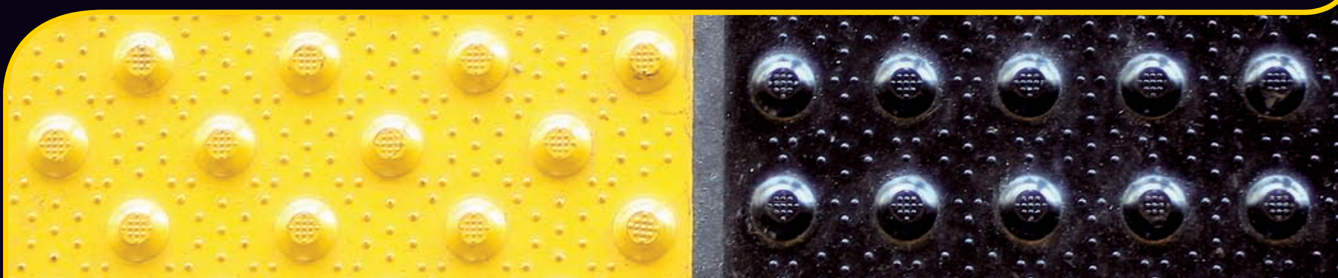
AUGUST 2012 : VOLUME 2 : NUMBER 2

WICHITA STATE UNIVERSITY

THE BARTON SCHOOL

Research Connection



A publication of Wichita State University's W. Frank Barton School of Business

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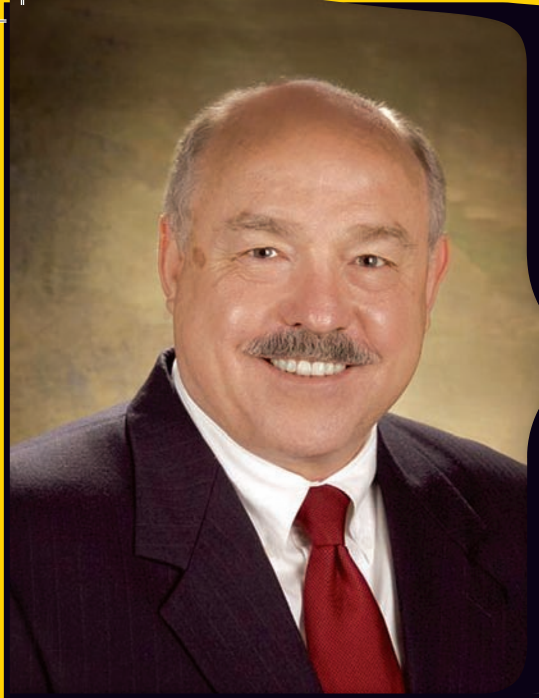

Dr. Douglas Hensler

Dean of W. Frank Barton School of Business at Wichita State University

Wichita State University
W. Frank Barton School of Business

THE BARTON SCHOOL RESEARCH CONNECTION spotlights research conducted by the faculty of the W. Frank Barton School of Business at Wichita State University.

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This publication is directed to business leaders and others who are interested in using academic research in organizational decision making.

To request a copy of this publication, please contact Dorothy Harpool at (316) 978-6018 or Dorothy.Harpool@wichita.edu

Forward

Welcome back to the Barton School Research Connection. This publication aims to provide access by our business constituency and others to the research findings and knowledge creation taking place in the W. Frank Barton School of Business. Wichita State University is an urban serving research institution and the fundamental mission of the university is to provide support to the Wichita region and greater Kansas via a number of conduits. One of those is the essential learning tool of research and discovery. Central to the education of Barton School students is their ability to hold constant curiosity and act on that via the ability to seek new knowledge, distill and interpret data and information, think critically, and articulate their conclusions. Without the same attributes in our faculty we would fall short of that education mission.

Since Barton School faculty members normally publish in academic journals the dissemination of their findings is somewhat limited. So, to provide a more widespread audience we take the primary findings of those articles and present them here to a wider audience. In this issue we present the findings of five articles, the first three of which are by our junior faculty contingent. These are faculty members who are in the process of earning tenure at Wichita State. Their energy is contagious to both students and others in the Barton School. Their research is very interesting.

The lead article by Barton School faculty member Dr. Anthony May, with two colleagues at the University of Oklahoma, addresses the effects of the demise of Lehman Brothers on clients. The research shows that clients that had used Lehman for equity underwriting were negatively affected. The second article by our Dr. David Xu, with two colleagues at the University of British Columbia, examines the effect of technology, specifically social media types, on deceptive behavior. This is research based on experimentation and the researchers find that limited span of communication results in deceptive practices.

The third article by our Dr. Gery Markova, with her colleague at the University of Central Florida, examines the effect of deviant behavior in the workplace. They find an interesting positive effect. The fourth article by our Dr. John Perry and Dr. Gaylen Chandler, with a colleague from the University of Colorado, examines the decision about what roll a former CEO takes when a successor is chosen. There are important implications for the board of directors relative to that roll and its impact on the company's share price.

The final article by our Dr. Cindy Claycomb and Dr. Dean Headley examines Wichita's move to clean indoor air regulations relative to public opinion and business implications. In general, moving to indoor smoking bans produces positive customer relations, with the caution to retain a welcoming environment for smokers.

We are very grateful to these authors for allowing us to distill their research for you and to Dotty Harpool who artfully developed and edited this publication. Dotty also facilitates the Faculty-in-Residence Program wherein Barton School faculty members are placed in residence at regional companies. This successful program is bringing real world business experience into the classroom and providing companies with expertise that adds real value.

Doug Hensler
Dean, W. Frank Barton School of Business,
Wichita State University

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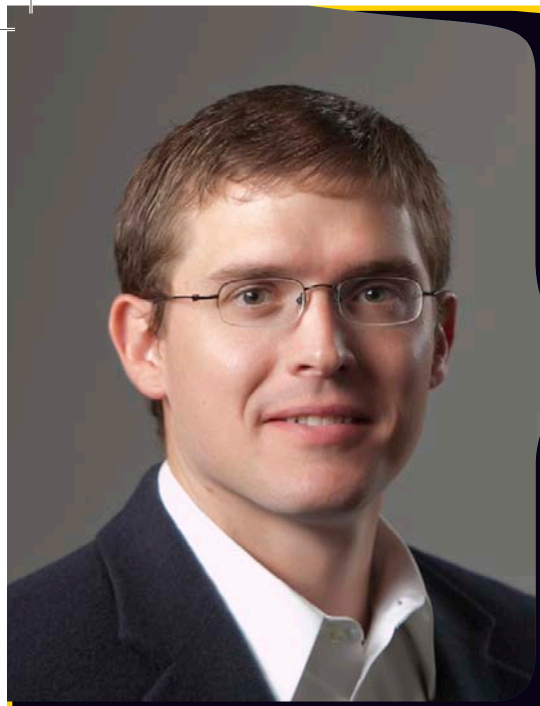
Research Connection: THE BARTON SCHOOL

Wichita State University
W. Frank Barton School of Business

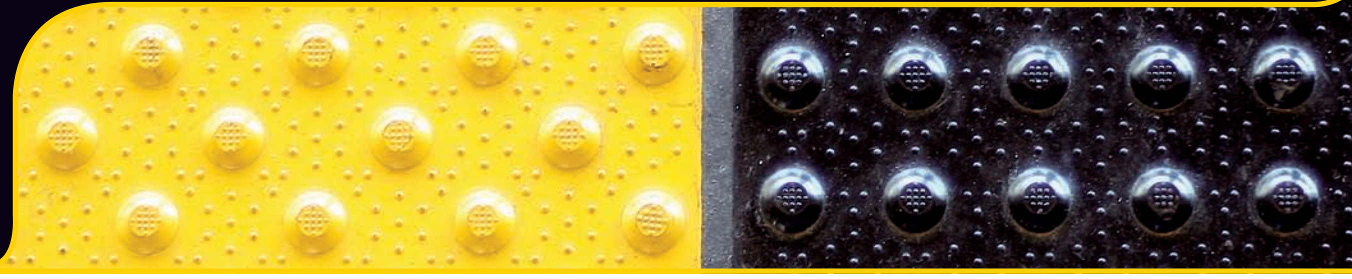
THE BARTON SCHOOL RESEARCH CONNECTION:

AUGUST 2012



Dr. Anthony May

The Value of Investment Banking Relationships



What We Can Learn From the Lehman Brothers Collapse

The collapse of Lehman Brothers is destined to become one of the most infamous business failures in modern economic history and its impact is expected to be felt for years to come. Much research has been conducted relating to why Lehman Brothers failed but Barton School finance department faculty member, Dr. Anthony May, has recently completed a study exploring the effects of the collapse of Lehman Brothers on its clients. Specifically, Dr. May, along with co-authors Chitru Fernando and William Megginson of the University of Oklahoma, used stock market evidence from the period surrounding Lehman's bankruptcy to examine the impact of Lehman's failure on firms that employed Lehman for one or more investment banking services. These services include underwriting equity offerings, underwriting debt offerings, providing advice on mergers and acquisitions, providing analyst research services, and market making services. Anthony and his co-authors specifically address two research questions: Is an established relationship with an investment bank valuable to the client and, if so, what are the value drivers of such a relationship?

The writers identified more than 800 public companies that received one or more of the aforementioned services from Lehman, which were used in the analysis. Dr. May and his colleagues then examined whether these clients' stock prices were impacted by the Lehman's failure, above and beyond the impact on the equity market in general, and whether the impact varied with the type of service received, client characteristics, and/or the strength of the client's relationship with Lehman. What is impressive about Dr. May's research is that this is the first known research study that attempts to isolate the value of investment bank relationships to clients.

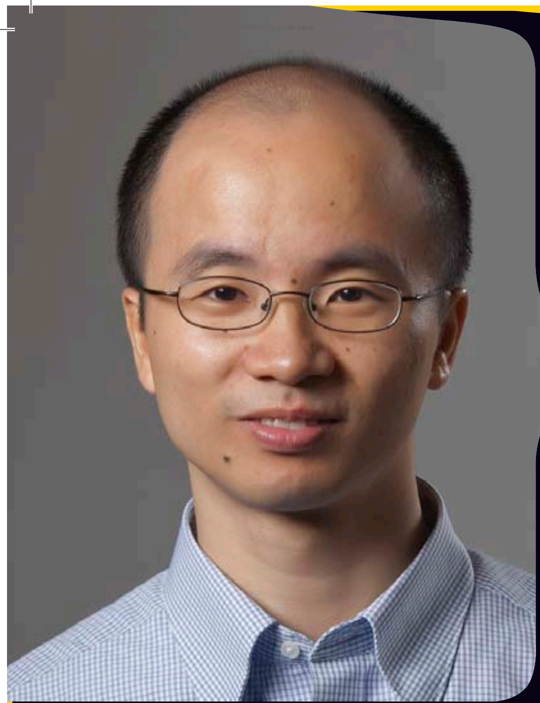
The results of the research show that Lehman's collapse did indeed impact its clients and caused material losses, but for the most part the losses were confined to firms that engaged Lehman Brothers for equity underwriting. After adjusting for individual firm risk and movements in the overall stock market, the authors show that Lehman's equity underwriting clients experienced significant stock price declines, on average, in the days surrounding Lehman's bankruptcy announcement. These losses were more severe for clients that conducted a large number of equity offerings with Lehman in the past and firms that were smaller, younger, and more financially constrained. These results show that equity underwriting is associated with the formation of valuable relationship-specific capital that will dissipate if the relationship with the investment bank is involuntarily terminated.

This interesting and cutting-edge research by Anthony and his Oklahoma co-writers also provides new insights into the "too-big-to-fail" (TBTF) rationale for the government rescue of large financial institutions that pose systemic risk to the overall economy. Although the effect of Lehman's bankruptcy on the financial markets in general and Lehman's financial counterparties in particular may have led the government to change its strategy toward allowing other large nonbank financial institutions (such as AIG) to fail, Dr. May's research identifies another negative consequence of Lehman's collapse that has been hitherto overlooked.

Dr. May's research has significant implications for corporate firms that procure the services of major investment banks. While issuers of public securities occasionally switch underwriters, firms seeking to minimize their issuance costs should weigh the benefits of terminating an investment banking relationship against the costs, which would include the loss of any existing relationship-specific capital. Dr. May's study provides new insights into this aspect of the capital raising process by explicitly estimating the value of such relationship capital.

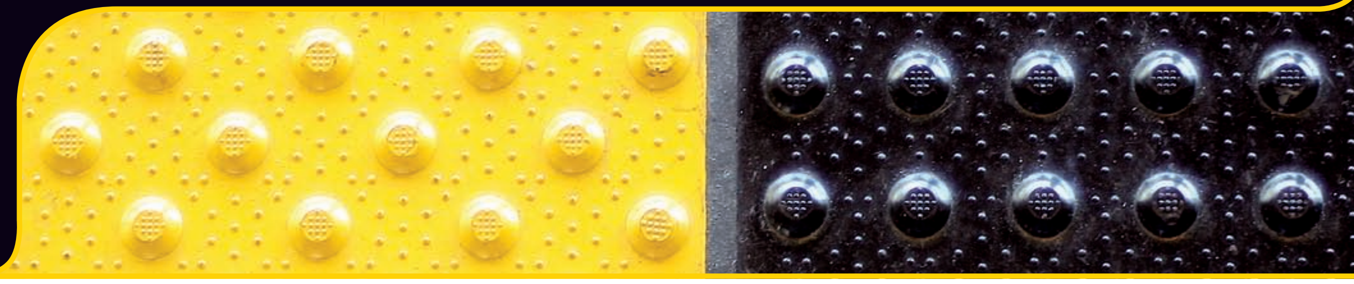
The article, "The Value of Investment Banking Relationships: Evidence from the Collapse of Lehman Brothers" was recently published in *The Journal of Finance*. For more information on this research, contact: Dr. Anthony May at Anthony.May@wichita.edu.

Dr. Anthony May, Assistant Professor of Finance, joined the Barton School faculty in the Fall of 2011. He completed his PhD at the University of Oklahoma. His research interests include corporate finance and financial intermediation. He has published his research in some of the most prestigious finance journals in the world, including the Journal of Finance, the Journal of Banking and Finance, and the Journal of Applied Corporate Finance. He teaches courses in corporate finance, financial modeling, and the management of financial institutions. Anthony can be researched at (316) 978-5509 or via email at Anthony.May@wichita.edu.



Does Email Breed Deceptive Sales Practice?

Dr. David Xu



Communication Media May Play A Role In Deceptive Behavior

The sales process has been forever changed with the advancement of technology. Sales transactions are no longer dependent on face to face interaction between sales person and prospective customer. For a recent research project, Barton School faculty member Dr. David Jingjun Xu, along with Ronald Cenfetelli and Karl Aquino of the University of British Columbia, explored how the use of various types of stock market sales communication mediums contribute to an increase in deceptive behavior on the part of the stock broker and the implications of that deception on the customer. This is an important study both for the buyer of stocks and for the stock brokerage industry.

David and his co-authors investigated the impact of several different types of communication media used during a stock purchase process on deception. They specifically explored how "cue multiplicity" in communication media might contribute to either a lack of deception on the part of the stockbroker or an increase in the likelihood of deception. "Cue multiplicity" means that a medium allows for several different signals to be transmitted by the communicator. For example, does the communication medium allow the receiver of the message to see the communicator's body language or does it allow the receiver of the message to hear the communicators' voice? The researchers started their project pondering whether stockbrokers would be more likely to deceive their customers if they used a media that did not have cue multiplicity (i.e., lean media) To answer this question, they designed an interesting experiment to see what happens during a stock purchase when various communication mediums are used.

University faculty members have the luxury of having an almost instantaneous sample population for a research experiment. The researchers of this project utilized this opportunity when they recruited 170 university students to participate in their experiment. In return for a cash stipend, the students were asked to either play the role of a stockbroker or of a customer and the student "stockbrokers" used one of four different communication mediums when they were conducting their hypothetical stock sale. The four mediums utilized were video-to-video, face-to-face, audio-to-audio, and text-to-text. The imaginary stockbrokers were given information could be used to deceive the imaginary buyer. In addition, these students were told that they would receive a higher stipend if they sold more stocks. Student buyers were also told they could give their stockbroker a gratuity if they were satisfied with the transaction process.

The results of the experiment were very interesting. David and his co-authors discovered that deception is much more likely to occur when a medium with a low level of cue multiplicity is used. The student stockbrokers were much more likely to deceive their student customers when a medium with few visual and/or audio cues are present than when the transactions occurred face to face or video to video. In addition, they found the cue multiplicity played a role in how a customer responded when they were told that the sales person deceived them. When a medium with cue multiplicity was used, the buyer was less likely to express anger and seek revenge on the seller than when a more lean medium was used. In turn, buyers who were told that their stockbroker deceived them using a lean medium, they could show their anger and revenge in terms of not giving their student stockbroker a post-transaction bonus.

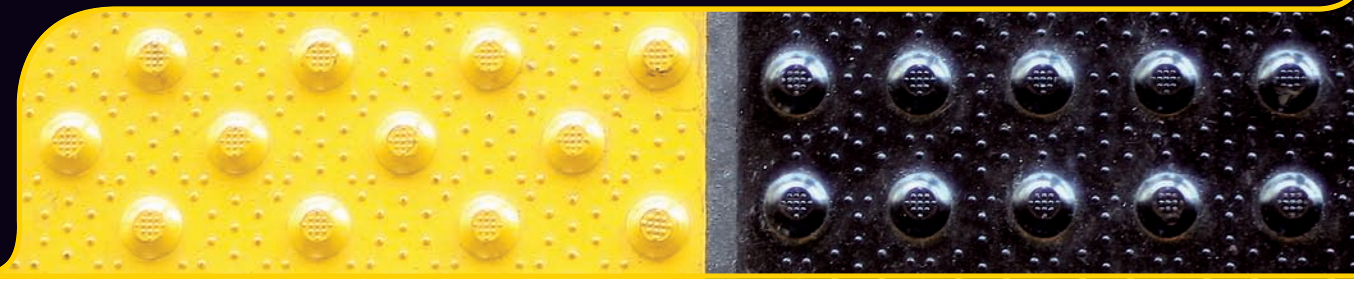
The practical implications of this research are multi-fold. Business leaders should be aware that there is an increased tendency for people to exhibit deceptive behavior when they use media such as text and email. Managers need to minimize the use of these types of media in sales to reduce the likelihood that deception occurs. Additionally, managers should recognize that customers are much more likely to express their anger at deceptive sales practices when the sales transaction included communication via low cue multiplicity media. Customer retaliation, such as negative word of mouth or online criticism of a company, is more likely after a lean media sales transaction. In summary, businesses and customers need to be aware of the benefits and drawbacks of the communication media that is available to all of us. Deviant behavior may lead to short term gains but long term negative consequences.

The article, "The Influence of Media Cue Multiplicity on Deceivers and Those Who Are Deceived," was published in a recent edition of *The Journal of Business Ethics*. For more information about this research, contact Dr. David Xu at David.Xu@wichita.edu.

Dr. David Jingjun Xu is a Barton School Assistant Professor of Management Information Systems (MIS). He completed his PhD at the University of British Columbia, in Vancouver, Canada. He received his Masters and Undergraduate Degrees in MIS in Hong Kong. His research focuses on E-Commerce, specifically user interface design. He will be teaching programming and human computer interaction courses at WSU. Dr. Xu can be reached at (316)978-6242 or via email at David.Xu@wichita.edu.

Dr. Gergana Markova

Bad Apples Don't Have To Spoil The Workplace



Deviant Employees May Have Positive Effects for Their Coworkers

We all heard the old proverb; one bad apple can spoil the whole bunch. Managers have long recognized that having a "bad apple" in their organization can certainly be detrimental to the productivity of that employee's coworkers. But can there be any positive outcomes to coworkers of a deviant employee? That was the question addressed in a recent research project of Barton School management department faculty member Dr. Gery Markova and Dr. Robert Folger of the University of Central Florida.

The analysis of what constitutes deviant behavior is a frequent research topic for management academicians but Gery and her coauthor's innovative study explored whether coworkers can actually benefit from working with a deviant employee. This research is especially important to managers as most managers have experienced deviants/bad apples during their career that must be either rehabilitated or dismissed. But the manager also has to contend with the deviant's teammates and the more than can understand the impact of the deviant on those remaining employees could be vital to keeping the team productive.

First, Gery and her co-author had to define what constituted deviant behavior and a description of the characteristics of a deviant employee. The authors turned to their own business students (ones that held jobs) for these measures and decided on four measures of deviance: poor treatment of coworkers, counterproductive behaviors, breaking organizational rules, and being different (i.e. attitude, attire). This information was used in the development of the final survey that was administered to a sample of employees.

The researchers collected data from employees of both non-profit and for-profit organizations. More than 800 people participated in the research study. The average age of the participants was 39 years old and the average work experience was approximately 17 years so the sample used for the project could be considered experienced in workplace dynamics. The research sample was diverse in terms of gender, race, and education level.

A very useful and interesting result from the study was that coworkers often felt better about themselves when working with a deviant coworker. They experienced what management theorists call "enhanced self-evaluation" when they were around a deviant coworker. This leads to these individuals having a more positive self-image and an overall more positive attitude about their own performance. Thus just being around a deviant coworker can contribute to teammates having an improved outlook on their own job performance and enhance their feelings that the role they play in the organization is strong.

The authors do not want their research to imply that managers should hire and/or retain employees that are perceived to be "bad apples" or rule violators. But unfortunately deviant employees can be found in almost all organizations and sometimes, for whatever reason, they are not eligible for dismissal. Thus a manager can find solace in the results of this study. Managers need to realize that these types of employees will most likely be part of their organization and should implement policies to diminish the negative effect their behavior may have on their coworkers. But on the positive side, deviant employees may contribute to improved self-image on the part of their coworkers.

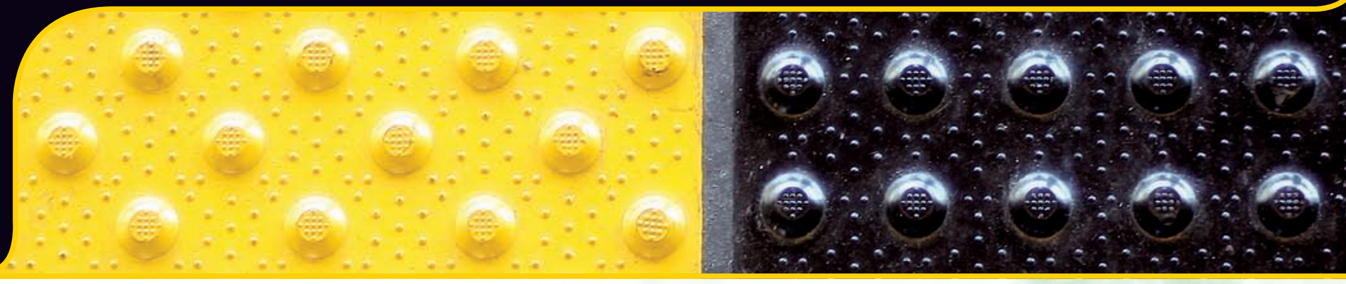
The article, "Every Cloud Has A Silver Lining: Positive Effects of Deviant Coworkers" will be published in an upcoming issue of the *Journal of Social Psychology*. For more information about this study, contact Gery Markova at Gergana.Markova@wichita.edu.

Dr. Gergana Markova, Assistant Professor of Management, earned her PhD in Management from the University of Central Florida. Her research focuses on human resource issues including workplace deviance, employee well-being, and human resource practices in small business. Gery teaches courses in human resource fundamentals, managing workplace diversity, and employee training and development. Dr. Markova can be reached at (316)978-6740 or via email at Gergana.Markova@wichita.edu.

Dr. John Perry

Dr. Gaylen Chandler

Should the Old CEO Stay Around?



Companies May Benefit From a Former CEO's Experience

Hiring a CEO to replace a CEO that is stepping down is certainly one of the biggest decisions that leaders of an organization have to make. In addition, choosing an external candidate for the position can be fraught with challenges. One of the common challenges faced by companies is whether to retain the former CEO in a position of power after the new CEO is installed. In a recent research project, Barton School faculty members Drs. John Perry and Gaylen Chandler and Dr. Xin (Eva) Yao from the University of Colorado explored the impact of keeping an old CEO on staff after bringing in a new CEO.

John, Gaylen and Eva have conducted an interesting analysis of what can and does occur in an organization when a new CEO is brought in from the outside. They discovered that in some cases the proceeding CEO is retained by the organization in some type of advisory role while in other cases the former CEO plays little to no role after the installation of the new CEO. The authors find that there is a trade-off between the amount of influence that a predecessor will retain versus the reputation and decision-making power of the successor. Boards of directors often wish to keep an outgoing CEO involved in the organization to assist in the transition to an external successor and to reduce the disruption that a change in leadership often causes.

There are three major contributions that the research has made to entrepreneurship and management practices. First, the research shows retaining a former CEO in a powerful position and not placing the successor in a significant board position correlates to future positive financial performance. This finding suggests that companies should consider allowing the former CEO to retain significant influential power even after the successor is in place. In addition, companies experience stronger financial performance when they do not give the new CEO too much initial power, for example a directorship or the board chair.

Second, the hiring of a successor who has previous CEO experience or previously worked for a successful company has a positive effect on the hiring company's stock price. This positive stock market reaction can be interpreted as a signal that shareholders approve or disapprove of the new CEO based on his or her credentials. So to keep the stock market reaction favorable, the company must understand and manage the stockholders' expectations related to the outcome of the new hire.

Finally, the level of influence that the predecessor retains in the company is directly related to the quality of successor. The research shows that companies that retain the former CEO on staff are less likely to find a successor that has previous CEO experience or one that comes from a highly successful company. It is much harder for a company to attract an "expert" or "prestigious" successor when the former CEO is still actively involved in the company in a powerful position. But as the authors discovered, it is the expert or prestigious successors who positively influence stock prices. This last finding shows that organizations face a conundrum when deciding which new CEO to hire and how to keep the old CEO involved. There are benefits of retaining a predecessor, but to do so may reduce the pool of candidates for the position, and the remaining candidates may not have the level of expertise desired by the organization.

In this research, John, Gaylen and Eva have provided companies with some invaluable information for use when making a CEO change. The authors suggest that to improve a company's long term performance, companies should retain an outgoing CEO and not grant their successor too much power.

The article, "To Get the Best New CEO, Must the Old CEO Go? Power Distribution in External CEO Successions" appeared in a recent edition of the *Journal Managerial and Decision Economics*. For more information on this article, contact Dr. John Perry at John.Perry@wichita.edu or Dr. Gaylen Chandler at Gaylen.Chandler@wichita.edu

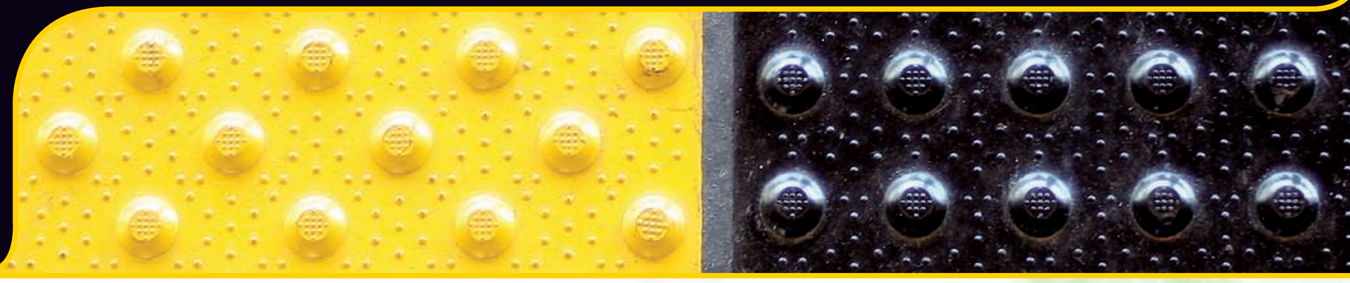
Dr. John Perry, Associate Professor of Management, earned his PhD in Strategic Management from the Smeal College of Business at Penn State University. John teaches in the management courses related to Strategic Management and his research interests include entrepreneurial strategy, family business dynamics, and technology management. He is also an Entrepreneurship Research Associate in the Barton School. Dr. Perry can be reached at (316) 978-5316 or via email at John.Perry@wichita.edu

Dr. Gaylen Chandler, W. Frank Barton Distinguished Chair in Entrepreneurship, received his PhD from the University of Utah. His research focuses on entrepreneurship specifically in the areas of start-up strategies, opportunity identification, and family business topics. He teaches courses in business plan development, new venture feasibility, entrepreneurial finance, and corporate entrepreneurship. Dr. Chandler can be reached at (316) 978-5253 or via email at Gaylen.Chandler@wichita.edu

Clean Indoor Air Regulations: Public Opinion and Business Implications

Dr. Cindy Claycomb

Dr. Dean Headley



Wichita Turns To Barton School Professors for Direction on Smoking Ban

The Barton School connection to the local community is not just confined to local businesses as a recent research project conducted by Dr. Cindy Claycomb and Dr. Dean Headley illustrates. The research relates to the public's view of city smoking bans specifically smoking bans in restaurants and bars. Cindy and Dean worked with Barton School graduate and undergraduate students to collect data which were used by the Wichita City Council to develop a Wichita public building smoking ban. The data were also used to develop an academic research article that will serve as a resource for both business decision makers and government officials.

In 2007, the Wichita City Council was contemplating a ban on smoking in any public building, including restaurants and bars. The Barton School collected data from Wichita citizens on their beliefs and behavioral intentions related to a possible smoking ban. Under the guidance of Barton School Marketing Department faculty members, undergraduate and graduate students in marketing research classes developed and administered a mail survey to 4800 Wichita adults which resulted in over 1100 completed returned surveys. This response rate (23%) was adequate to make the research statistically relevant. The information collected was used by the City Council in their determination to enact a smoking ban and to fend off the criticism that a smoking ban would negatively affect the profits of local restaurants and bars.

The results of this survey that Drs. Claycomb and Headley coordinated were also used in developing their article which compared the recent level of consumer support of smoking bans versus the level of support found in past research studies. The findings illustrated that smoking bans have become more acceptable to consumers over the years. The authors propose that the acceptability of smoking bans has increased because of three factors. The first possible reason for the increase could be a change in the acceptability of smoking in general. Demarketing campaigns aimed at making smoking less socially acceptable have been conducted in many countries and the results of these campaigns have begun to change perceptions of smoking. A second reason for the acceptance of smoking bans could be recently published medical reports related to second hand smoke. Recent studies have shown that no amount of second hand smoke is risk-free. Thus even the use of "smoking sections" in restaurants and/or bars may not be perceived to provide enough separation between smokers and non-smokers. The third reason relates to the relative popularity of smoking bans throughout the world. Smoking bans have become commonplace and thus consumers have begun to not just be aware of them but to expect this type of regulation.

The article also explored whether or not business' profitability would be affected by a local smoking ordinance – a common criticism of smoking bans. Critics of smoking bans suggest that eliminating smoking in businesses will decrease revenue. This research study contradicts that concern, in fact, many consumers (specifically non-smokers) planned to visit non-smoking businesses at the same or even greater frequency than when smoking was allowed in businesses. The article also examines the economic impact of a smoking ban and makes an argument for an overall positive economic impact for Wichita area restaurants under a smoking ban.

The authors further reflect on how the customer service and marketing strategies for newly smoke-free businesses should change. Businesses need to recognize the majority of consumers support smoking bans and thus businesses should be careful not to alienate this majority by ignoring this social trend. Businesses should be prepared to recognize that though in the minority, those opposing smoking bans will need to feel welcome in the new non-smoking establishments. Businesses could accomplish this with pleasant, comfortable, attractive outdoor smoking areas.

This interesting research study encompasses the experiential learning mission central to the Barton School's activities. Faculty, staff, and students all participated in this real-world, extremely important project which literally changed the lives of the citizens of Wichita.

The article "Clean Indoor Air: Public Demand for Smoking Bans" will be appearing in an upcoming issue of the *European Journal of Marketing*. For more information on this research, contact Dr. Cindy Claycomb at Cindy.Claycomb@wichita.edu or Dr. Dean Headley at Dean.Headley@wichita.edu

Dr. Cindy Claycomb is an award winning Barton School instructor and researcher. She teaches marketing classes in areas of selling and sales force management and marketing strategy. Dr. Claycomb received her PhD from Oklahoma State University. Her current research interests include distribution channels, supply chain management, services marketing, and sales management. She can be reached at (316)978-6938 or via email Cindy.Claycomb@wichita.edu.

Dr. Dean Headley received his PhD from Oklahoma State University. In addition to his nationally recognized research in the area of airline service quality, Dean's research focuses on the measurement of service quality, consumer behavior, and service gap analysis. He has taught courses in the areas of health care marketing, marketing research, and quantitative decision making. Dr. Headley can be reached at (316)978-7101 or via email at Dean.Headley@wichita.edu.

Wichita State University

W. Frank Barton School of Business

SPOTLIGHT ON THE BARTON SCHOOL

Faculty in Residence Provides A Unique Opportunity For Businesses

The Barton School's Faculty-In-Residence Program connects businesses of all sizes with the faculty of Kansas' premier business school. The Barton School works with executives and managers to place professors directly into local and national companies. This partnership means instant access to the specialized expertise of a seasoned business professor for problem solving, strategic planning, organizational development, merger-and-acquisition activity and as a general sounding board. These placements create a real-world learning experience and residency for the professor, while putting the resources of the Barton School to work for the company for up to eight weeks, usually during the summer.

The Faculty-in-Resident Program is accessible to many sizes of businesses because it's affordable. In the partnership, the Barton School and participating company each cover half of the professor's eight week salary, which is a faction of the cost of hiring a typical outside consultant. The results to the company are many fold the investment.

For information on this program, please contact Dorothy Harpool at (316)978-6018 or via email Dorothy.Harpool@wichita.edu.

Wichita State University

Wichita State is the only Urban Serving Research University in the State of Kansas. Through academic and research programs, WSU works in collaboration with the government, business, non-profit and educational sectors in the greater Wichita area to develop human capital for the global economy, support educational innovation at all levels, promote public health and sustain communities. In 2009, WSU personnel were awarded more than 250 competitive sponsored research and outreach awards valued at over $43 million. Wichita State, which is classified by the Carnegie Foundation as a doctoral granting, high research institution, offers undergraduate and graduate degree programs in more than 200 areas of study.

W. Frank Barton School of Business

The W. Frank Barton School of Business at Wichita State has been the driving force behind some of the brightest minds and biggest ideas of the past 100 years. Consistent with Wichita State's role as an urban-serving institution, the Barton School aggressively pursues regional and national prominence for its academic and professional programs. The Barton School is one of only 2% of business schools worldwide that have achieved dual AACSB accreditation and offers fourteen under-graduate and four graduate degree programs, The school is home to Center for Economic Development, the region's leading source for business, economic and demographic information, and the nationally recognized Center for Entrepreneurship.

SPOTLIGHT

SPOTLIGHT ON THE BARTON SCHOOL

MBA Students Provide Internationalization Consulting

Small Businesses Can Benefit from Barton School MBA Consulting Class

The Barton School believes that students learn not just in the classroom but also through innovative programs that allow students to experience real-world business situations. One example of this "learning by doing" philosophy is the MBA International Experience program. This unique program created by the Barton School and the Berlin School of Economics and Law, Berlin, Germany recently completed its eighth year. The program is based on an entrepreneurship international project that is completed during each spring semester by 2-3 Barton School MBA students teamed with 2-3 BSEL MBA's. The projects are conducted for a real small or medium company (located in Wichita or Berlin) that is exploring internationalizing to the other country. Wichita companies that have participated in this project include Wichita-area companies Vornado, BG Products, Mojack, and Galaxy Tools. One of the past Berlin companies was the largest manufacturer of frozen pizzas in Europe who was very interested in competing in the U.S. market. Students start work on the project in January when the Barton group visits Berlin. The project is completed in late March/early April when the Berlin students visit Wichita. Participating companies are then presented a formal written and oral report of the consulting team's findings. Dr. Tim Pett is the faculty coordinator/instructor for the academic aspects of the program and Dotty Harpool is the coordinator of the international experience program. For more information about this program or if your company is interested in participating in 2012-2013, please contact Dotty Harpool, Director of Student and Community Initiatives, Dorothy.Harpool@wichita.edu.

WICHITA STATE UNIVERSITY
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THE BARTON SCHOOL *RESEARCH CONNECTION*

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