



Spring 2005

LEADERSHIP CONNECTION

Volume 15, Issue 2

MSA DIRECTOR'S NOTES

by Robert Letovsky, Ph.D.



ALUMNI
NEWS

FACULTY
PROFILE

LIBRARY
RESEARCH
ASSISTANCE

RÉSUMÉ
WORKSHOPS

REUNION

STUDENT
NEWS

SUMMER 2005
CLASSES

THESIS
SCHEDULE

UPCOMING
EVENTS

WILDERNESS
PROGRAM

It is an interesting paradox that while managers are writing more than ever, their writing skills seem to be weaker than ever. Many observers of business communication have hailed the rise of e-mail as a major factor in promoting more writing by American executives. Yet, a recent article in *The New York Times* quoted a former college professor, now working as a teacher of remedial writing skills, as saying that “e-mail is a party to which English teachers have not been invited. It has companies tearing their hair out.” The article cited a recent survey of over 100 large American firms conducted by the National Commission on Writing, a group affiliated with the College Board, which found that up to

one-third of employees in the country’s largest firms write poorly. What does this cost? According to the Commission, businesses are spending almost \$3.1 billion to teach remedial writing, with the vast majority of that amount—almost \$2.9 billion—spent on employees who have already been hired. If anything, the \$3.1 billion figure cited by the Commission seems to be low, given the lost productivity due to misunderstandings, additional communication needed to clarify unclear messages, and general errors which could be caused by garbled messages.

Continued

What is the standard which today's business and nonprofit leaders have to attain to be considered effective writers? As a director of the Business Roundtable stated in the same article, "It's not that companies want to hire Tolstoy... but they need people who can write clearly, and many employees and applicants fall short of that standard."

This is clearly a complex problem which will require solutions on many levels. Promoting more reading across all age groups of our society would go a long way toward improving writing skills in general. There are certainly curricular challenges which the nation's elementary, secondary, and post-secondary educational institutions must face up to. The MSA program has recognized these challenges for many years. GSA 515 Effective Written Communication has been an integral part of the program's core courses for many years. A number of the courses in the MSA program have significant writing components in them as well. That said, no educational institution can afford to be complacent. We will continue to make effective writing a key outcome indicator for its graduates.

There are several noteworthy developments in the MSA program. Early January once again saw the MSA program send a team of

students to participate in the Concordia International MBA Case Competition, sponsored by the John Molson School of Business at Concordia University in Montreal. In March, I will be accompanying a group of MSA students on the program's third study tour, a one-week trip to El Salvador. We will be meeting with business, government and education leaders while examining the impact of greater economic integration within Central America. On April 16, seven MSA students will be inducted into Sigma Beta Delta, the international honor society for business and administration students. Finally, in mid-April the College will host the second Business Ethics Case Competition, featuring teams of graduate and undergraduate students from several institutions across the region. Last year, the team from the MSA program was tied for the runner-up position among the finalists.

As always, I welcome your thoughts, insights, and suggestions on ways to enhance our student experience.

rletovsky@smcvt.edu

802.654.2477

Jan Johnson (MSA '99)

Area Vice President, National Multiple Sclerosis Society



Jan works with the 16 National Multiple Sclerosis Society chapters in the Northeast in order to help assure their success in meeting the Society's mission: to end the devastating effects of multiple sclerosis. Her responsibilities include consultation, training and advice on management, governance,

strategic planning, and leadership development. Jan also assists chapters in fund-raising, risk management, financial management, and program delivery. Additionally, Jan works with boards to hire chapter presidents when vacancies occur and serves as the interim chapter president in such circumstances. Finally, Jan has society-wide responsibility for moving forward its risk management initiative.

ALUMNI NEWS

Catherine Dutton Fay (MSA '03) co-owns and operates an air charter business in Naples, FL. "Managing the day-to-day operations, marketing, customer relations, and accounting aspects of the business is challenging and rewarding. The greatest accomplishment has been increasing sales over 300 percent since buying the business in July 2002," reports Catherine.

Kimberly Marshall (MSA '04) recently accepted the Community Health Coordinator position for Upper Connecticut Valley Dartmouth-Hitchcock Hospital in Colebrook, New Hampshire. Kim manages approximately 30 programs that focus on educating and improving the health of the community. In addition, Kim works with the State of New

Hampshire and its community health initiatives. She makes her home in northern New Hampshire.

Robert Lee Shafer (MSA '04) moved to Nelsonville, Ohio with his wife, Nancy, after graduating from the MSA program. Robert now works as the Quality Engineer for Boeing Aerospace. Robert writes: "With my background in defense and an MSA from Saint Michael's, Boeing Aerospace gave me a 'job of a lifetime' offer. Thank you, Saint Michael's College, for being part of my life."

~~We would love to hear from you!~~
Please submit alumni news to Vitaliy Bukhtulov at vbukhtulov@smcvt.edu



If you want to know anything about the MSA program, ask Ted Mable, who began teaching in the second semester of its

founding year. Over the past quarter of a century, he has observed many trends in the program, which has grown into a rich cross-section of private and not-for-profit managers. “In the early years, classes consisted primarily of male managers from IBM,” he recalled. “I believe there are more women than men in the program today.”

According to Dr. Mable, Saint Michael’s former President Ed Henry invested \$5,000 in 1979 to launch the innovative new master’s program, which was designed after a similar model at Notre Dame and Yale. Dr. Mable continues to be passionate about the program’s philosophy, that there are common skills needed for leaders in both the private and non-profit sectors. That is why he continues to drive to campus from Franklin County – even after a full day of work as CEO of Northwestern Counseling & Support Services, St. Albans, a community mental health organization with 650 employees.

Ted Mable, Ed.D.

Teaching energizes Dr. Mable. A teacher by nature, he combines his love of teaching with his “day job.” After earning his doctorate in organizational psychology at Boston University in 1978, Dr. Mable began his evening teaching career at UVM while serving as Assistant Superintendent of schools for the City of Burlington. By 1979, he became Deputy Secretary of Human Services for the State of Vermont and he joined the graduate program at Saint Michael’s as well.

In Franklin County he continues to interact with MSA alumni, including Brian Searles, St. Albans City Manager, and Janet McCarthy, executive director of the county’s home health agency.

“Over the years students have stayed the same as much as they have changed,” according to Dr. Mable. “I love teaching in the program and treasure having the opportunity to meet the graduate students. Teaching has given great meaning to my life,” he said.

** Professor Mable will be teaching **Change and Innovation in Organizations** in the summer 2005.*

UPCOMING EVENTS

Sigma Beta Delta Induction Ceremony

Saturday, April 16, 4:00 pm

Hoehl Presentation Room, Welcome Center

Sigma Beta Delta is the International Honor Society for Business, Management and Administration. To be inducted into SBD, a student must rank in the top 20 percent of his or her class and have completed approximately three-quarters of the program.

2005 Inductees:

Virginia Bukowski
Angela Duquette
Michael Gordon
James O'Neill

Judith Schwenn
Daniel Sullivan
Dorothy Watson

SMC LIBRARY

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

Monday - Thursday:

9:00 am to 10:00 pm (excluding
5:00 pm to 6:00 pm)

Friday: 9:00 am to 5:00 pm

Saturday: 12 noon to 4:00 pm

Sunday: 2:00 pm to 8:00 pm

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

The Ford Foundation announced **Joanne**

Heidkamp, current MSA student and Program Manager of the Vermont Campaign to End Childhood Hunger, one of the 18 Leadership for a Changing World Awards winner. The program challenges conventional ideas about leadership. The award carries a \$115,000 grant for the work of the Vermont Campaign to End Childhood Hunger and two years of leadership training and support through NYU's Wagner Graduate School of Public Service.

STUDENT NEWS

WILDERNESS PROGRAM

As an MSA student you are eligible to participate in the Saint Michael's Wilderness Program, which offers experiences ranging from day hikes in the Green Mountains to extended expeditions to Kenya. The program also provides training in rock climbing, ice climbing, mountaineering, wilderness medicine, outdoor leadership, whitewater kayaking, and sea kayaking. Student and staff instructors, trained to the highest industry standards, offer "state-of-the-sport" equipment.

A *Guide to Adventure* is available at the Graduate Programs board in Jeanmarie Hall (1st floor). For more information, please visit www.smcv.t.edu/wilderness or call 802.654.2614 or email Todd Johnstone-Wright at twright@smcv.t.edu.

The Wilderness Program office is located in Alliot Hall 204. Office hours are 9 am-12 pm and 1 pm-4 pm, Monday-Friday.

SUMMER 2005 COURSES

- Application of Economic Theory
 - Managerial Presentations
 - Change and Innovation in Organizations
 - Legal Issues in Administration
 - Professional Effectiveness
 - Special Topics: E-Commerce
 - Marketing for Nonprofit Organizations
 - Independent Study
- For detailed summer schedule and registration information, please visit www.smcv.t.edu/msa and click on "Summer 2005 Courses."

FALL 2005 THESIS SCHEDULE

Intro and Hypothesis:

1st draft: 7/6/2005

2nd draft: 8/1/2005

1st class meeting:

9/10/2005, 1:00 pm

1st full draft of thesis: 9/20/2005

One-on-one feedback:

10/24/2005

2nd full draft: 10/17/2005

One-one-one feedback:

10/24/2005

3rd full draft: 11/7/2005

Final recommendations:

11/16/2005

Presentation seminar: 11/17/2005

4th draft, if necessary:

11/28/2005

Submit copies to advisor:

12/1/2005

Defense: 12/8/2005

Final copies to SMC: 12/15/2005

Questions? Please contact Jon Crystal, jcrystal@sover.net, 802.877.3897

STUDENT RESOURCE CENTER

www.smcvt.edu/src/career

802.654.2547

The Student Resource Center offers....

a variety of ongoing services to Saint Michael's students, including:

Career Planning: Individual meetings with career counselors, by appointment

Résumé Preparation: By appointment for students who have attended a résumé workshop

Career Library: A wide variety of informational resources on careers and job search



John Molson School of Business Concordia University Montreal, January 2005

From left to right: Liza Sacheli, co-coaches Robert Letovsky and William Anderson, Jim Goldsmith, Diane Hartman, and Michael Gordon (*sitting*).

**R
E
U
N
I
O
N**

June 9-12, 2005

All Saint Michael's alumni are invited to Centennial Reunion. For more information, visit www.smcvt.edu and click on "Alumni & Friends"

A special celebration on June 11 will conclude the *Visions Campaign* and the Centennial. The Office of Alumni and Parents Relations will send out invitations soon.

Suggestions or ideas for the newsletter?

Please contact: Vitaliy Bukhtulov at vbukhtulov@smcvt.edu or 802.654.2315.