M.B.A. program that is offered by the College of Management. The COM faculty made the decision to not run the program under the cohort model, but instead as part of our regular offerings. What, you may ask, does this mean to you as an M.B.A. student? It means that:

- You will be able to complete an online M.B.A. degree in five semesters taking eight credits each term. The College of Management guarantees to offer a five-semester sequence of required courses [and two electives] to allow you to complete your online M.B.A. degree in 20 months. The five-semester sequence will begin each fall term.
- In addition to fellow students who wish to complete an M.B.A. online, courses will also have students from our “regular” M.B.A. who have chosen to take an online course. You might define this as a “hybrid cohort” in that there will be a core of students completing all of their M.B.A. courses together online in a sequence along with other students who have chosen to take some of their courses online as it meets their needs.
- You have flexibility in how you take your courses. If you choose to take an “in-class” course rather than an online course, you may do so if it is being offered. You may choose to take a semester off due to life situations; however, note that we cannot guarantee that you will complete your degree in 20 months in this case.
- Tuition for online M.B.A. courses will be based on online tuition rates, not a cohort tuition model, and thus will result in lower online tuition.
- Residencies are not required. In keeping with the “hybrid cohort” notion, however, we will be coordinating gatherings especially for those who have designated that they are online M.B.A. students. These gatherings will be both informative and social in nature. From past experience with cohorts, we recognize that some students value the cohort model and appreciate the opportunity to meet their fellow students and instructors in person.

On a closing note, I am taking a one-year sabbatical. During my sabbatical, I will be upgrading and updating my courses within the COM curriculum, collaborating to develop an online Accounting 620 course, while also working within an organization in strategic development.
Graduate Program Spring Dinner—2009

The College of Management celebrated 25 years of graduate programs at the annual Spring Dinner on May 8. The event took place at Jax Café in northeast Minneapolis. Minnesota Legislative Auditor James Nobles was this year’s keynote speaker.

His speech topic was, “Government Performance, Transparency and Accountability: NOW, More Than Ever.”

For more information about the event and pictures to be posted, visit the Web site at https://db.metrostate.edu/webapps/drep/COM-SpringDinner-Flyer2009.pdf

Photos below are from the spring dinner.
GRADUATES continued

COM Graduate Assistants

A graduate assistant is a graduate student who has been admitted to one of Metropolitan State University's graduate programs, who is making satisfactory academic progress, and who has been hired to assist in teaching, research, administration or other professional activities which are related to or part of the student's graduate experience.

If you are interested in applying as a graduate assistant, contact Gloria Marcus at gloria.marcus@metrostate.edu.

ADVISING

Declare Your Major

I mportant advising reminders as you plan for next year—if you're graduating this spring or summer, don't sweat it.

Have you declared your major? Stating an interest on the application is NOT the same as declaring your major! First, you must successfully complete the foundation courses, and then you need to complete, sign and submit your program declaration form to your advisor. This is important since university regulations require that all students who have been at the university for one year or longer and who have 80 or more credits completed, must declare a major or have a registration hold imposed. Don't remember submitting this form? Not sure if it's approved? Check your DARS report.

Check for Prerequisites

Foundation courses need to be completed as soon as you start at the university. They are prerequisites to core and other advanced courses in all COM majors. When you register, the computer doesn't check for prerequisites—that's your responsibility. You can find information about prerequisites in the course description in the Catalog.

When you started at Metropolitan State, did you decide to try the waiver exams in economics, accounting, M.I.S. or marketing? If so, complete those as soon as possible. Successful completion of the waiver exam satisfies the course requirement, fulfills the prerequisite for advanced study and lets you declare your major.

On a brighter note—starting in the fall, all bachelor of science majors in COM will have 120 credits as the graduation minimum instead of 124. Several majors will have changes in required courses. Check the Web site or consult your advisor this summer. Remember, if you have an approved major, you always have the option to select new requirements. If you are still a prebusiness student, you must meet the requirements in place at the time that your program is approved.

PARTNERS

COM's active business partners are Schwan's Inc. (online B.S. in business); Travelers Inc. (student scholarships and insurance program); Saint Paul Chapter of the Institute of Management Accountants (scholarships); the Minnesota Society of Certified Public Accountants (sponsor of the M.B.A. for accountants and the applied doctorate); Kaplan (training scholarships); and Minnesota Counties Insurance Trust (insurance services and risk management for Minnesota counties.)

ADDITIONS

To COM Web Site

Visit the COM Web site to view the following, under COM News:


Also on the Web site under Published Works: Nancy Nentl, associate professor of marketing, was part of a group interviewed by Meetings Magazine. For additional information, visit www.metrostate.edu/msweb/explore/com/news/published.html.
A MEMBER OF THE MINNESOTA STATE COLLEGES AND UNIVERSITIES SYSTEM

College of Management offices are located in the Management Education Center on the Minneapolis Campus 1300 Harmon Place Minneapolis, MN 55403

Room Locations

Be sure to check the Metropolitan State Web schedule before you go to your classes. Room locations for all classes are listed on the Web one week before the first class session.

Employment

Watch the College of Management Web site for employment, internships and scholarship opportunities.