



DIRECTOR'S NOTES: THE OUTSOURCING DEBATE *by Robert Letovsky, Ph.D.*



Outsourcing jobs by American companies has been a source of controversy for some time; however, in the last few years,

the phenomenon has taken a new turn. In the past, outsourcing affected blue collar workers involved in production and assembly work, but now American firms turn to foreign workers for a wide range of service and white collar jobs. These range from operating call centers to handling data entry and bookkeeping operations to reading

X-rays. Since many of these jobs require workers with a strong command of English, India has been the recipient of a large number of outsourced service jobs from the U.S. Predictably, the apparent outflow of jobs has been criticized by many of the same people who criticized outsourcing in the manufacturing sector. However, the new form of outsourcing has also created increasing uncertainty in America's middle class, where white collar and service jobs have traditionally been seen as the bedrock of an upwardly mobile career. There are even calls by some political can-

didates to introduce legislative barriers to the outsourcing phenomenon.

I respectfully argue that these plans are profoundly misguided and ignore a substantial body of data that demonstrate the benefits outsourcing has had for our economy. According to U.S. government data, the United States runs a substantial surplus on service exports. For every call center or data entry job sent to India, the United States takes in far more when foreigners come to the United States for advanced services ranging from banking, insurance and health care to

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MEET THE NEW GRADUATE ASSISTANT: *Sarah Cloutier*



Greetings from the new Graduate Assistant!

I would like to take this opportunity to introduce

myself. My name is Sarah Cloutier and I am the new Graduate Assistant for the MSA program. I am sure that many of you remember Vitaliy Bukhtulov, the Graduate Assistant from last year. He has left some very large shoes to fill, but I will certainly do my best.

A bit about myself: I am in my final year in the MSA program. During my time here I have met some wonderful people, both faculty and students alike. I cannot speak highly enough about the experience I have had and continue to have here at Saint Michael's College.

With the tremendous faculty support that I have received in the MSA program, I have exercised my entrepreneurial drive and started two of my own businesses. The first is Sarah Cloutier Consulting, LLC, a consulting practice for law firms, specializing in strategic business development, client services and law firm management. The second is AlliedWomen, a networking group for professional women.

I have also created the MSA newsletter this semester. I hope that it will continue to be a very effective tool for keeping students, alumni and prospective students connected with the program.

A new element to the newsletter will be my interview with a current MSA

graduate student. This will be an opportunity for the student to share his or her experience in the program with all who read the newsletter.

Perhaps you have other things you would like to see in the spring newsletter? Please let me know; I would appreciate your thoughts!

If I haven't yet met you, or if you are an old friend, please feel free to stop by my desk (in Jeanmarie 169) and tell me what is on your mind. Maybe you have ideas about how the MSA program can be even better. Maybe you have questions about the program. Whatever the reason may be, I look forward to speaking with you!

OUTSOURCING *continued from page 1*

management consulting. As I noted in this column previously, McKinsey Consulting found that when a U.S. software company outsources a \$60/hour code writer's job to India and gives the work to someone earning \$6/hour, the American economy captures two-thirds of the benefits. This shouldn't be surprising to anyone: The company has just eliminated \$54 of expenses, which it can now reinvest in research and development, marketing or expansion in the U.S. Most importantly, critics of outsourcing ignore a fundamental truth of international trade: If we don't buy from them, they can't (and won't) buy from us. Last spring, Air India signed an \$11 billion deal with Boeing Corp. for a large number of American made jets, including Boeing's new 787 Dreamliner. Boeing estimates the demand for new jetliners in India over the next 20 years to be in excess of \$35 billion. Where does India get this money? Certainly not from U.S.

taxpayers – our aid to India has been fairly small for years. No, they “earned it,” primarily by exporting services to us. This includes everything from call center services to data entry jobs. Wouldn't we much rather have American workers make 787s than handle data entry and call center work?

However, I am not suggesting that outsourcing doesn't cause significant hardship for some Americans. Nor does supporting free and open markets mean that we should cast aside those who lose their jobs due to outsourcing. We must come together as a society to devise reeducation and retraining programs for workers adversely affected by the outsourcing phenomenon.

Meanwhile, each one of us has to constantly keep in mind that in an interconnected global economy, any part of our work that could be digitized is a candidate for dispatch to a distant,

lower cost locale. Few of us are entirely immune from this phenomenon. What does this mean for the professional of today? We each have to manage “Me, Inc.” so that we are as up-to-date as possible with the skills and knowledge required to succeed in our respective careers. We must embrace a philosophy of continuous learning, and be prepared to move into new areas of knowledge and practice that keep us one step ahead of the competition – whomever that may be.

The MSA program has always been oriented towards the working professional. Our students embody the ethic of lifelong learning which has become so essential in a world marked by intensifying competition. Their dedication to self-improvement and challenge epitomizes what each of us needs to face in the challenges of outsourcing.

FACULTY NEWS

With the closure of the Center for Organizational Development at Saint Michael's College, **Joanne LaBrake Muelberger** now serves as the Director of the Academic Internship Program, which places students in companies throughout the state. Joanne also continues her independent corporate consulting business with clients such as Pizzagalli Construction, Vermont Municipal Clerks Associa-

tion, Champlain College and Catholic Diocese of Burlington's School Principals. Joanne continues to work with the Loaned Executives of the United Way of Chittenden County as a presentation skills consultant.

Jane A. Van Buren, former executive director of VANPO, has formed Noonmark Nonprofit Services, LLC to continue her work with nonprofit

organizations. Her areas of expertise include consulting, nonprofit organizational development, research training & capacity development and resource referral & communication.

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.

Thank you!

ALUMNI NEWS

Vitaliy Bukhtluov M'06, last year's Graduate Assistant, writes to say he enjoys New York City very much. "It is not as big of a change for me because I had interned in New York before I came to Saint Michael's," he says. Vitaliy is working as an assistant contract administrator in the Development Accounting Department at Related Companies. "I work on the 18th floor of the Time Warner Center with a view of Central Park!" he says.

Sheelah Feinberg M'02, Director of Advocacy at the Association for Neighborhood & Housing Develop-

ment in New York City, works with elected officials and their constituents to increase and preserve affordable housing in New York City.

Adrian Orozco M'02 works at Commercebank in Miami, Florida, in their planning and budgeting department. Commercebank is owned by Banco Mercantil, a large Venezuelan banking institution.

Dawna Attig M'05 is fulfilling her lifelong dream of pursuing a doctoral degree. She has begun the doctoral program in the International Business Program at Southern New

Hampshire University in Manchester, New Hampshire. "Successfully completing the MSA program at Saint Mike's gave me the strength and courage to further my education and pursue my lifelong dream of achieving a doctorate," she says.

Alumni: Please let us know what you are doing and send us pictures! E-mail Sarah Cloutier with updates at scloutier@smcvt.edu.

SPRING 2007 CLASS OFFERINGS

(Q) GSA 495 (3cr.) Marketing Management	(E) GSA 586 (3cr.) Multimedia Technology and Digital Imaging
(C) GSA 511 (2cr.) Managerial Presentations	(C) GSA 596 (3cr.) Leadership Seminar II
(C) GSA 513 (3cr.) Financial Management	(C/E) GSA 598 (3cr.) Thesis Seminar
(C) GSA 515 (2cr.) Effective Written Communication	(E) GSA 640 (1cr.) The Nonprofit Board
(E) GSA 525 (3cr.) The Future of Management	(E) GSA 686 (1-3cr.) Independent Study By Arrangement.
(E) GSA 532 (3cr.) Computers for Managers	<i>Questions? please contact Diana Hoppe at dhoppe@smcvt.edu</i>
(E) GSA 535 (3cr.) Production and Operations Management	
(E) GSA 551 (3cr.) Human Resource Management	

SPRING 2007 THESIS SCHEDULE

Intro and Hypothesis:	
1st draft:	12/1/06
2nd draft:	12/15/06
1st Class Meeting:	01/18/07
1st Full Draft of Thesis:	02/5/07
One-on-One Feedback:	
The week of:	02/12/07
2nd Full Draft:	03/1/07
One-on-One Feedback:	
The week of:	03/12/07
3rd Full Draft:	04/3/07
Presentation Seminar:	04/5/07
Final Recommendations:	04/10/07
4th draft (if necessary):	04/20/07
Submit Copies to Evaluator:	04/26/07
Defense:	05/3/07
Submit Final Copies:	05/11/07

View an MSA class in action!

www.smcvt.edu/msa

Questions? Please contact Joanne Scott at jscott@smcvt.edu

STUDENT PROFILE: *Donata Sikon-Amato*



Donata Sikon-Amato, a current MSA student, shares her MSA

program experiences. Below are her reflections.

Q: What brought you to the MSA program at Saint Michael's College?

A: I was looking for business programs at universities in Vermont where I was doing my internship. I knew about the MBA program at UVM so I started a pre-MBA sequence there. At that time I still was not sure if I really wanted to start the MBA program because of my people-skills focus. I found out about the MSA program and I decided it would be a better fit for me.

Q: What do you like best about the program?

A: I like that the MSA program gives the opportunity for students to choose either a business focus or public administration focus or a mix of both. I had a chance to take all core classes oriented on business and choose my electives, some in business and some in non-profit management.

Q: What is one of the classes you liked most and why?

A: Because I am interested in marketing, my best classes were Marketing Management and International Marketing. I was able to research issues related to modern companies and their business models. I like to learn how to find practical solutions to real problems. I loved the dynamics and interactions in those classes as well.

Q: How do you integrate your career with the education you are obtaining here at Saint Michael's?

A: I have recently noticed that I improved many of my skills at my workplace. I am more efficient and creative because of the program. I am a much better communicator and I deal with my customers and coworkers more effectively.

Q: How has the MSA program benefited or improved your career?

A: Yes. I noticed when I added the MSA program to my resume, I became a more attractive candidate for a job. During the program I changed my job and the MSA program was a helpful factor in this process. I am eager to graduate in

May and be much more confident about my skills in the job market.

Q: How do you feel about the following:

- The competitiveness of the MSA program, compared to other master's programs.

A: I think the MSA is unique and this is a big factor which makes it competitive. It also offers a variety of electives which suit the different needs of students.

- Class size

A: I think class sizes are just right with maximum of 16 people.

- The faculty

A: The faculty are very knowledgeable and have hands-on experience.

- The students

A: Students are from diverse professional backgrounds, and that's what makes this program attractive and so effective. Students in the program are very outgoing and that helps us to interact together and learn from each other's experiences.

ANNOUNCEMENTS

It's Open House time!

Saint Michael's Graduate Programs will host an Open House for prospective students on Monday, November 13, 2006 from 4:30-6:00 p.m. in the Hoehl Welcome Center.

During this event, prospective MSA students may register for classes, obtain application materials, or speak with MSA program representatives.

Sigma Beta Delta

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 their class and have completed approximately three-quarters of the program.

If you would like additional information, please contact Diana Hoppe, administrative assistant, at dhoppe@smcvt.edu

MEET THE MSA FACULTY: *Brian Lewis*



Brian Lewis is teaching Leadership I this semester.

Brian received his bachelor's degree in history and political science from

Rutgers University. He completed half a master's degree in Latin American Studies at Georgetown University, but "the birth of our first child brought an end to that pursuit," he says.

The beginning of his teaching career provided the foundation for his future work, he says. "I started teaching elementary school and was fortunate to become involved with a very creative supervisor who was instrumental in opening a progressive team-taught, non-graded elementary school. This was my first real experience in working with a mentor who taught me a lot about risk taking, motivation, and was most instrumental in helping to develop my self-confidence."

After five years, and with the benefit of an experienced teacher fellowship, Brian returned to graduate school, earning a Masters in Economics from Purdue University's Krannert

Graduate School of Management.

Following Purdue, Brian spent the next 11 years at a newly-opened New Jersey community college. Ten of those years were spent chairing the social sciences department. This was the time when he started developing his leadership and management skills.

"The department was staffed by as many 17 full-time faculty, and at times as many as 35 adjuncts. I consider this my real leadership experience," he says.

While there, Brian attended Princeton University on a fellowship program for experienced teachers. He completed all but one course for a doctorate in the field of economics of education at Rutgers University.

Burnout, and a desire to try something new, brought Brian to Vermont where he bought a small business which he held for four years and then sold.

Brian's next adventure was commercial real estate, where he specialized in business brokerage. "During the six years I was in the profession I brokered the sale of businesses which had a cumulative market value of over \$23 million. In the late 1980s, I, along

with a partner, purchased a 25,000 square foot commercial development, along with 90 acres of land. Since then we have expanded it to almost 35,000 square feet. I have developed within that complex a 13,000 square foot antiques center which I currently manage as well as oversee the remaining 27,000 square feet of commercial space. My partner is involved in the development of a residential component of this project," he says.

It was in 1990 when Brian returned to higher education to teach graduate courses in administration and management at Saint Michael's College. He also coordinated their only off-campus program in Rutland, Vermont.

"For the last seven years I have been team-teaching Saint Michael's capstone course, the Leadership Seminar, for our MSA students. This course covers two consecutive semesters for a total of six credits. Over the years this course has been the subject of considerable interest from other higher ed institutions, and we have recently completed a consulting assignment with a college from Japan."

STUDENT RESOURCE CENTER EVENTS

**Check out the Student Resource Center
calendar for detailed information
www.smcvt.edu/studentlife/src/**

RESUME WORKSHOP: Tuesday, November 1, 2006 4:30-5:30 p.m. in the Alliot Vermont Room.

INTERVIEWING SKILLS WORKSHOP: Tuesday, November 8, 2006 4:00-5:00 p.m. in the Alliot Vermont Room

PRACTICE INTERVIEWS: Meet with local professionals for interviewing practice and feedback. Advanced sign-up required (by Friday, November 11, 2006). Tuesday, November 15, 2006 4:00-8:00 p.m. in the Student Resource Center

The Student Resource Center is open from 8:00 a.m. to 12:00 p.m. and from 1:00 p.m. to 4:30 p.m. each weekday. The career library is open from 4:30 p.m. to 7:30 p.m. Monday through Friday.

NEW MATERIAL AT THE LIBRARY

New Books

Are You Ready to Succeed?: Unconventional strategies for achieving personal mastery in business and life by Srikumar S. Rao (2006).

Body Brokers: Inside America's underground trade in human remains by Annie Cheney (2006).

Conspiracy of Fools: A true story by Kurt Eichenwald (2005).

A Corporate Solution to Global Poverty: How multinationals can help the poor and invigorate their own legitimacy by George Lodge & Craig Wilson (2006).

Globalization and Economic and Financial Instability edited by H. Peter Gray and John R. Dilyard (2006).

Hershey: Milton S. Hershey's extraordinary life of wealth, empire, and utopian dreams by Michael D'Antonio (2006).

Monster Careers: How to land the job of your life by Jeff Taylor with Doug Hardy (2006).

Start Late, Finish Rich: a no-fail plan for achieving financial freedom at any age by D. Bach (2005).

The Wealth of Networks: How Social Production Transforms Markets and Freedoms by Yochai Benkler (2006).

Who Controls the Internet?: Illusions of a borderless world by Jack Goldsmith and Tim Wu (2006).

New DVDs

Enron: The smartest guys in the room. DVD 2598

Shell Shock: The failure of corporate ethics. DVD 2528

What in the world? (Developing nations and globalization) DVD 2819

Students: librarians are available to assist with research during the following hours:

Monday – Thursday:

9:00 a.m. to 10:00 p.m.

(excluding 5:00-6:00 p.m.)

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

Saturdays: 12:00 p.m to 4:00 p.m.

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

Suggestions or ideas for the next newsletter?

Please contact Sarah Cloutier at scloutier@smcvt.edu



**Graduate Programs in
Administration and Management**

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