

NACRA

North American Case Research Association

NEWSLETTER



Spring 2007

Northern Michigan University

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NACRA Newsletter

Editors:
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College of Business
Northern Michigan University
Marquette, MI 49855

Linda O. Cleary,
Production Editor

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

MESSAGE FROM THE PRESIDENT "WELCOMING BEAR HUGS OR OLD BEARS CLUB?"

After our annual meeting each year, the Executive Committee reviews the evaluations from participants. Since I've been on the E.C., I've been puzzled by a paradox of inclusiveness/exclusiveness in the feedback. Now that I am serving as your President, I'm reflecting on what, if anything, we should do about it. The paradox is that we typically receive comments like "friendliest conference I've ever attended" along with comments like "I felt like an outsider- NACRA is dominated by an in-group." Why do people attending the same conference have such different perceptions of their experience?

There is no question that there are a lot of long-time NACRA members who attend the conference. Of those who responded to the feedback survey, 42% had attended five or more meetings. Of the 22 living past presidents of the organization, I believe 12 were in attendance at San Diego. The "old bears" are a dedicated and affectionate group- lots of hugs, lots of sage advice. They are also the foundation and the institutional memory. While I value the commitment

and advice of long-time members, their contributions may not be as appreciated by those new to the organization. Trust me, if you haven't served in a leadership role of a volunteer organization, you can't fully appreciate what has to happen behind the scenes. What else contributes to the sense of an in-group? While we may perceive the Morris Immersion as a new tradition (it's only a few meetings old) that celebrates the sense of fun in the group, others may see it as a puzzling inside joke. Does everyone feel welcome to play as well as work at our meetings?

At the other end of the spectrum, 22% of survey respondents were attending their first NACRA meeting. The Newcomer's Session has been well attended since it began a few years back. Newcomers are welcome to attend roundtable sessions, the centerpiece of the NACRA conference, where we pride ourselves on the productive and developmental sessions. A consistent stream of newcomers who have a positive experience and return until they become committed members is essential for the organization's mission and



Deborah Ettington

future. So what brings newcomers back and makes them feel included rather than excluded?

I reflect back on my own NACRA experience. At the suggestion of Bob Crowner, my department colleague and a NACRA past president, I presented the first case I wrote at a NACRA conference in 1995. I received excellent feedback for revising the case, and it was published in the *Case Research Journal* with support from reviewers and the editor, George Puia. So the main reason I kept returning to NACRA conferences was because they work for me in terms of productive feedback. But another important reason was that over time I looked forward to reuniting with NACRA colleagues who became friends. In 1998, three years after my first conference,

continued on Page 2

**THE NACRA 2007 ANNUAL MEETING WILL BE HELD IN KEYSTONE, COLORADO
CALL FOR PAPERS AT WWW.NACRA.NET AND ON PAGE 4**

Message from the President, continued from Page 1

I served as track chair, and have continued to serve in a variety of roles ever since.

In our early NACRA days, Becky Morris (your past president) and I used to talk about the “old boys” club - was it a problem? Was it changing? There are definitely more women than when we started (thanks largely to Marilyn Taylor), but the perception of an “in-group” persists. What I have learned though is this simple fact- **It's an easy group to join if you're willing to help!** So I think the answer to the paradox is for us “old-timers” to continue to reach out to newcomers, and for relatively new NACRA members who find they enjoy case writing to step forward! Encourage your colleagues to attend as Bob Crowner did for me. Encourage fellow participants to return. Consider becoming involved- there is always a need for both small and large tasks to be done. If you'd like to help with next year's conference, contact Jim Fisher (fisherje@slu.edu). If you'd like to help with the journal, contact Lew Brown (LewGBrown@UNCG.EDU). If you'd like to help but aren't sure where, let me know and we'll talk! (dxe12@psu.edu). And as always, your thoughts, reactions, and suggestions are most welcome. See you in Denver!

Debbie Ettington
NACRA President
Penn State University

Spring 2007, Page 2

NEWS FROM THE CASE RESEARCH JOURNAL EDITOR

With volume 26, issue 1, we will begin our 26th publication year. This is a significant accomplishment for any journal. We owe our success to the authors, reviewers, NACRA officers, and editors who have devoted so much time and energy to getting the *CRJ* to where it is today.

26:1 will feature the Michael Porter article, which is an excerpt from his Cape Cod presentation on the importance of case research. We are going to publish this article in English, French, and Spanish, emphasizing the point that we are the North American Case Research Association. We hope that our Spanish-speaking and French-speaking colleagues will be able to use the articles in their universities to continue to build support for case research. We are also going to print 500-600 additional copies of 26:1 and distribute them to AACSB deans and others as a part of our ongoing efforts to promote case research.

Further, we are going to develop a process whereby our authors will be able to publish their *CRJ* cases in Spanish and/or French and make them available in those languages through XanEdu. Once we develop this process, we would also like to make it available to authors of previously published *CRJ* cases. You will be hearing more about this.

We continue to be behind in our publication schedule. Some of this is due to continued delays in getting the publication process with XanEdu up to speed. We are working on this and believe that we have a commitment from XanEdu that will allow us to be timelier and to begin catching up. We have 7 cases accepted for 26:2 and 2 for 26:3 and may consider publishing a combined 26:2-3.

We have 166 cases at some stage of the review process as of 1/22/07. This means we continue to need excellent support from our reviewers. If you are interested in being a reviewer, you can sign up by going to www.nacra.net/crj, logging in as a member, and selecting “update user information.” At the bottom of that page you can check the box that indicates you want to become a reviewer.

As a part of my annual report to the NACRA Board at our meeting in October, I presented the following summary numbers for the *CRJ* from the past year:

Cases at some stage of the review process on 10/16/06: 159
Cases submitted between 10/1/06 and 9/30/06: 99
Revisions submitted during the last year: 139
Cases returned as “not ready for review” and not resubmitted: 17
Cases rejected: 12
Cases published or to be published in Volume 25, Issues 2-4: 18
Cases accepted and awaiting publication in Volume 26: 8.

Cases accepted (18+8=26) divided by cases available (159+17+12=188) = 13.8%

Average time between receipt and assignment to reviewers: **3.8 days**
Average time it takes reviewers to accept and complete a review: **26.1 days**. Goal is <30.
Average time from assignment of first review to completion of three reviews and the editor's review: **43.4 days**.
Overall average from receipt to completed review: **47.2 days**. Goal is <60 days.

Lew G. Brown, *CRJ* Editor
UNC Greensboro

VP OF COMMUNICATIONS POSITION ADDED

Last year the Executive Committee agreed that NACRA may benefit from adding a new position to the EC to oversee communications from a strategic perspective. We are delighted that Mary Kay Sullivan has agreed to serve in this capacity as we further define the role and

evaluate its impact. At the end of the year we will decide whether to ask for a vote of approval to make this an elected officer position. Mary Kay's first priorities will be to work with the newsletter editor and webmaster to coordinate our communication content and ensure that it

reflects our mission and strategic priorities. She will also work on image-enhancing communications with business school deans, and conference publicity in conjunction with the program chair. Thank you Mary Kay for sharing your creative energy and ideas!

"NORTH AMERICAN" IN NACRA CONTINUES TO GROW

With the recent addition of 56 new NACRA members from Mexico's Instituto Tecnológico de Monterrey system (Monterrey Tec), NACRA continues to expand its North American outreach. The relationship's roots began almost a decade ago, according to Lew Brown, who taught an MBA course at the TEC campus in Guadalajara in the mid-1990s. There he met Jaime Navarro, who was interested in cases because the TEC had adopted case studies as one of the four primary pedagogical tools to be used system-wide. The TEC is a private university system that has over 90,000

students on more than 30 campuses in Mexico. This led to workshops in case teaching and eventually to the formation of a regional association, the Latin-American Case Association or ALAC.

NACRA created an institutional membership for the TEC. Beginning in 2002, ALAC had a representative on the NACRA board, first Jaime Navarro, then recently Jorge Gonzalez. Both representatives worked to strengthen the NACRA connection with the TEC.

"This is an exciting opportunity for NACRA as it becomes even more truly North American," Lew noted.

"These new members and the Monterrey Tec connection represent a tremendous opportunity for our organization and for Monterrey Tec."

Lew, who is editor of the *Case Research Journal*, told of plans to make *CRJ* cases available in Spanish. "Starting with Volume 26:1, we'll have the opportunity to offer some of our cases in Spanish through XanEdu. We hope this will expand the use of *CRJ* cases in Mexico and Central and South America and increase our membership."

Mary Kay Sullivan
Maryville College

AUTHOR OF TOP SELLING CASES EARNS \$1,900

Royalty payments to NACRA by book publishers and case distributors were substantial in 2006. Of the two, case distributors contributed the largest total amount. The forty members who shared in the royalties received a total of \$21,059. The largest check exceeded \$1,900.

It is important to maintain your membership in NACRA for two reasons: to support the organization and the case research profession and to share in royalties for your published cases. In order to be eligible for royalties, you must be a member in the year in which the royalty check was received and the aggregate member's share must exceed \$50.

Membership runs by the calendar year. Those who attend the annual conference automatically receive membership for the year following the conference. Those who did not attend the conference should send in their renewal form, available on nacra.net, together with a \$50 check to either of the following officers.

Sally Baack, VP Membership
6320 Roanoke Road
Oakland, CA 94618

Robert Crouner, Treasurer
3719 Meadow Lane
Saline, MI 48176

CASENOTES

The past year has been one of many accomplishments. *The CASE Journal (TCJ)*, a peer reviewed semiannual online journal, has now completed Volume 3, Issue 1. *TCJ* publishes cases with teaching notes, conceptual papers and papers reporting original research, as well as works dealing with the implications of others' research relating to case teaching, writing and instruction. *TCJ* publications are now distributed through Primis and the European Case Clearinghouse (ecch). Our new editor, Peggy Naumes, is now accepting submissions for Volume 3, Issue 2 and would encourage you to submit your work and to consider being a reviewer for *TCJ*. Contact Peggy at: margaret.naumes@unh.edu.

The very successful 30th anniversary conference held in May 2006 had a record number of cases, papers and workshops presented. The

upcoming conference, to be held in conjunction with EAM on May 16-19, at New Brunswick, NJ has surpassed last year's numbers with a total of 49 submissions. The CASE membership now stands at 102 active members, 6 Fellows and 23 new members/renewals from NACRA.

On a sad note, we all have lost a friend, mentor, past president and fellow of CASE. Barry Armandi passed away unexpectedly on November 7 of a heart attack. As many of you know, he was the kind of person that would spend time with you and in doing so learn how he could help. His generous manner and guidance assisted many with career enhancing counsel. He always had a smile on his face and his warm interactions with so many of us resulted in helping to build our association into a caring and mentoring organization. Barry was truly a gentleman and a scholar.

We encourage you to submit your work to the *TCJ* and look forward to seeing you in New Brunswick, May 16-19. Visit the newly redesign web site at www.caseweb.org to read *TCJ*, learn how to build your case writing skills and other information about CASE.

Tom Leach
University of New England

NACRA was founded in 1958 and is a not-for-profit organization dedicated to the advancement of the case method of research and teaching. To review all its many benefits log on to www.nacra.net. Join today; you won't be disappointed!

NACRA 2007 CALL FOR CASES/PAPERES/SYMPOSIA

October 18-20, 2007, Keystone Resort, Keystone, Colorado

Submission Deadline: Monday, June 11, 2007

Conference Roundtables. NACRA's annual conference features roundtable discussions where all participants receive knowledgeable suggestions about their cases in a constructive atmosphere. The goal of these workshops is to help authors develop their cases for publication in refereed journals, such as NACRA's *Case Research Journal*, and in textbooks.

Cases may deal with any topic in any academic discipline where dynamic classroom discussion is useful. Cases must be original work based on real events, real people, and real organizations, and must not have been previously published or accepted for publication elsewhere, either in journals or books.

Paper and Symposia Tracks. Proposals for paper presentations or symposia are welcome. Past conferences have included tracks for "Teaching with Cases" and "Case Research for Theory Building and Testing." See web site for suggested areas.

Newcomers' Workshop. At the start of the conference a workshop is offered for faculty and graduate students new to the case writing process. Pre-registration is requested. See web site for details.

About Keystone: Keystone Resort spans seven miles along the Snake River and is the closest destination resort to DIA (Denver International Airport). Transportation from Denver/DIA to Keystone will be available to NACRA conference participants at a discounted rate. Many restaurants, shops, accommodations, and activities are within walking distance of the Conference Center. Navigating the full expanse of the resort is simple with the complimentary intra-resort shuttle system. Once you check-in there is no need for a car.

Please address questions and inquiries to: NACRA Vice President for Programs-2007, James Fisher, Saint Louis University, 3674 Lindell Boulevard, St. Louis, Missouri 63108-3397, phone 314.977.3854 or email fisherje@slu.edu.

<u>Track</u>	<u>Track Chair</u>	<u>University</u>	<u>Phone Number</u>	<u>Email</u>
Accounting	Thomas Vogel	Western New England College	413.782-1501	tvogel@wnec.edu
Business & Society/Ethics	Brian Burton	Western Washington U.	360.650.3389	Brian.Burton@wwu.edu
Education	Audrey E. Wright	Worcester State College	508.892.8783	Audrey.Wright@worcester.edu
Finance/ Economics	Jonathan Welch	Northeastern U.	617.373.4572	j.welch@neu.edu
Information Technology Management	Kevin Parker	Idaho State University	208.282.4783	parkerkr@isu.edu
International Business	Carol Cumber	South Dakota State U	605.688.4849	Carol.Cumber@sdstate.edu
Marketing	Susan D. Peter	Calif Polytechnic U., Pomona	909.869.2435	sdpeters@csupomona.edu
NFP/Health Care/Social Work	Jim Fisher (with subject area assoc.)	Saint Louis University	314.977.3854	fisherje@slu.edu
Operations/Supply Chain Management	Tim Keane	Saint Louis University	314.977.3608	tkeane@slu.edu
OB/OT/Human Resources	James Spee	University of Redlands	909.748.8786	james_spee@redlands.edu
Small Business/ Entrepreneurship	Donald Lester	Middle Tennessee State U	615.898.5125	dlester@mtsu.edu
Teaching with Cases Papers	Michael F. Welsh	Uof South Carolina	803.777.9118	mwelsh@gwm.sc.edu
Case Research for Theory Papers	William Naumes	Uof New Hampshire	603.868.7080	bill.naumes@unh.edu
"Embryo" Case Track	Marlene Reed	Baylor University	254.710.4868	marlene_reed@baylor.edu

Additional information and updates forthcoming on NACRA website (www.nacra.net)

NACRA'S CANADIAN PARTNER

Greetings from your Canadian colleagues. The Case Division of the Administrative Sciences Association of Canada (ASAC) is NACRA's partner. ASAC is an association of Canadian management schools which holds an annual research conference in June. It represents virtually all management disciplines, and welcomes conference participation by non-Canadians.

June 2-5, 2007, ASAC will hold its next conference in Ottawa, Ontario. Ottawa, the capital of Canada, is a great city to experience in June. It has many tourist attractions, such as the Parliament Buildings, the National Art Gallery, and the Museum of Civilization. We hope you will consider joining us and bringing your NACRA case writing expertise. Last year representatives from several schools outside Canada attended, and we think that this year the conference in our nation's capital will be outstanding.

The Case Division holds its sessions the first day of the conference. ASAC case discussions are similar to those at NACRA. The submission deadline is January 31, 2007. Conference information is available on the ASAC web site, www.asac.ca. For specific case submission information, check from the Laurier link on NACRA's web site, or directly at <http://www.wlu.ca/sbe/cases/ASAC>.

Last June in Banff, Alberta, we discussed over forty cases in seven tracks. We were pleased that Lew Brown, Editor of the *Case Research Journal*, represented NACRA at our conference. This year, Lew has agreed to provide a seminar on case writing jointly sponsored by the Case and Management Education Divisions of ASAC. This seminar will be held on one of the days following the Saturday Case Division sessions, during the management research sessions. We are hoping for a Sunday seminar, and looking forward to Lew providing his substantial expertise to our case writers.

This year the officers of the ASAC Case Division are Herb MacKenzie, Division Chair (Brock University, St. Catharines), Shripad Pendse, Program Chair (St. Mary's University, Halifax), and Rosemary McGowan (Laurier University, Brantford campus). I am also a member as NACRA's representative.

*Charles Mossman
University of Manitoba*

WHAT'S SAID ABOUT NACRA

"The biggest thrill I have had as a NACRA member was to see Andy get the student author award last year. To me, helping students become effective case writers and, in some instances, case teachers is what NACRA is all about."

*Prof. Armand Gilinsky, Jr.
Sanoma State University*

"The critique I've gotten on my cases at the annual meeting was invaluable and has really helped me and my colleagues become better case writers."

*Prof. James Fisher
St. Louis University*

UNDERGRADUATES USE CASE WRITING TO LEARN THEORY

One of NACRA's strategic objectives is to encourage field case research for purposes of theory building. We have heard of yet another use of case research: asking students to write cases so as to better understand theory.

Rebecca Treadway, assistant professor of accounting at Maryville College in Maryville, TN, is involved in a program of student research that results in a case study based on field research and an instructor's manual that follows NACRA guidelines. "All seniors at the College are required to do a significant two-semester research project," Rebecca explained. "Those majoring in business disciplines can elect a case research option. This involves spending one semester doing research and writing a draft of the case. The second semester the student writes an instructor's manual for the case, developing discussion questions and writing detailed answers to these. As with NACRA submissions, there must be explicit reference to theory or theories that help explain certain issues in the case. Students are also asked to include additional reading from the literature in support of the theory-learning objectives."

Why case research instead of a traditional senior thesis? "One rationale for allowing case research as a substitute for a traditional hypothesis-based senior thesis stemmed from this quote from James Brian Quinn:

Too often, managers heed advice based on only one type of scientific research — the reproducible testing of pre-established hypotheses. Management strategists, like scientists, ignore other approaches at their peril. In large-scale systems (meteorological, ecological, geological or corporate-strategy systems), most of what we know comes from systematic observation.

*"Strategy, Science and Management"
Sloan Management Review,
Summer 2002*

"So, our case study program acknowledges that the process of discovery in organizational studies involves not just hypothesis testing, but, equally important, the observation, description and analysis involved in case research."

Student involvement in the case research project has doubled in the three years that this has been an option for students, Rebecca said. A student involved in the program, Brian Atchley, had words of praise for the benefits of case research and writing. "This has been a tremendous learning experience for me. I am hoping that the comprehensiveness of this project and the product—my case and a theory-based instructor's manual—will be a strength for me as I apply to graduate programs."

*Mary Kay Sullivan
Maryville College*

North American Case Research Association Appointed and Elected Officers (2006-07)

<u>Office</u>	<u>Person</u>	<u>Telephone #</u>	<u>E-mail address</u>	<u>Listserve</u>
Elected Officers (board members):				
President	Deborh R. Ettington	814-863-4483	dettington@psu.edu	EC
Immediate Past President	Rebecca J. Morris	402-554-3542	rmorris@mail.unomaha.edu	EC
President-Elect	Michael F. Welsh	803-777-9118	mwelsh@gwm.sc.edu	EC
VP Programs	James Fisher	314-977-3854	fisherje@slu.edu	EC
VP, Programs-Elect	Marlene Reed	254-710-4868	Marlene_Reed@baylor.edu	EC
VP, Case Marketing	Aundrea (Kay) Guess	512-448-8562	aundreag@stedwards.edu	EC
VP, Membership	Sally Baack	415-817-4312	sbaack@sfsu.edu	EC
VP, Communications	Mary Kay Sullivan	865-981-8234	marykay.sullivan@maryvillecollege.edu	EC
Appointed Officers (board members)				
Secretary / Treasurer	Bob Crowner	734-429-5032	rpcnacra@worldnet.att.net	EC
Editor, CRJ	Lew G. Brown	336-334-4539	lgbrown@uncg.edu	EC
Proceedings, Co-chairs	Tom Hinthorne	406-657-2099	thinthorne@msubillings.edu	BD
	Patricia Holman	406-657-2035	pholman@msubillings.edu	BD
Editor, Newsletter	James W. Camerius	906-227-1245	jcameriu@nmu.edu	BD
Regional Directors				
Canada	Charles Mossman	204-474-9985	Mossman@ms.umanitoba.ca	BD
Eastern (CASE)	Tom Leach	207-602-2565	tleach@une.edu	BD
Mexico	Jorge Gonzales	52-33-3669-3000 x3908	jgonza@itesm.mx	BD
Midwest (SCR)	Joe Thomas	615-898-5652	jgthomas@mtsu.edu	BD
Southeast (SECRA)	Robin Guill Liles	336-334-7916 x3232	rgliles@ncat.edu	BD
Southwest (SWCRA)	Marlene Reed	254-710-4868	Marlene_Reed@baylor.edu	BD
West (WCA)	Jeffrey Shay	406-243-5880	jeff.shay@business.umt.edu	BD
Director at Large	James W. Camerius	906-227-1245	jcameriu@nmu.edu	BD
Director at Large	Margaret Naumes	603-868-7080	margaret.naumes@unh.edu	BD
Webmaster (07)	Christian Ratterman		webmaster@nacra.net	

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. **Please make sure that cases are not simultaneously under review for another conference or journal.**

WACRA 2007

24th International Conference
on Case Method Research
and Application
July 1-4, 2007
Tecnologico de Monterrey-
Campus Guadalajara
Guadalajara, MEXICO

Complete information on how
to submit can be found at
www.wacra.org.

Conference Office in North
Carolina
Denise M. Smith
WACRA Conference Office
4340 River Birch Loop 2A
Greensboro, NC 27409-8014
Tel. +336-218-0090
Fax: +336-292-3635
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THE SOCIETY FOR CASE RESEARCH

2007 Spring Meeting
MBAA in Chicago
Drake Hotel
March 28-30, 2007

* * * * *

29th Annual Case Summer
Case Writers Workshop
University of Wisconsin-
River Falls
July 12-14, 2007

Contact Joy Benson
at joy.benson@uwrf.edu
phone: 715-425-3335
<http://www.sfcr.org>

WESTERN CASEWRITERS

The Western Casewriters
Association Annual meeting
will be held on Thursday,
March 22 in Missoula,
Montana, in conjunction with
the Western Academy of
Management. Rolling
submissions will be consid-
ered. Additional information
can be obtained from
jmindel@sfsu.edu, or by
looking at the website at [http://
www.business.umt.edu/
Faculty/shay/wca/default.htm](http://www.business.umt.edu/Faculty/shay/wca/default.htm)

MORE COMMENTS ON NACRA

"The great thing about the annual meeting is that it epitomizes what academic collegiality is supposed to be. The people really take an interest in the improvement of each other's work. It isn't an effort to put people down or show off. There is an atmosphere of sincere caring, and that is unusual in this day and age.

*Prof. David Rosenthal
Miami University*

CONTENTS OVERVIEW OF CRJ VOLUME 25.4

We are pleased to let you know that the following cases for Volume 25:4 of the *Case Research Journal* are available online at <http://www.xanedu.com/>. In addition CRJ Volume 25:3 are also available from XanEdu and instructors can view the manuals online, just as you can the cases.

EDUCATION -- *Inequity & Peer Evaluation in an MBA Program* -- (Management Education, Peer Evaluation, Student Evaluation, Integrated Curriculum, Pedagogy)

Tupper Cawsey and Ruth Cruikshank, Wilfrid Laurier University [School of Business & Economics, Waterloo, ON, Canada N2L 3C5]

ENTREPRENEURSHIP -- *KR Audio Electronics* -- (Entrepreneurship, New Venture Development, Succession Planning, International Business)

Joan Winn, University of Denver, Daniels College of Business, Denver, CO 80208 USA [e-mail: jwinn@du.edu]

-- *Yakima Filters: From Waste Tires to Clean Water* -- (Entrepreneurship, New Venture Finance, Environmental Issues)

Anne T. Lawrence,* Michael E. Solt, and Asbjorn Osland, San Jose State University [San Jose, CA 95192-0070, lawrence_a@cob.sjsu.edu]

ETHICS & SOCIAL RESPONSIBILITY -- *Mad Cows and Sane Minds: Decision-Making at Adonis Meat Company* -- (Business Ethics, Stakeholders, Cultural Forces, Strategic Management)

Yusuf M. Sidani* and Dima Jamali, American University of Beirut [Bliss St. – Ras Beirut, Beirut, Lebanon, ys01@aub.edu.lb]

MARKETING -- *Scholarships for Hopi Children: A Marketing Challenge* -- (Marketing Strategy, Nonprofit Organizations, Direct Mailing, Native American)

Casey L. Donoho and Lawrence C. Mohrweis,* Northern Arizona University [PO Box 15066, Flagstaff, AZ 86011-5066]

OPERATIONS MANAGEMENT & PRODUCTION -- *The Palouse Ice Rink Project* -- (Operations Management, Project Management, Nonprofit Management, Project Planning)

John J. Lawrence,* University of Idaho [Department of Management, Marketing & Operations, PO Box 443161, Moscow, ID 83844-3161, jjl@uidaho.edu]

*Lew G. Brown, Editor
Case Research Journal*

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.