



Spring 2009

NACRA Newsletter

Editor: Carol J. Cumber
 Dept. of Economics
 Scobey 504
 South Dakota State University
 Brookings, SD 57007
 (605) 688-4849
 carol.cumber@sdsu.edu

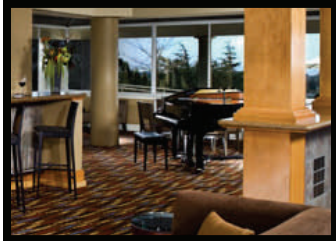
N A C R A



NACRA Conference 2009 - Sustainable in Santa Cruz!

-Armand Gillinsky

The prime objective of the 2009 NACRA conference in Santa Cruz, California is to showcase our research discipline to the eager and critical eyes of the world's experts in order to encourage a healthy exchange of ideas across the different fields of research in case writing and case teaching. **Deadline for case submissions is June 15th and deadline for embryo case submissions is September 15th.** For more information, go to our website at <http://www.nacra.org>.



The 2009 program, featuring a theme of sustainable business practices, will include activities so that novice and veteran attendees alike will benefit through the provision of feedback on their cases, embryonic or fully developed. While some sessions will be familiar to prior attendees, new sessions will recognize the growing importance of developing shorter or "critical incident" cases, using case studies for learning outcomes assessment, and teaching cases via distance or online learning. This location will allow us to experience the unique cultural elements of the sustainably and locally grown wine and food sectors. The conference ends on Halloween, a perfect time to take your family down to the Santa Cruz Fisherman's Wharf and world famous Boardwalk to enjoy rides and amusements for all ages, or for the more adventurous, a short drive to the Monterey Aquarium.

Hope to see all of you in Santa Cruz, California, October 29-31, 2009 at the Chaminade Spa and Resort. Check it out at <http://www.chaminade.com/>. When registering, tell them you are attending the NACRA conference as we have booked the entire resort!

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Track	Track Chair	Email
Accounting	Kay Guess	aundreag@stedwards.edu
Busn & Soc/Ethics	Emmanuel Raufflet	emmanuel.raufflet@hec.ca
Cases in Spanish	Jorge Gonzalez	jgonza@itesm.mx
Education	Margaret Bouchard	mbouchard@worcester.edu
Finance/Economics	T Cook & H Grove	tcook@du.edu ; hgrove@du.edu
Info Tech Mgmt	Janis Gogan	jgogan@bentley.edu
International Busn.	Josep Franch	josep.franch@esade.edu
Marketing	Tom Buckles	tom.buckles@biola.edu
Health Care	Jim Fisher	fisherje@slu.edu
Op/Supply Ch Mgmt	Joseph Kavanaugh	mgt_jkk@sdsu.edu
OB/OT/HRM	Charles Carson	cmcarson@samford.edu
Small Busn/ Entr.	Stephen McGuire	steve@mcguire.net
Social/Env Entr/NP	Vijaya Narapareddy	vnarapar@du.edu
Strategy	Randall Harris	raharris@csustan.edu
Case R/Theory Paper	Marie Rock	mrock@bentley.edu
Teaching with Cases	Michael Welsh	mwelsh@gwm.sc.edu
Newcomer's/Embryo	Jeff Shay	jeff.shay@business.umt.edu

Positioning Ourselves for the Future

- Jim Fisher

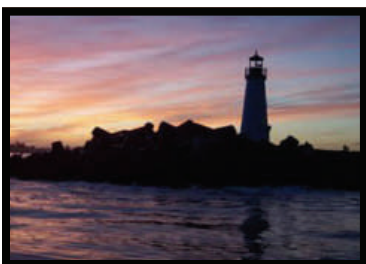
I think it was the Danish physicist, Niels Bohr, who once cautioned that “forecasting is difficult, especially of the future.” And I suppose that the uncertainty that continues to hang over the global economy—not to mention the startling meltdown that preceded it --should give one pause before he or she offers an opinion about what the future has in store. Still, I can’t help but think that now is a great time to be connected with the case-method tradition. I may be preaching to the choir, but let me make the case for cases.



Effective: Here again many schools are seeking to assess the effectiveness of their educational efforts. I think the smart money will place its bets on approaches like case-method, which—without apology—places greater responsibility for learning on the learner, but at the same time stimulates the imagination of students and challenges them to develop and defend a point-of-view that is itself rooted in analysis and reflection. Cases can

be the catalyst for learning that is both deep and permanent.

Simply put, cases offer a research and teaching tool uniquely suited to the current and likely future challenges we face in higher education. Cases can be:



Lighthouse near Santa Cruz

Flexible: Short or long; narrow in focus or broad in scope; print, online or multimedia. The case is a polymorphous paradigm that can be adapted to different audiences, different occasions and different methods of delivery. As information technology evolves and our students own learning styles reflect various preferences and predispositions, the case method can unquestionably flex to meet these new realities.

Engaging: I sense a burgeoning interest at many educational institutions in so-called active learning. Cases can both motivate and involve through the richness and unpredictability of story-telling. Like a hit song, some of the best cases have a strong “hook” by which the case narrative pulls in the reader and thereby offers the prospect of involving the student in the higher-order thinking like analysis and evaluation.

Of course, NACRA seeks to promote excellence in case research, writing, and teaching in business and other academic disciplines. Right now there are several opportunities to benefit from your NACRA membership and to be a part of this promising future.

First, our annual meeting for 2009 will be held in the fall, but be advised the deadline for submission of cases and papers is June 15 (case embryos may be submitted as late as September 14).

Second, NACRA will make at least two grants to support case research during the 2009-2010 academic year. Those grant applications should be submitted by June 1, 2009. More information, including submission guidelines, is available on NACRA’s website (www.nacra.net).

Third, our *Case Research Journal* will publish a special issue on corporate social responsibility and business ethics, to be guest-edited by Professor Anne T. Lawrence of San Jose State University. The deadline is December 1, 2009 and more information on this call for cases is provided in this newsletter and on the NACRA website.

Got LinkedIn?

- Armand Gilinsky



Have you wanted to get back in touch with former colleagues and friends? We have created a North American Case Research Association (NACRA) interest group for case writers on LinkedIn, a free Web 2.0 social networking site for professionals. To see the group page and learn how to join, go to this link: <http://www.linkedin.com/e/gis/1628017>. All you need to do is create a brief profile about yourself and request to join the group. Nearly 70 NACRA members have already joined this free social network. We will be using the LinkedIn group to promote collaboration in case research, ride sharing, and room sharing for the 2009 conference in Santa Cruz and for future conferences. We will also use it as a discussion forum for improving the services of our organization and providing help to case writers. Join us!

A Tribute to Jon Welch

-Paul Bolster

Jonathan Welch, active NACRA member, passed away March 2009.

Paul Bolster, a longtime colleague of Jon's was asked to reflect on Jon's life.

He shared the following:

Jon was a strong advocate of case research. He never missed an opportunity to explain why this type of work was critical to maintaining focus on managerial decision-making. He used his own cases as springboards to learning for students in his classes. He always employed an MBA student as a research assistant during the research phase of his case writing. These assistants were intricately involved in the projects and, as a result, learned how to

do research and made important contacts with senior management of the firms being examined. He was particularly proud of his case research work and his ability to help to grow the area through his own research as well as his editorial contributions and conference participation. NACRA was very important to Jon. He truly enjoyed the work of organizing the finance and economics track for the annual meetings, presenting his own research, and mentoring other case researchers.



SWCRA Debates Case Research and IRBs

- Joe Kavanaugh, Carol Cumber, Marlene Reed

The Southwest Case Research Association met in Oklahoma City February 25-26, 2009 for its annual meeting. As a follow-up to the NACRA meeting last fall, a special session was held exploring the emerging issues between Institutional Research Boards (IRBs) and the case writing community. Carol Cumber, Joe Kavanaugh, and Marlene Reed surveyed 105 past and current members of SWCRA, using the instrument developed by NACRA. A 13% response was received. The Southwest results roughly paralleled the earlier NACRA results.

The most important findings included the lack of awareness as to whether or not case research on organizations was covered, if IRB forms needed to be submitted for research when an organization is the unit of analysis, and whether organizational level analysis was exempt from full review by the respondent's campus IRB. Most understood that research where the unit of analysis was on humans did need to be submitted for IRB review. Regarding whether local IRBs could benefit from guidelines

about reviewing proposals for case research on organizations, 38% said "definitely" while an additional 46% did not know. Overwhelmingly, 70% indicated that they would like NACRA to develop some guidelines for IRBs regarding case research of organizations and the people in them.

Discussion followed and the comments were instructive regarding how NACRA might proceed. Participants felt it would be advantageous for NACRA to develop "guidelines" rather than a single "policy", and make them available to case writers for use when needed, but they should not be proactively promulgated to the IRB community. NACRA should make a strong statement that case research is exempt. The line may be drawn at the point where researchers need to survey organizational members as part of data gathering for the case.

SWCRA strongly supports NACRA in its leadership role on this issue of notable importance to the case writing community.



Santa Cruz Beach Boardwalk

-<http://www.beachboardwalk.com/>



Fifty Years of NACRA

-Bill Naumes

The 50th anniversary of NACRA was celebrated at the New England Center in Durham, NH in October, 2008. The fact that NACRA has survived for fifty years is a tribute to the solid foundation laid by our founders, including Curt Tate, Andy Towl, and several others. NACRA grew out of a desire by faculty to continue to support case writing outside the support system of Harvard.

NACRA was founded as a result of collaboration by the Ford Foundation, the AACSB and the Harvard Business School to encourage the development and distribution of case materials among a small group of schools. The Intercollegiate Case Clearing House was formed to implement this collaboration. A series of Case Writing Workshops at Harvard and other sites soon followed. The Southern Case Writers group was founded as a result of these efforts. The Southern eventually morphed into NACRA. The Eastern Case Organization, now the CASE Organization, followed in 1976 as a result of case workshops held in the Northeast. The Mid West Case Writers, now the Society for Case Research was formed in 1978. Both of these organizations agreed to associate status with NACRA. The Southwest Case Writers Association, Western Case Writers Association, Administrative Sciences Association of Canada, and the World Association for Case Method Research & Application also currently enjoy a connection with NACRA.

NACRA started the *Case Research Journal* in 1980. The *CRJ*

has been followed by several other case journals, but is, arguably, the pre-eminent journal in its field.

The annual meetings of NACRA have grown from a small number of dedicated case writers sharing their work, to 89 cases, plus research papers and sessions on case writing, teaching and the history of NACRA that were presented at the 2008 meeting.

Our organization has developed into a broad based organization dealing with all aspects of case research, as its name suggests. We are now offering many awards for case writing. We also offer grants for pedagogical and research case projects. We now welcome case writers involved in all areas of administrative decision making, not just business disciplines. Our immediate past president is from the field of education administration, the first president outside the business disciplines.

We have come a long way from an organization that was primarily located in the Southern region of the United States. We include groups from throughout the United States, plus Canada and Mexico. We have supported the development of case organizations throughout the US as well as the rest of the world. We look forward to continued growth in case research both domestically and globally. We continue to find ways to foster that growth, and look forward to seeing case researchers from across the globe join us in our future meetings.

Check Out NACRA's Updated Website



Check it out at: www.nacra.net

NACRA's website has updated some of its content as well as a few design elements.

We think you'll find our homepage a little more lively and informative. Navigate to <http://www.nacra.net> and see:

- A summary of the benefits of membership
- An invitation to join NACRA (or renew your membership)
- A link to the newsletter
- An announcement of our 2009 Annual Meeting
- A Call for Cases for CRJ's special issue on corporate responsibility and business ethics

We're also working to improve the content and functionality of our *Case Research Journal's* web presence as well as to add some new features.

If you have suggestions for or experience any problems with NACRA's website, please contact Jim Fisher at fisherje@slu.edu.

Case Research Journal/ Special Issue Call for Papers

-Tupper Cawsey and Anne Lawrence



The *Case Research Journal* will publish a *special issue on Corporate Social Responsibility and Business Ethics*, to be guest-edited by Anne T. Lawrence of San Jose State University. The deadline for submission to this special issue is December 1, 2009 for publication in 2010.

Appropriate topics include (but are not limited to):

- Socially responsible or irresponsible actions by business firms
- Ethical or unethical behavior by individuals or organizations
- Accounting fraud
- Business law and business ethics
- Codes of ethics and ethics policies
- Conflicts of interest
- Corporate citizenship
- Corporate governance
- Corporate social responsibility in a global or comparative context
- Corrupt practices
- Crisis management
- Customer rights
- Employee rights
- Ethical and social aspects of new technologies
- Ethical aspects of corporate environmental impacts
- Ethics in accounting and finance
- Ethics in information systems
- Ethical marketing; deceptive advertising; advertising to children
- Human rights impacts of corporate behavior
- Interactions between firms and nongovernmental organizations
- International issues and ethical concerns
- Political influence by business
- Shareholder rights
- Shareholder activism; socially responsible investment
- Social and environmental auditing
- Social and environmental responsibility in supply chains
- Social entrepreneurship
- Stakeholder dialogue and engagement

For further information regarding this issue or a potential submission, please contact:

Anne T. Lawrence, Guest Editor for the Special Issue, lawren_a@cob.sjsu.edu or Tupper Cawsey, Editor, *Case Research Journal* tcawsey@nacra.net

Further information about the journal is available at www.nacra.net by selecting the *Case Research Journal* link.

NACRA \$10,000 Case Research Grant Opportunity Submission Deadline is Quickly Approaching

NACRA will offer at least two grants to support case research during the 2009-2010 academic year.

Funding Categories:

- Using Cases to Build Theory Grant
- Teaching with Cases Research Grant
- Teaching Case Development Grant

The final product of the grant research is expected to be an article or case accepted for publication in the *Case Research Journal* or another appropriate journal.

All submissions must be received by June 1, 2009.

Submission Guidelines are available on the NACRA website at www.nacra.net.

If you would like feedback on the appropriateness of your proposal or have a question about the review process, please contact Jim Fisher, NACRA President, at fisherje@slu.edu.

Regional Association Updates

ALAC:

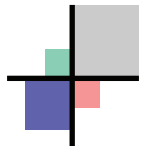
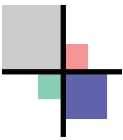
Jorge González González offers an invitation to participate in the 4th Annual Conference of ALAC (Case Latin American Association) 2009 in Chihuahua City, Mexico, where you may have the opportunity to interact as: 1. Participant of the presentations of experienced lecturers on the Case Method that share their experiences and train us in the use of a case in a classroom and in the academic writing of this education methodology. 2. Presenting a case or paper in the round discussion tables that will be distributed by topics. The delivery deadline is April 30, 2009.

Participants can also choose two formats: one presenting in Chihuahua City and the other one by elluminate, which is an application to interact electronically (audio, video and chat) using a computer with Internet from their place of origin. For more information go to <http://www.gda.itesm.mx/ALAC> or send an e-mail to: alac.gdl@servicios.itesm.mx.

SWCRA:

Joe Kavanaugh reports that the Southwest Case Research Association (SWCRA) met February 25-26, 2009 in Oklahoma City. Attended by 34 case writers, 19 cases were presented. Additional cases were reviewed in the embryo track. Awards were presented to Dan Jennings of Texas A & M University for Best Case; Joe Kavanaugh received the Educator of the Year Award.

Next year's conference will be held March 3-4, 2010 in Dallas, TX. The deadline for case submissions is October 5, 2009. Please go to our website (www.swcrahome.org) for the Call for Papers.



Don't Miss These NACRA Deadlines!

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| June 1, 2009: | For submission of 2009-2010 case research grant proposals. |
| June 15, 2009: | For cases and paper/symposia submissions to 2009 Annual Meeting in California. |
| September 14, 2009: | For submission of embryo cases (case idea proposals from newcomers) to 2009 Annual Meeting. |
| September 15, 2009: | Registration to 2009 annual meeting should be on or before this date to avoid late registration charge. |
| December 1, 2009: | For submission to <i>Case Research Journal</i> special issue on corporate social responsibility and business ethics. |



Update Your NACRA Member Information

You can update your NACRA member information on-line.

- Please visit <http://www.nacra.net>, the NACRA and CRJ website, and click on Member Services.

The NACRA Newsletter is published twice yearly by the North American Case Research Association. Please send announcements and article suggestions to NACRA Newsletter Editor Carol Cumber at carol.cumber@sdstate.edu.

