



Fall 2005

LEADERSHIP CONNECTION

Volume 16, Issue 1

MSA DIRECTOR'S NOTES - by Robert Letovsky, Ph.D.

Graduate Management Education

Several worrisome developments have emerged in the world of graduate management education over the past few months. The Graduate Management Admission Council has just reported that both the number of applications to full-time graduate programs and the number of students taking the GMAT admission test have declined for the third consecutive year.

Meanwhile, a number of highly respected management theorists have begun to question the relevance of graduate management education, at least in its present form. In his new book, *Managers not MBAs*, McGill University professor Dr. Henry Mintzberg is highly critical of traditional full-time graduate management programs.



Dr. Mintzberg focuses on the relatively limited experience that most full-time graduate management students bring to their programs and writes that "MBA programs not only fail to develop managers but give their students a false impression of managing that, when put into practice, is undermining our organizations and our societies."

In a recent *Harvard Business Review* article entitled "How Business Schools Lost their Way," University of Southern California professor Dr. Warren Bennis notes that hiring and tenure decisions at business schools have shifted their emphasis from excellence in teaching to research prowess.

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The result of this shift, he argues, is that the faculty has become increasingly distanced from the day-to-day reality of contemporary executives, with disastrous implications for the preparation of future managers.

These are serious accusations, especially since they were made by some of the most highly respected academicians in the management field. While not minimizing the issues that Mintzberg and Bennis raise, I feel that the Saint Michael's MSA program is structured in ways that address these concerns.

First, the program's student population consists primarily of working professionals who attend the program on a part-time basis. Second, the MSA program requires at least three years of full-time work experience for admission, thus ensuring that students bring a degree of real-world focus into their studies.

In addition, the distance between faculty and organizational life described by Bennis is very removed from the reality of the MSA program, in that our faculty average over 15 years of industry experience. Finally, we constantly review teaching performance. Though research is highly valued at Saint Michael's College, quality teaching continues to be the primary criteria by which we hire and retain faculty.

The MSA program, in conjunction with the undergraduate business and accounting programs at Saint Michael's, is in the midst of reviewing its overall operations and benchmarking itself against a number of external criteria. As we move forward with this process, the issues raised by Mintzberg, Bennis and others can help guide us to ensure that our program continues to fulfill its mission to train leaders and managers for the business, nonprofit and government sectors.

As always, I welcome your thoughts, questions and suggestions.

Robert Letovsky, Ph.D.
Director
MSA Program

rletovsky@smcvt.edu

802.654.2477

Chris Miner (MSA '04)**Area Account Manager, Wyeth Pharmaceuticals**

I discovered that the MSA program combines a comprehensive educational experience with a convenient learning environment for professional adults. This atmosphere allowed me to advance my educational background and still keep pace with occupational demands at Wyeth Pharmaceuticals.

The learning experience in the MSA program provided me with the knowledge and skills to advance to the position of Area Account Manager at Wyeth. This post entails development and management of purchase contracts, formulary status, protocol positioning and promotion of Wyeth's hospital-based products at large medical centers with teaching programs such as Fletcher Allen Health Care and Dartmouth-Hitchcock.

ALUMNI NEWS

Beverly Hill (Nonprofit Management Series '04) is Volunteer & AmeriCorps coordinator at Champlain Valley Agency on Aging (CVAA), a private, non-profit organization with a mission of "helping people age with independence and dignity." CVAA serves elders 60 and over.

Christine "Kiki" Leech (MSA '04), maintains the IT Server and Storage Segments for IBM, writes: "While IBM was instrumental in financing my education, it was the faculty, staff, and peer students that made my graduate study such a positive experience. I certainly would never have been able to bridge the large gap between my prior role in manufacturing to my current responsibilities without my

MSA degree." **Judy Stroh** (MSA '03) is the Treasury Management Services operations manager for Chittenden Corporation. Her group is the "electronic brain" of the organization, supporting the Automated Clearing House, wire transfer, commercial products, and internet banking areas of the organization.

Jon Walsh (MSA '03), Director of Student Financial Services at Saint Leo University in Florida, was recently elected Vice-President of the executive board of Florida Association of Bursars & Student Accounting Administrators. Jon also participates in the Leadership Saint Leo program.

We would love to hear from you!

Please email Vitaliy Bukhtulov,
vbukhtulov@smcvt.edu

STUDENT RESOURCE CENTER

www.smcvt.edu/src

802.654.2547

Résumé Workshops

Vermont Room, Alliot Hall

Thursday, Oct. 20, 4:30-5:30 p.m.

Tuesday, Nov. 1, 4:30-5:30 p.m.

Monday, Nov. 14, 12:00-1:00 p.m.

Thursday, Dec. 1, 4:00-5:00 p.m.

Interviewing Skills Workshop

Vermont Room, Alliot Hall

Tuesday, Nov. 8, 4:00-5:00 p.m.

**Service and Nonprofit
Career Fair • Alliot Hall Lobby**

Tuesday, Nov. 8,
11:00 a.m.-1:00 p.m.

REFER A COLLEAGUE

As a current student or graduate of the MSA program, you are familiar with the value of the practitioner-oriented Saint Michael's education. By referring a colleague or friend, you will share your positive experience with prospective students and strengthen the program.

Please visit

www.smcvt.edu/msa/refer

for our convenient referral page.

The MSA program is hosting an **Open House** for prospective students on **Monday, November 7, 2005, 4:30 to 6:00 p.m. at Saint Michael's Hoehl Welcome Center**. Prospective students may register for classes, get application materials, or speak with MSA program representatives.

Thank you for your ongoing support of the MSA program.

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CANDIDACY

After admission to the MSA program, but prior to the completion of 12 credits, students must apply for candidacy requirements. Candidacy requirements include:

a. Students may show proficiency in writing by satisfactorily completing *GSA 515 Effective Written Communication*.

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b. Students may show proficiency in quantitative skills by satisfactorily completing *GSA 496 Business Quantitative Tools and Statistics* **OR** a skills assessment in Business Quantitative Tools and Statistics.

c. Students must submit personal goals from Section B of the Portfolio Requirement.

d. Students must complete the Candidacy Form, which is available on the MSA Web site.

FACULTY PROFILE

Joanne LaBrake, M.Ed.



Joanne began working at Saint Michael's in 1984 as Co-Director of the Center for Organizational Development. She teaches Managerial

Presentations and Professional Effectiveness. Joanne is also Coordinator of the Academic Internship Program and a corporate consultant. In spring 2005, Joanne conducted an extensive Leadership Training Program for IBM managers. She has also done consulting for IBM at their San Jose facility. Among her clients are Ben & Jerry's, Champlain Water District, and Pizzagalli Construction. She has completed training with Stephen Covey's 7 Habits of Highly Effective People. Every year Joanne conducts training for the United Way Loaned Executives. On May 21, Joanne was married to Howard Muehlberger in the Saint Michael's College Chapel.

As a Saint Michael's graduate, what do you find most rewarding about teaching at your alma mater?

I absolutely love teaching in the MSA program and find working with our students most rewarding. Their enthusiasm for learning makes working with them such a pleasure. I am very passionate about my teaching and am honored to be a faculty member.

How has your experience as a consultant influenced your work?

My corporate consulting experience has significantly influenced my teaching, especially with the Professional Effectiveness class. Having an opportunity to work closely with businesses has given me a good sense of what professionals need today from an academic perspective. It also gives me the opportunity to experience first hand the issues and concerns of today's employees.

Among many student success stories, which one stands out in your mind?

I had a student in *Managerial Presentations* who was strong academically but uncomfortable with her presentation skills. At the end of the semester she announced that she had always wanted to become a lawyer but lacked confidence speaking in front of an audience. As a result of the progress she made in this course, she is seriously considering applying to law school.

I want to thank our students for their level of commitment to the MSA program and their support of the efforts of our faculty. This is incredibly motivating to all educators.

UPCOMING EVENTS

Stephen Moore,
Senior Economics Writer,
Wall Street Journal,
Past President of the Club for Growth

Monday, Oct. 17, 4:00 p.m.
International Commons
Saint Michael's College

The Vermont Council on
World Affairs Event:
The Honorable Barbara Masekela,
South African Ambassador
to the United States
Thursday, Oct. 20, 7:30 p.m.
McCarthy Arts Center
Saint Michael's College

SMC LIBRARY

Librarians are available to assist with research during the following times at the Reference Desk:

Monday - Thursday:

9:00 a.m. to 10:00 p.m. (*excluding 5:00-6:00 p.m.*)

Friday: 9:00 a.m. to 5:00 p.m.

Saturday: 12 noon to 4:00 p.m.

Sunday: 2:00 p.m. to 8:00 p.m.

Reference Librarians are also available for one-on-one consultations.

To schedule an appointment, please call one of the librarians:

Steve Burks: 654.2354

Michele McCaffrey: 654.2411

Marilyn Scoville: 654.2410

Reference Desk: 654-2405

DVDs - Available at the Circulation Desk

What is motivation?	DVD 2425
How to Give and Receive Criticism	DVD 2369
How to Juggle Multiple Priorities	DVD 2368
Listening: The key to productivity	DVD 2367
Capuccino Trail: The global economy in a cup	DVD 2348

ProQuest online subscriptions to *The Wall Street Journal Current* (1984-present) and *The Wall Street Journal Historical* (1889-1987) are now available from www2.smcvt.edu/library/articles/alphabetical.htm. Please note that *The WSJ Current* and *The WSJ Historical* are two separate files which must be searched separately.

The New York Times is also available through *The New York Times Online* (1851-2001) and through LexisNexis Academic (2001-present).

For off-campus access to these and other library resources, please go to "Off-Campus Access" from www.smcvt.edu/library.

KNIGHTVISION

Registration for MSA classes can now be completed online through **KnightVision**, our web-based information system. Students can also look at their transcripts and confirm course registrations and schedules.

To use KnightVision, individuals (1) must be matriculated as degree students; and (2) must have been enrolled

in at least one course at Saint Michael's over the past academic year. Usernames, passwords and directions to use KnightVision were mailed to students in June. You can access KnightVision by clicking on "Current Students" at www.smcvt.edu.

If you have any questions, please contact the Registrar's office, 654.2571.

SPRING 2006 COURSES

3 credits each unless listed below

- Marketing Management
- Managerial Presentations (2)
- Financial Management
- Effective Written Communication (2)
- Executive Decision Making
- Training for the Trainer
- International Marketing
- Multimedia Technology
- Special Topics: Cyberlaw (1)
- Leadership Seminar II
- Thesis Seminar
- Strategic Planning for Nonprofits (1)
- Independent Study (1-3)

SPRING 2006 THESIS SCHEDULE

Intro and Hypothesis:

1st draft: 12/1/2005

2nd draft: 12/15/2005

1st class meeting:

1/19/2006

1st full draft of thesis: 2/6/2006

One-on-one feedback:

Week of 2/13/2006

2nd full draft: 3/6/2006

One-one-one feedback:

Week of 3/20/2006

3rd full draft: 4/3/2006

Final recommendations: 4/10/2006

Presentation seminar: 4/13/2006

4th draft, if necessary: 4/17/2006

Submit copies to evaluator:

4/27/2006

Defense: 5/4/2006 or as scheduled

Submit final copies: 5/11/2006

Questions? Please contact
Joanne Scott, jscott@smcvt.edu,
802.654.2241

Suggestions for the newsletter? Please contact Vitaliy Bukhtulov,
vbukhtulov@smcvt.edu or 802.654.2315.