



Maine Business School umaine.edu/business

MBS *Connects*

University of Maine • Summer 2017



Air support

Student's business uses
drones to aid farmers

From Dean Ivan Manev



Dear friends,

As you know, community outreach is a vital component of the Maine Business School. Our faculty members recently compiled a list of companies, nonprofits and organizations with whom they engaged during the 2016–17 academic year, and I was gratified to see the variety of ways in which MBS has served the business community. In this issue of MBS Connects you'll read more about how we are fulfilling our outreach mission.

Also in this issue we are proud to celebrate our accomplished graduates. They will be wonderful ambassadors for MBS as they make their way in the world.

Read about Chris Carroll '19 and Dana Bement '11, '16 (MBA) who started new businesses, and about Shelly Bartlett '86, Jess Foss Elsner '06 and Josh Nash '00, '04, who returned to MBS to speak to students about life after graduation.

We are also delighted to call attention to our generous and altruistic MBS students who spent spring break helping others.

This issue of MBS Connects wouldn't be complete without a story about our own John Mahon, internationally recognized professor of management and the John M. Murphy Chair of International Business Policy and Strategy, who was named 2017 Distinguished Maine Professor by the University of Maine Alumni Association.

We hope you enjoy these and other stories in the Summer 2017 MBS Connects. Let us know what is happening in your life by calling 207.581.1968 or emailing corey.watson@maine.edu. We look forward to hearing from you.

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Air support

MBS student Chris Carroll '19 has started a new company that uses drone technology to help northern Maine farmers grow healthy crops.

Learn more on page 16.

Photography by Michael Gudreau



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MBS Connects

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Man of vision

MBS Professor John Mahon named 2017 Distinguished Maine Professor

MBS PROFESSOR John Mahon has been named the 2017 Distinguished Maine Professor by the University of Maine Alumni Association.

An internationally recognized professor of management and one of the world's foremost experts on corporate social responsibility, Mahon is the John M. Murphy Chair of International Business Policy and Strategy.

He was presented with the Distinguished Maine Professor Award in April during a celebration at the UMAA's annual "Dining with Distinction" event at the Buchanan Alumni House.

"This is awesome," Mahon said, looking out at the audience jam packed with faculty members from MBS and UMaine, as well as students, alumni, family and friends.

"But I wouldn't be here if not for my colleagues," he said. "I consider this recognition as much theirs as mine. They contributed mightily to my growth as a scholar and a person."

The 2017 Distinguished Maine Professor Award, sponsored by UMaine's classes of 1942 and 2002, annually honors a professor who exemplifies the highest qualities of teaching, research and public service.

Mahon was recognized during UMaine's 2017 Commencement ceremonies on May 13 when he had the honor of addressing graduating students.

Since joining MBS in 2001, Mahon has taught a wide range of courses, from introductory classes to graduate and capstone classes. Known for his energetic and inclusive teaching style, he leads lively, animated discussions, drawing on his broad experience and involvement in the business world. He has led eight study trips to five different countries where students have learned about industries, business practices and culture.

In recognition of his exceptional work in the classroom he received the MBS Outstanding Teaching Award in 2014 and the Graduate Student Mentor Award in 2013 and 2015.

"John is one of those very rare and towering figures in the classroom who make such an impact on students that they remember him for life," MBS Dean Ivan Manev said.

A man of vision, Mahon played a leading role in redesigning the MBA program and was founding director of the School of Policy and International Affairs (SPIA). He was recognized as a faculty pioneer finalist by the Aspen Institute for developing and co-teaching an innovative interdisciplinary graduate course on climate change, business and public policy, "Abrupt Climate Change, Business and Policy."

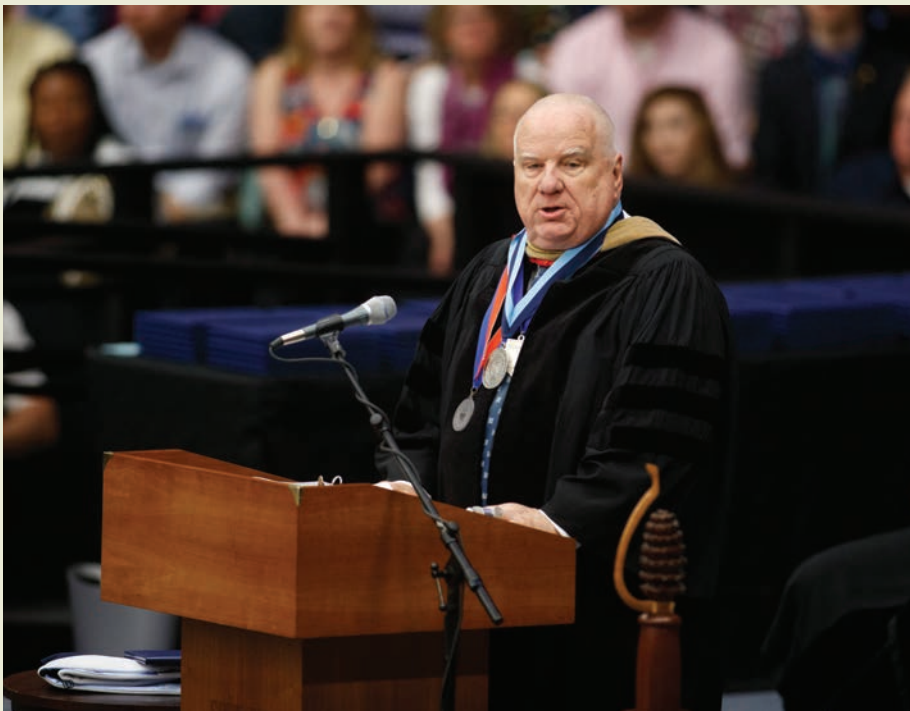
His research focuses on how organizations and public interest groups shape and influence public policy and regulations, how reputations of those organizations either hinder or advance their positions, how organizations plan and execute strategies, and how both public interest groups and organizations respond to crises.

The recipient of 12 national awards for research and writing in peer-reviewed journals, cases and books, his scholarship has been cited by other researchers more than 5,200 times. He is the author of four of the 50 most cited articles in *Business & Society*. For his scholarship, Mahon received UMaine's 2011 Presidential Outstanding Research and Creative Achievement Award.

Mahon has made presentations in countries worldwide, speaking to Fortune 500 firms, government agencies, public organizations and trade associations. He is affiliated with the Centre for Corporate Public Affairs in Australia, the European Centre for Public Affairs in England and the International Centre for Corporate Public Affairs at the University of Chester, England.

Mahon was one of the first three elected Fellows of the International Association for Business and Society.

Prior to joining the University of Maine community, Mahon was a professor and chair of the Strategy and Policy Department at the School of Management at Boston University. He received a Doctor of Business Administration from Boston University. ■





Best face forward

MBS alumna transforms clients with portrait photography



Photography by Cassandra Henry Photography

DANUSE (DAVIDOVA) Bement '11, '16 (MBA) is a professional portrait photographer who specializes in helping women look and feel glamorous while capturing their beauty and personality for all time.

A licensed professional makeup artist and hair stylist, she uses her expertise to create the special look that each woman dreams about. She opened Dana Bement Portraits in December 2016 on State Street in Bangor.

“My goal is to make her feel confident and stunning,” Bement says.

Bement begins each photo shoot with a consultation in which she aims to get to know her client.

“We spend a lot of time talking about their life stories — not just their hopes and dreams, but how they feel about themselves and what makes them

“

My goal is to make her feel confident and stunning. There’s power in having a great photo of yourself. It is truly **a transformative experience.**”

Dana Bement '11, '16 (MBA)

feel happy, beautiful and strong,” she says.

“Sometimes our talks are lighthearted, sometimes they’re pretty deep. I want them to feel calm, relaxed and safe. That’s how they look their best.”

A native of Teplice, Czech Republic, Bement became a U.S. citizen in 2015, ten years after she first came here as a high school exchange student in Orrington, Maine. She finished high school in the Czech Republic and then returned to Maine to attend MBS where she met her husband, Andrew Bement. The couple graduated together in 2011 and Bement went on to earn her MBA in 2016.

Now she has achieved another milestone.

“Starting my own business is a huge opportunity that I probably wouldn’t have in the Czech Republic,” she says. “Establishing a new business is much more complicated there.”

Bement, who helps clients decide what to wear for the photo shoot, says while some opt for a casual look, most choose a fancy dress from their own closet that they rarely have an occasion to put on. Some rent a glitzy designer gown.

“How do you dream of being photographed?” she asks each woman.

While she always had a knack for photography and especially enjoyed taking pictures of people, Bement says she was able to hone her craft with help from Sue Bryce, a well-known Australian photographer who reinvented glamour photography.

Through Bryce’s series of online workshops, Bement learned posing, shooting and lighting techniques, as well as marketing and promotion strategies to help her run a successful portrait photography business.

Armed with the skills she learned at MBS, Bement says she felt confident and ready to open her business.

She finds it immensely fulfilling helping women recognize their beauty and potential through contemporary glamour portraiture.

“There’s power in having a great photo of yourself,” she says. “It is truly a transformative experience.” ■ (danabement.com)



Growth through strategy

MBS alumna speaks to students on owning and running a fitness studio

MBS ALUMNA Jess (Foss) Elsner '06, returned to campus last March to speak to Associate Professor Terry Porter's strategic management class about her entrepreneurial experiences with Foss Fitness ME, a health and fitness studio she co-founded with her sister in 2015.

A certified personal trainer and nutrition specialist, Elsner is busy and happy growing the business that is attached to her South Portland home in a space the women renovated themselves.

"We decided we would start small and grow," she says. "We're on a tight budget but we're making it work. So far, so good."

A native of Portland, Maine, Elsner earned a degree in marketing from MBS in 2006. She worked at a nonprofit for four years before opening the studio in 2015 with her sister Amy Gamboa.

"We both left office jobs to start the business from scratch, so we didn't bring any clients with us," she says. "It was completely organic in that way, but also quite challenging."

Now in her second year in business, Elsner says she has learned some im-

portant lessons. "You need to have a growth mindset, work hard, think positively, plan ahead, be patient and find learning opportunities everywhere."

When they first opened the studio, which is geared to people who have never exercised or who haven't been active in years, a steady stream of clients kept them busy, Elsner says. "Everything was happening fast and it was all very exciting, but eight months into it, we realized we needed to take a step back, look at what succeeded and what we needed to change."

The women wrote a five-year business plan, determining, among other things, their mission and their marketing strategy.

"If you market to everybody, you market to nobody, so that nailing that down and figuring out our messaging was key," she told students.

Elsner is constantly looking for ways to network so she can collaborate with and learn from other businesspeople. She is part of a group of local entrepreneurs who meet weekly to "think out of the box about ways we can help each other."

She has been able to forge a number of valuable partnerships. For example, she wears clothing from a local fitness apparel company in exercise



You need to have a growth mindset, **work hard, think positively, plan ahead, be patient** and find learning opportunities everywhere.”

Jess (Foss) Elsner '06
Foss Fitness ME

videos and writes articles on exercise and nutrition for a bi-monthly magazine in which she advertises.

Target marketing through rotating promotions also has yielded results. Aimed at a variety of demographics, each campaign runs for three weeks since “it takes that long to develop a habit.”

Before taking on clients, it is crucial to gauge their commitment, Elsner told students. “If people aren’t ready to make changes in their lives they won’t be happy and ultimately it will come back on us. We need to make sure people really want to be doing this so they can walk out the door happy and tell friends and family about us.”

The women will re-evaluate their business plan in 2020, according to Elsner, who says goals include hiring an administrative assistant and additional trainers, and finding a larger facility with more parking.

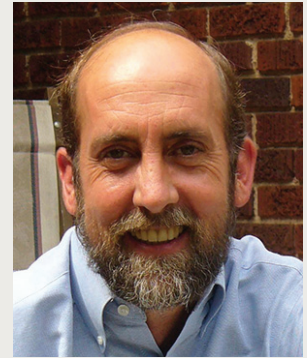
“As long as we continue providing the best service we can there’s no reason why we can’t be successful.” ■

ASSOCIATE PROFESSOR GRANT MILES, GRANTED TENURE

MBS ASSOCIATE Professor of Management **Grant Miles** has been granted tenure.

He was among 15 University of Maine faculty members whose tenure and/or promotion was approved by the University of Maine System Board of Trustees in March. The faculty members were nominated by UMaine President Susan J. Hunter based on a peer and administrative review of their successful teaching, research and public service.

“The excellence and leadership demonstrated by these faculty members are reflected in their work with students in



and out of the classroom, their highly regarded achievements in their academic disciplines, and the difference their contributions make in Maine and beyond,” says Hunter. ■

MANAGEMENT INFORMATION SYSTEMS LECTURER JOE CLARK HAS ARTICLE ACCEPTED

AN ARTICLE by MBS Lecturer in Management Information Systems **Joe Clark** has been accepted for publication by the Journal of Information Technology Teaching Cases.

“Analytics at Lie-Nielsen Toolworks: Custom-Built Data Tools for a Unique Small Manufacturer” focuses on Lie-Nielsen Toolworks (LNT) — a family-owned manufacturer in midcoast Maine that is well-known for its premier hand woodworking tools — and is based on lessons learned from Clark’s experience as an analytics consultant there.

LNT faced three major challenges that are relevant to many small manufacturing businesses: the sparse rural labor market; a high scrap rate due to high quality standards; and unpredictable forecasting demand due in part to offering a large number of products in relatively small quantities.

By the summer of 2016, Lie-Nielsen had completed a major reorganization of its



factory layout, upgraded its machine tools and begun turning to information systems and analytics for improvement.

Clark’s case study takes readers through the learning and thinking process as Tom Lie-Nielsen and his team decide how to approach these information technologies, what benefits they can expect and what organizational changes might be necessary to effectively leverage them.

Clark presented a draft of the teaching case at an information systems conference in Ireland last December. ■

MBS STUDENTS were among a group from UMaine who used their spring break to do community service in Lisbon, Portugal.

As members of REACH, they spent 10 days helping to repair and reconstruct the crumbling cement wall that surrounded a school for special needs students.

REACH, which stands for relief, education, action, community and hope, is a UMaine student-led, nonprofit organization whose members spend spring break in a foreign country doing service projects for the local population. They fundraise throughout the year to pay for the trip.

“It was definitely an adventure,” says MBS student Kelseyanne Burdette ’17, president of REACH. “The work we did was very difficult and intense. We all developed a newfound respect for construction workers.”

MBS students said they enjoyed experiencing a different culture and making a meaningful impact on the community. Interacting with their supervisors from Just a Change Portugal, an international group that does community service, they learned about other countries and gained new skill sets.

“I knew nothing about construction, but there I was building a wall,” says Adelle Oswald ’19, a finance and accounting major from Rumford, Maine.

“We had to mix the cement, which is harder than you might think, smooth it with a trowel and go over it with a sponge after it had dried. It was hard and tedious work, but very rewarding.”

Tucker Phelps ’19, a finance and management major from Rumford, says the project “was a great opportunity to volunteer for a good cause and travel to a new place.

“It’s definitely something I’ll never forget.”

Traveling with faculty advisor Clint Relyea, an MBS lecturer in management, REACH members brought along a suitcase filled with school supplies to give to the schoolchildren who were delighted with their new markers, notebooks and crayons.

“They gave us all homemade bracelets and thank-you cards,” says Oswald.

In addition to spending time in the classroom with the students, the UMaine travelers explored Lisbon.

A management major from West Sacramento, California, Burdette says her group did valuable work.

“The wall in that section of the building was so worn down that it was impossible for students to participate in daily activities there.”

Burdette says she gained some career skills during the trip. “I learned a lot about managing a group of more than 20 people and that things may not always go as planned, but you just have to roll with it.”

The trip to Portugal was her third project with REACH, according to Burdette, who joined when she was a sophomore, excited about experiencing new cultures and making a difference in people’s lives. “I definitely feel that my work with REACH has had more of an impact on me than on those we helped.” ■

Expanding their REACH

MBS students undertake community service in Portugal



Top: Students from UMaine used their spring break to do community service in Lisbon Portugal.

Bottom: Adelle Oswald mixes cement and fixes damaged wall.

From concept to market

MBS students tour UMaine's ASCC to learn about commercialization

MBS STUDENTS in Martha Broderick's "Legal Environment of Business" class toured UMaine's Advanced Structures and Composites Center (ASCC) last spring to learn about commercialization — how a new product or service is introduced into the market.

"The different disciplines that they study at MBS all relate to the journey from concept to market," says Broderick, a business law instructor at MBS.

The ASCC, which has gained national and international recognition for major research and development projects, works with companies to design, build and test new products or improve existing ones, according to Josh Plourde, communications manager.

"We're a lab that can take materials and test them all the way from a molecular level to the full-size product," Plourde says.

Broderick says the visit provided students with valuable information about how the theories they learn in the classroom can be applied in the real world and how "we need business people to get great ideas to market."

"We learned how the research and development of an idea is conducted; about the finances needed to bring projects forward through private and public partnerships; and about the necessary legal aspects of patents," Broderick says. "All this helps students see the application of the knowledge they

are learning at the MBS as well as how a small state like Maine can have a role on the world's market."

During their tour, students viewed such major research and development projects as the VoltturnUS, the first grid-connected floating offshore wind turbine in the Americas, and the first in the world made out of concrete and composite materials; the inflatable composite arch bridge commonly known as Bridge-in-a-Backpack; the first modular ballistic protection system approved by the U.S. Army; the development of coated wood technology for blast- and hurricane-resistant wood buildings; and the longest carbon-fiber composite vessel built for the U.S. Navy.

On average, the ASCC brings in more than \$8 million each year in research funding and cumulatively more than \$160 million, Plourde says. Funds come through federal and state grants as well as industrial contracts with more than 500 national and international clients, including 150 Maine companies with which the center works to improve existing products or create new ones.

Broderick says she used the tour of the facility as a springboard to class discussions about the corporate form of the ASCC, which is "a business model for Maine as well as an R&D facility."

The ASCC has a natural connection with the business world, according to Plourde. Dr. Habib Dagher, executive director of the center, often uses the phrase, "we operate like a business and our business is research and development," Plourde says. ■

“

All this helps students **see the application of the knowledge they are learning at the MBS** as well as how a small state like Maine can have a role on the world's market.”

Martha Broderick
Maine Business School

Forward-thinking scholarships

MBS senior Devin Greenlaw reflects on his time as class president



“**MBS has given me the communication, interpersonal, management and leadership skills** that will enable me to maintain a profitable, efficient and ethical business operation.” **Devin Greenlaw, 2017 Class President**

AS PRESIDENT of the Class of 2017, MBS senior Devin Greenlaw made sure that his classmates left their mark at the University of Maine.

Under his leadership, the class established a scholarship for descendants of class members and worked to raise money for the endowment. To that end, Greenlaw spent much of his time coordinating fundraisers and arranging for class merchandise to be sold at the UMaine bookstore.

“Our children and our grandchildren will feel they belong here at the University of Maine because there is a scholarship waiting for them,” he says.

At one point, class members considered raising money for a monument. “But we decided that a scholarship would be more meaningful,” he says. “Monuments may be nice to look at, but in the end, they don’t really benefit anyone.”

Greenlaw says he hopes the scholarship will prompt recipients to give back to UMaine in their own way.

A Tampa, Florida, native who majored in marketing and management, Greenlaw says he chose MBS in part because of its AACSB (Association to Advance Collegiate Schools of Business) accreditation. He praises the school for its “down-to-earth atmosphere” and welcoming and diverse students and faculty.

Greenlaw, who served as class president for all four years, says he ran for office after noticing in high school that many students’ voices were not being heard. Pledging to garner opinions from all his classmates and work to improve their lives at UMaine, he has been as good as his word.

MBS AMERICAN MARKETING ASSOCIATION CHAPTER HOSTS BUSINESS ETIQUETTE SEMINAR

NEARLY 100 University of Maine students learned some valuable lessons on business etiquette during a seminar organized and hosted last winter by the Maine Business School's chapter of the American Marketing Association (AMA).

The lively and informative event was held at the Buchanan Alumni House, where participants enjoyed a four-course dinner prepared by UMaine Catering. Business class etiquette consultant and UMaine alumna Paula Paradis '71 explained the customs and rules for polite, professional behavior at the table and gave tips for shaking hands, remembering names and carrying on a conversation. Phones were silenced and appropriate dining topics were provided to help participants engage in meaningful conversation.

AMA treasurer Connor Allan '17, one of the organizers, pronounced the event a huge success and says he was delighted that participants included students from MBS as well as from disciplines across campus, including engineering, biology and physics.

"Everybody was dressed professionally and enjoyed learning and socializing," he says. "Based on surveys handed out at the end of the evening, participants had a great time and said they would be interested in coming again next year."

The AMA did extensive marketing for the event, according to Allan, who says student members alerted the deans of all the UMaine colleges, spoke to classes, and hung posters and flyers throughout campus. "We want students to know how to act professionally and use proper manners," he says.

Praising the AMA organizers for their hard work, Paradis says, "Dining skillfully and enjoyably could be considered a lost art in today's mobile, fast-paced society. But dining skills are not complicated — proper etiquette just takes a little practice for people to become poised, informed and confident dining companions."

AMA faculty advisor Harold Daniel, an associate professor of marketing, says students acquire important organizational and communication skills as they plan and execute the event.

One of 300 collegiate chapters worldwide, the AMA chapter at the Maine Business School has 24 core members as well as others who attend on a weekly basis depending on their schedules. Susan Mullaney, former director of marketing and communication for the UMaine Alumni Association, serves as volunteer advisor to the AMA.

Supporters of the etiquette seminar include: the Maine Business School, MBS Professor John Mahon, the University of Maine Alumni Association, the University of Maine Foundation, the University of Maine Career Center, Buchanan Alumni House, University of Maine Student Government, University of Maine Photography Club, Woodman's Bar & Grill, and Pat's Pizza. ■

During his tenure, he touched base with a raft of student organizations, fraternities and clubs, getting members' take on how things were going at the university and asking if he could help them achieve their goals and objectives.

"I enjoyed hearing everyone's opinions and points of view," he says.

His responsibilities as president ran the gamut. Noticing that his classmates were continually tripping on a small stump between the freshman quad and Hilltop, he purchased some neon paint and sprayed the stump so it would be visible even at night.

"Whenever I saw someone veering away from that stump, I was reminded that small actions can make a big difference," he says.

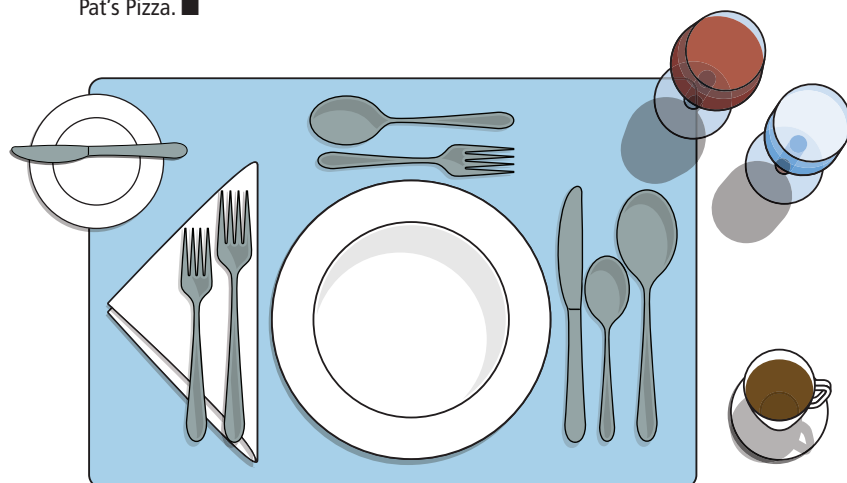
The Class of 2017 is out to do great things, according to Greenlaw. They are a spirited group "with a progressive, forward thinking mindset," he says.

"I'm blown away by my classmates. They are the leaders of tomorrow — motivated and engaged and determined to change the world."

After graduation, Greenlaw plans to work for the contract food manufacturing company his family has owned since 1927.

His business law, human resource and strategic management classes were particularly relevant, he says, because they provided him the opportunity to examine case studies showing how important it is for employees to feel valued and supported.

"MBS has given me the communication, interpersonal, management and leadership skills that will enable me to maintain a profitable, efficient and ethical business operation," he says. ■





Community consulting

MBS engages with over 60 businesses statewide in classroom consulting projects

COMMUNITY OUTREACH is a vital component of the Maine Business School, where faculty and students help Maine entrepreneurs and businesses solve problems and create marketing solutions through classroom “consulting” projects. Students analyze a business’ challenge or opportunity and then come up with recommendations to help it grow and thrive.

The consulting projects are annual assignments given in many classes including small business management, entrepreneurship, marketing, management information systems and e-business.

Student members of the MBS Chapter of the American Marketing Association and MBS Corps also mentor and advise entrepreneurs as part of a project each semester.

Recently, at the behest of associate professors Patti Miles and Jason Harkins, MBS faculty members compiled a list of the companies, nonprofits and organizations with whom they engaged during the 2016–17 academic year.

It was a productive and dynamic year, with students serving as “consultants” to approxi-

mately 60 “client” businesses throughout the state, including in the Bangor and Orono area, as well as in Portland, Lewiston, Gray, Gardiner, Scarborough, Bar Harbor, Winter Harbor, Lee, Millinocket and Presque Isle.

Public service and outreach are part of the University of Maine’s tripartite mission, which includes teaching and research.

MBS maintains a presence in the community in a variety of ways. In addition to leading the classroom projects, business professors often serve as consultants on their own or are involved with companies or other organizations in activities that relate to their scholarly interests and teaching responsibilities.

The classroom consulting projects are a mainstay of the business school’s curriculum. They are a boon to everyone involved. Students gain real-world experience in business analysis and strategy development as they apply the theories they learn in the classroom. Meanwhile, the businesses receive objective, research-based consulting as well as innovative new models and strategies to consider.

As “consultants,” students examine a company’s financial plan, survey customers and employees, review industry standards, and assess the strengths, weaknesses, opportunities and threats pertaining to a business. They summarize their findings in reports and presentations, which also contain recommendations such as redesigning or updating the company website, using social media more effectively or restructuring online payment systems.

Students come away with a number of skills that can make them more employable. In addition to learning about doing business on the internet, they gain experience with web design, social media marketing strategies and business systems, and hone their teamwork, critical thinking, time management and organizational skills.

Meanwhile, “client” businesses appreciate the thoughtful, detailed analysis and recommendations and are happy to take advantage of students’ expertise, enthusiasm and fresh perspective. They frequently use the suggestions to generate awareness about their company and help drive revenue. ■

Creating a compelling advantage

Camden National VP speaks about being prepared for workforce

MANAGEMENT INFORMATION systems (MIS) skills and training can help students find a job after graduation, says UMaine alumnus Josh Nash '00, '04 (MSIS), vice president of business innovation services at Camden National Bank. Speaking last semester to students in Assistant Professor Matt Graham's MIS class about open positions at the bank as well as about the MIS field in general, Nash says his job encompasses the best of both worlds.

"There's no better meld than between business and technology," says Nash, who in 2004 earned a master's degree in information systems (MSIS), an interdisciplinary program that includes MBS classes. He earned a bachelor's degree in psychology from UMaine in 2000.

Nash, who has worked at Camden National for 13 years, wears multiple hats. With his team, he designs and recommends the appropriate business systems and processes that help the bank analyze data, build customer relations, and provide innovative services and products. He also manages IT audits, in which he ensures that data integrity is being maintained, certifies compliance with industry policies and standards, and identifies methods to minimize risks to the bank's information assets.

Praising Nash for being a great advocate for MBS, Graham says he invited the alumnus to speak to his class as part of the business school's focus on making sure students are prepared for the workforce.

"I like exposing students to the types of work they can do when they graduate," Graham says.

The MBS classes he took during his graduate program complemented the technical skills he was learning, Nash told students.

"I wouldn't be where I am today without my business background," Nash says. "MBS gave me a competitive advantage — one that most technicians never receive — by providing a foundation that has allowed me to better understand all aspects of an organization."

Says Graham, "It was very helpful that Josh explained to students that what they are learning at MBS is preparing them for work in the field of IT as well." ■



“ I wouldn't be where I am today without my business background. **MBS gave me a competitive advantage...** by providing a foundation that has allowed me to better understand all aspects of an organization.

Josh Nash '00, '04 (MSIS)
Camden National Bank Vice President,
Business Innovation Services

Channeling the golden rule

MBS alumna, advisory board member, reinforces branding and ethics

WHEN L.L.BEAN was founded in 1912, a “golden rule” served as the foundation of the business, says MBS alumna Shelly Bartlett, vice president of internal audit at the internationally successful outdoor clothing and equipment company based in Freeport, Maine.

That fundamental tenet, “sell good merchandise at a reasonable profit, treat your customers like human beings, and they will always come back for more,” continues to resonate through the company today, Bartlett said during a presentation to MBS Associate Professor Terry Porter’s strategic management class last winter.

“When confronted with making a decision, we always go back to that simple but powerful philosophy,” she told students.

Bartlett, who earned a degree in accounting and finance in 1986 and serves on the MBS Advisory Board, took time from her busy schedule last winter to talk to students about L.L.Bean’s history and business strategies and about her successful career and her time at MBS.

A privately held, family owned company, L.L.Bean started more than 100 years ago with the iconic Maine Hunting Shoe and now sells more than 140,000 items, including outdoor recreational gear and equipment, apparel and home products. The company has been growing its retail store base outside of the famous flagship store in Freeport over the last few years.

L.L.Bean has succeeded because it has stayed true to its core values which focus on, among other things, outdoor heritage, customer service, and integrity and respect, Bartlett says.

“Maintaining the essence of our brand is essential for us,” she says. “We regularly examine and measure our brand equity to see how it is resonating in the marketplace.”

L.L.Bean further promotes its brand through the Outdoor Discovery Schools, which support the outdoor interests of customers and offer an opportunity for them to experience activities such as kayaking, canoeing, archery and snowshoeing with a trained expert, Bartlett says. Adding to its brand identity is the immensely popular Maine Hunting Shoe, also known as Bean Boots, the iconic product on which the company was founded and has been making for 105 years. L.L.Bean has committed to continuing to manufacture in Maine and is growing its manufacturing division. There are lots of knock-offs, but only one authentic Bean Boot that is handmade, one pair at a time, in the U.S., says Bartlett.

“When you study companies, think about their brand essence and how important it is to be clear about and invest in that brand,” she told students.

A Rumford, Maine, native who graduated with a dual degree in finance and accounting, Bartlett started her career in public accounting at PricewaterhouseCoopers. She earned her CPA and then went to Unum, where she did a wide

variety of accounting and external reporting jobs. She has worked at L.L.Bean in several positions, including finance, audit, outlet store operations and the L.L.Bean Visa program.

“L.L.Bean is a great place to work,” she says. “The company believes in its values and mission, encourages outdoor activities and strives to make employees feel like family.”

Being an accountant is stimulating and rewarding, she says. “I love that my job in audit is not routine and that I get to work on the company’s strategic initiatives and really understand how it operates.”

A devoted alumna, Bartlett has served on the MBS Advisory Board since 2015 and enjoys advising Dean Ivan Manev on a range of issues and helping to spread the word about the stellar education MBS provides.

Bartlett said she not only obtained a strong business foundation at MBS, but honed the critical thinking and public speaking skills that have served her well throughout her career.

“You are coming out of here with a great education,” she told students.

When she took her first job at PricewaterhouseCoopers, one of the country’s top four accounting firms, she found to her delight that she not only measured up to her colleagues, but that the knowledge she gained at MBS was well above what most of them had learned at their business school.

“As a result, my career progressed quickly,” Bartlett says. ■



“ Maintaining the essence of our brand is essential for us. **We regularly examine and measure our brand equity** to see how it is resonating in the marketplace.”

Shelly Bartlett '86
L.L.Bean, Inc.
Vice President, Internal Audit

MBS Advisory Board

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Vice President, Internal Audit, L.L.Bean, Inc.

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Worldly presentations

MBS students present exhibits during International Trade Show



STUDENTS IN MBS lecturer Clint Relyea’s “Introduction to International Business” class spent spring semester examining the challenges and opportunities involved with conducting business in other countries and then showcased their research in April at the third annual International Trade Show at the Cross Center in Bangor.

The students, who divided into teams for the project, acted as “economic development officers,” filling the main room of the convention center with colorful and interactive exhibits featuring the country they researched.

They handed out brochures and pamphlets with information about the country’s economy, imports and exports, tax structure, marketing practices, culture, history, political system and demographics. They showed pictures and photos, displayed maps and flags, presented slideshows and videos and served traditional food.

UMaine faculty members — including several from MBS — evaluated the exhibits on their relevance, quality, appearance and creativity, and

on how well students presented and understood the information.

The exhibit on Taiwan won first place, while Honduras took second and Jordan, third.

Students considered it a boon that, for the first time, the event was held at the Cross Center as part of the UMaine Student Symposium, where more than 1,200 graduate and undergraduate students presented their research, scholarship and creative activities.

“It increased the visibility and added to the seriousness of the assignment,” says Chris Chervenak ’18, a management major with a concentration in management information systems. He arrived at the Cross Center early to help set up his team’s exhibit on the Philippines, a display which included a pot of adobo chicken he had prepared the night before. The dish is popular with residents of the island country, he explained.

“We should do more events like this,” says Jonathan Sirois ’18, a management major from Hermon, Maine, whose team studied Bangladesh. “It taught us how to work with a team to

accomplish a long-term goal — something we’ll have to do in the business world — and many life lessons including how to speak in a professional manner and think on the spot.”

Many American companies outsource their manufacturing to Bangladesh because the labor rate is the lowest in the world, according to Sirois. “Bengalis work in the factories that manufacture clothes and shoes to large American companies like H&M and Forever 21,” he says.

Songping (Ryan) Wang ’19, a native of Taiwan, whose team won first place, traveled to Boston with teammate Ty Walko to have lunch with two representatives from the Taiwan Embassy.

“They talked to us about Taiwan’s economy, education and history,” says Wang, who obtained sponsorships from five local companies to finance the trip. He pronounced the trade show project a huge success.

“I enjoyed watching my friends learn about Taiwan and I even came away with some new information about my country,” he says.

MBS student Kevin Davidson ’18 from



Montville, Maine, who studied the UK, says he had twice been a tourist there and was happy to have the opportunity to examine it from a business perspective. He was surprised to learn that the UK imported 620,000 pounds or 310 tons of Maine lobster in 2011.

“That blew my mind,” says the finance and management major.

Marketing major Justin Hadley '18 of Madison, Maine and finance major Austin Gerchman '18, of Fryeburg, Maine say they enjoyed studying the tiny country of Liechtenstein.

“We learned that it’s a good place to do business and that it has the highest corporate density per capita — one business for every nine citizens,” Hadley says.

Kayla Leland '18, a finance and management major from Standish, Maine, says the more her group learned about Uruguay, “the more interested we became.” Now they would like to travel there.

Uruguay places a priority on ethical business practices and clean energy, according to

Danielle Lelio '18, an accounting major from Lee, New Hampshire. “Ninety-five percent of its energy comes from renewal sources, mostly geothermal,” she says.

Jacob Prevalt '17, an accounting major from Kennebunk, Maine, says New Zealand is a good place to conduct business because it has “a high level of education and a flat tax rate and the IT sector is growing incredibly quickly.”

Jessica Sosa '18, a management major from Columbus Junction, Iowa, enjoyed learning about the African country of Tanzania.

“I didn’t even know where it was when we first started the project, but talking to my teammates about the information we discovered reinforced our learning,” says Sosa, whose display was draped in the brightly colored flag of Tanzania.

Entrepreneurs from outside the country who want to start a business in Tanzania will have some hurdles, according to Sosa. A permanent resident must co-own the business with you, she says. ■

MBS MEMBERS OF VITA HELP WITH TAX RETURNS

THE VOLUNTEER Tax Assistance Program (VITA) at the Maine Business School had another busy and productive season.

Gathering weekly on campus and at the Orono Public Library, a crew of seven MBS students prepared federal and state income tax returns free of charge for more than 100 clients from UMaine and the community.

VITA enables students to gain hands-on experience putting into practice what they have learned in their tax courses and from IRS training materials. The longstanding organization provides a direct benefit to local taxpayers and is a great resume builder for accounting students.

MBS student Felicia Cowger '17, an accounting and management major who spent more than 20 hours this tax season volunteering with VITA, says she gained valuable experience filing taxes, interacting with clients and navigating the IRS website to find instructions for tax forms and specific tax rules.

“Volunteering with VITA helped build my confidence with respect to the world of taxes and provided valuable experience you can’t get by sitting in a classroom or reading a textbook,” says Cowger, who graduated in May and will be working at The Income Tax Man in Lincoln, Maine.

“Clients are grateful for the help they receive, and that alone makes volunteering worth every minute.”

VITA is supervised by MBS Instructor of Business Law Martha Novy Broderick. In 2016 she took over for accounting Professor Steve Colburn after decades of service.



Sky high business

Marketing student pioneers innovative farming technology

MBS STUDENT entrepreneur Chris Carroll '19 is pioneering a revolutionary technology that will make it easier for farmers in his native northern Maine to raise healthy crops.

Last fall he founded Aero Imaging Solutions, a Presque Isle, Maine-based company with an unmanned aerial system (UAS) — better known as a drone — that takes high resolution pictures using a multispectral camera. This innovative technology can determine the health of a plant based on the way it reflects light.

“A plant will start showing signs of stress on the light spectrum before it’s visual to the naked eye,” says Carroll. “When it shows red, it’s dying; green means it’s healthy. Determining the health of a crop sooner rather than later can save a farmer both time and money.”

Aero Imaging Solutions (aeroimagingsolutions.com) is the first in Maine to use this technology, according to Carroll, who purchased the four-foot wide UAS and software program last fall from a company in Switzerland.

The MBS marketing major is involved in another entrepreneurial venture. He is a professional deejay who created C-DJ Company (cdjservices.net) in 2012 when he was a sophomore in high school. Now he and an assistant are busy 30-35 weekends a year providing music, photography, videography and lighting for weddings, proms and other events throughout Maine as well as in New Hampshire.

Starting Aero Imaging Solutions had been a long-held dream for Carroll, a Presque Isle native who has many friends who are farmers. He had been researching the technology since he was in high school and when the FAA approved the use of commercial drone applications in September 2016, he seized the opportunity.

“I bought the equipment, started the company and took the plunge.”

With the advent of the growing season, Carroll is anticipating using the technology on the broccoli, potato and wheat crops that dot northern Maine. Farmers will appreciate the precise data that indicates, among other things, wheth-

er the crops are diseased, need water or contain enough nitrogen.

“Everyone is excited about this,” says Carroll, who has hired an engineer to process the data. “I’m just the pilot and the information gatherer.”

He first demonstrated the technology last spring when the owner of a mill yard asked him to calculate the volume of wood.

“It worked flawlessly,” says Carroll, who sees other applications including in real estate and forestry.

Carroll comes by his entrepreneurial mindset naturally. His family has owned a car dealership in Presque Isle for 55 years.

“Business is in my blood,” says Carroll, who served as president of the Presque Isle High School chapter of the Maine Future Business Leaders of America. He was guest speaker at the group’s annual conference in Portland last March for the third consecutive year.

During his presentation he encouraged the future entrepreneurs to always act professionally, learn how to sell themselves, and embrace innovative business ventures, particularly while they’re in high school or college with relatively few commitments and obligations.

“If you’re going to do something as an entrepreneur, now’s the time to do it,” he told them. ■

“When it shows red, it’s dying; green means it’s healthy. Determining the health of a crop sooner rather than later can save a farmer both time and money.”

Chris Carroll '19

Photography by Michael Gudreau



Notable May graduates

Students, faculty honored at MBS awards banquet

THE MAINE Business School recognized students and faculty during its 15th annual honors banquet and induction ceremony last April at the Penobscot Valley Country Club in Orono.

In addition to the awards presented, 39 juniors, seniors and graduate students were inducted into Beta Gamma Sigma, the business honor society. Students from VITA (Volunteer Income Tax Assistance) and MBS Corps, the business school's outreach organization, also were recognized.

Award recipients:

- **Outstanding International Student of the Year and Academic Achievement in Accounting:** Hoang Anh (Christine) Le
- **Outstanding Student of the Year and Academic Achievement in Finance:** John Douglas Butler
- **Academic Achievement in Management:** Brady Neil Davis
- **Academic Achievement in Marketing:** Karen Rose Lucky
- **Outstanding MBA:** Kristin Hall
- **Finance Faculty Award:** Everett Brewster Coulter
- **Excellence in Teaching Award:** Executive-in-Residence Shawn McKenna
- **Excellence in Research Award:** Assistant Professor of Accounting Henri Akono for his 2016 paper, "Free Cash and Executive Compensation," published in the International Journal of Business and Social Science
- **L.L.Bean Award for Outstanding Performance in Business Policy and Strategic Management:** Felicia Rene Cowger
- **Dr. Carol B. Gilmore Memorial Service Award:** Management Professor John Mahon, the John M. Murphy Chair of International Business Policy and Strategy

Beta Gamma Sigma inductees:

- **Graduate students:** Samuel T. Albert, Jordan P. Hall, Kristin Hall, Laura E. Lommler, Richard H. Luc, Edmond K. Morin, Jesse T. Orach, Jessica R. Pardoe and Arthur "Dodge" Tucker
- **Seniors:** Megan S. Ackley, Michael A. Altieri, Everett B. Coulter, Mindy S. Downing, Matthew R. Klemperer, Joseph J. Leclair, Mei Wa Li, Matthew R. Michaud, Auyon "Alex" Rahman, Olivia E. Swimm, Taylor J. Tyrrell, Steven A. Vandez and Kelly C. Wilson
- **Juniors:** Matthew A. Ahearn, Jillian I. Amaral, Austin D. Blake, Andrew C. Bullard, Forrest A. Carle, Grant Carrier, Ryan M. Hammontree, Charles B. "Quinn" Jones, Victoria E. Kingston, Andrew F. Lee, Maggie M. Maloy, Benjamin M. McLaughlin, Mark C. McLaughlin, Nathan A. Perry, Jason P. Pina, Taylor M. Simpson and Anne M. Spezia
- **MBS Corps students:** Bobby Begin, Anna Bolduc, David Bickford Duane, Christina Muse, Stephen Racine, Sam Robertson and Taylor Tyrrell
- **VITA students:** Felicia Cowger, Connor Shea and Hayden Ciomei



MBS Accounting and Outstanding International Student Awards

Hoang Anh Thi Le

HOANG ANH “Christine” Le ’17 of Hanoi, Vietnam will work as a tax professional at KPMG in Boston while pursuing her passion for languages.

Le, who speaks Vietnamese, French and Mandarin Chinese, received the Maine Business School’s Outstanding Graduating International Student Award and the Academic Achievement in Accounting Award.

In addition to serving as an assistant instructor in accounting and a student accounting/finance assistant at UMaine’s Advanced Structures and Composites Center, she was active in SPIFFY, a student investment group, and is a member of Beta Gamma Sigma, the business honor society. She has passed two sections of the CPA exam.

A finalist in the UMaine Business Challenge, the state’s largest student entrepreneurship competition, Le was a Blackstone Accelerates Growth Innovate for Maine Fellow and helped four start-up companies in Maine solve issues, train employees, add value and improve performance.

She served as vice president of financial affairs and chair of the executive budgetary committee at Student Government for three terms. A resident assistant, she was a member of the All Maine Women Honor Society and the International Student Association.

Although English is not her first language, she wrote an Honors thesis, “A Creative Thesis: The Me You Don’t Know.” She spent summer 2015 in Austin, Texas, where she did community service and helped organize an event for Vietnamese international students. In summer 2016 she moved to Boston to intern at KPMG, one of the Big Four professional service firms, and received both an internship extension offer and a full-time job offer.

She studied abroad at the University of Birmingham, United Kingdom, in fall 2016 before interning with the certified public accountants firm of Purdy Powers & Company in Portland, Maine.

She participated in UMaine’s Culturefest and performed at international dance festivals and served as guest speaker at a multicultural student leadership retreat and at Elect Her, a program that trains college women to run for student government. ■



L.L.Bean Award

Felicia Cowger



FELICIA COWGER ’17, who received the L.L.Bean Award for Outstanding Performance in Business Policy and Strategic Management, is putting her business education to good use after graduation.

She has been hired by the Income Tax Man in Lincoln, Maine where she will prepare tax returns for corporations and individuals.

With a double major in accounting and management, the MBS graduate says she feels well equipped to enter the workforce.

“The challenging, diverse range of courses at MBS taught me about each area of business and the classes pertaining to my major helped me understand what accountants and managers handle on a daily basis,” says Cowger, who is from Weston, Maine.

“Thanks to group projects I learned how to collaborate and commu-

nicate with others on a task when we aren’t all in the same room — a vital part of conducting business today.”

Cowger praises MBS professors for bringing their own professional experience into the classroom to provide valuable examples of real-life applications. They were always available whether she needed clarification about a topic or advice about careers in business.

“MBS helped me find my strengths and improve on my weaknesses,” she says. “I was able to decide on a major and, through that, I discovered I really enjoy doing taxes. I never would have found that if not for MBS.”

Cowger made the most of her time at MBS. She was on the Dean’s List for six semesters and spent summer 2015 in Spain after receiving the Benjamin A. Gilman International Scholarship. She also was awarded the UMaine Presidential Scholarship and the Bank of America Scholarship. She is a member of Beta Gamma Sigma Business Honor Society and Alpha Lambda Delta National Honor Society, as well as Gamma Sigma Sigma, the National Service Sorority where she served as treasurer and head of community outreach. ■

MBS Outstanding Graduate Student Award

Kristin Hall

KRISTIN HALL '17 (MBA), a world traveler and certified tour director, has accepted a job with Destination America as senior manager of field staff and product integrity. A recipient of the MBS Outstanding Graduate Student Award, Hall graduated with a dual master's degree in global policy and business administration (MBA).

In her new job, based in Anaheim, California, she will be responsible for recruiting, developing and training the company's more than 100 tour/travel directors and ensuring that the trips have met the standards promised.

Hall, who previously led tours with Destination America, is excited about the opportunity to further her career with the well-known company, which runs Trafalgar and Insight Vacations trips.

"I look forward to rejoining the travel and tourism industry full time, bringing along the knowledge I acquired at MBS," says Hall, who participated in the MBA trip to South Africa after graduation. To date, she has visited approximately 30 countries.

She made the most of her years at MBS. She served as head graduate assistant, helping ensure that faculty needs were met and promoting the MBA program on social media. She created accounts for the MBA program on Facebook and Twitter and touched base with dozens of alumni, providing information about MBS get-togethers and events, especially focusing on Homecoming.

"I thought it would be great to bring our MBA graduates back to campus and was able to utilize social media to spread the word and generate excitement," she says.

"Social media has been a great way to market our MBA program and keep us connected with alumni. I hope we can keep this homecoming tradition going because it not only brings our graduates back but is a great opportunity for past and current MBS students to network."

Hall served as president of GBA/NAWMBA (Graduate Business Association/National Association of Women MBAs), and is a member of Phi Kappa Phi, Beta Gamma Sigma and Golden Key honor societies. She twice received professional development scholarships to attend symposiums sponsored by the International Tour Management Institute (ITMI), where she earned her tour director certification in 2013.

MBS has set her on the road to success both professionally and personally. "In addition to giving me a solid foundation and set of skills that will allow me to further my career, MBS has given me the opportunity to meet some amazing people who I know will be lifelong friends," she says. "I am grateful to faculty members for imparting their wisdom and helping me narrow my career path. Their guidance was invaluable." ■



MBS Finance Faculty Award

Everett Coulter



EVERETT COULTER '17, who received the MBS Finance Faculty Award, is working as an investment research analyst at Atlantic Trust, a specialty investment advisory firm in Portland, Maine.

Coulter, a finance major, graduated from high school in St. Albans, Maine. A recipient of the Three Star Memorial Scholarship, he graduated magna cum laude from UMaine.

MBS prepared him well for his career, Coulter says. As co-president of the Student Portfolio Investment Fund (SPIFFY), he obtained valuable experience helping to ensure that the University of Maine Foundation assets were invested "profitably and responsibly."

"Managing the day-to-day operations of an investment club with more

than 40 members was challenging at times," he says, "but it was a tremendous experience that definitely helped prepare me for life after graduation by improving my investing, communication, leadership and teamwork skills."

MBS resources such as the Gerard S. Cassidy '80 Capital Markets Training Laboratory also ensured Coulter was ready for the workforce. At the CMTL he learned how to use the Bloomberg Terminal, a business database offering real-time market data, powerful analytics and extensive news coverage. Thanks to this experience he was able to obtain an internship at the Portland, Maine, office of Charter Oak Capital Management, where he provided training sessions on the powerful computer software system. He also interned at Ameriprise Financial.

"These experiences enabled me to apply the knowledge I obtained in the classroom to real life situations," says Coulter. "Thanks to Bloomberg, SPIFFY and my courses, I am ready to go out into the world." ■

MBS Academic Achievement in Management Award

Brady Davis



BRADY DAVIS '17 of Freeport, Maine, who received the MBS academic achievement in management award, says he is ready for whatever life holds.

“My MBS education has taught me to think critically, collaborate effectively, embrace my own personal brand, and be more confident about who I am and what I stand for,” says Davis.

A member of the Honors College with a minor in Sustainable Food Systems, he was recognized in 2016 for his work on artisanal cheese making in Maine by the Honor College’s Sustainable Food Systems Research Collaborative Project with an Outstanding Contribution to Sustainability Research Award.

Davis, a MBS student ambassador, was a Senator George J. Mitchell Scholar and a member of the Senior Skull Honor Society. He earned the Servant Heart Scholarship for connecting public service with his academic work and applying practical solutions to real-world problems. He won the UMaine Alumni Association Dirigo Award recognizing an undergraduate who exemplifies the academic and civic ideals of the University of Maine. He is a member of the Alpha Tau Omega Leadership Development Fraternity.

Davis says he enjoyed MBS’s strong and welcoming community of diverse students and faculty and has made friends he will have for a lifetime.

“MBS faculty members have mentored and influenced me in numerous ways,” he says. Among them were Clint Relyea, lecturer in management, who taught him to “value human capital and view an education in business as a wonderful opportunity to learn how to manage my own life,” and Terry Porter, associate professor of management, who showed him that “business doesn’t have to be just about profit maximization but also has the potential to have a major role in addressing our current social and environmental crises.” ■

“My MBS education has taught me to think critically, collaborate effectively, embrace my own personal brand, and **be more confident about who I am and what I stand for.**”

Brady Davis '17

MBS Academic Achievement in Marketing Award

Karen Lucky



KAREN LUCKY '17, who was presented with the MBS academic achievement award in marketing, will return to the business school this fall to begin the MBA program.

“MBS has given me the skills, the tools and the encouragement to grow as a person and to succeed in the business world and I’m excited to be back here completing my MBA,” says Lucky, a Guilderland, New York, native who minored in studio art and is a professional artist.

“I look forward to expanding on what I have learned and to developing my business career.”

Lucky, whose paintings hang in the Elk River Studios in downtown Brewer, says her business education helped her artistic endeavors.

“Through my MBS training, I learned the skills to consider supply and demand as I priced my paintings. Thanks to this knowledge, I’ve been able to sell my artwork, gain confidence, make connections, and take on larger art projects. I can see now that my art can be profitable.”

Lucky served as a MBS student ambassador and as vice president of the MBS chapter of the American Marketing Association. She led the team that organized the recent etiquette banquet, which was the AMA’s most successful event so far. She is a member of Alpha Mu Alpha and Beta Gamma Sigma honor societies.

The MBS faculty were mentors as well as teachers, she says. “I enjoyed being able to sit down and talk to my professors about managing time and about how to have a work-life balance. The wisdom they imparted will help me in my career and in my personal life.” ■

“MBS has given me the skills, the tools and the encouragement to grow as a person and to succeed in the business world and **I’m excited to be back here completing my MBA.**”

Karen Lucky '17

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Remembering Shawn McKenna

MAINE BUSINESS School faculty member and alumnus Shawn McKenna '77, died June 1 at the age of 61.

Executive-in-residence at MBS since 2015, McKenna taught marketing and leadership classes focusing on leadership styles and skills and ethical decision-making. The courses were consistently cited by students as among their most memorable experiences at MBS.

Believing that students should graduate knowing how to motivate and influence people, achieve goals, resolve conflicts and think critically and creatively, McKenna spearheaded a leadership initiative at MBS that included his classes and those of other faculty members.

He was a former MBS adjunct faculty member and lecturer who served on the MBS Advisory Board and the University of Maine Foundation.

"We at the Maine Business School lost a colleague, a friend and an inspiration," says MBS Dean Ivan Manev. "Shawn imparted his passion for teaching, leadership, and our university in all of us. He will be sorely missed."

McKenna, a businessman and consultant, started his career as a brand manager at Procter & Gamble. An innovative entrepreneur who knew when there was a niche to fill, he co-founded a restaurant business in Moscow, Russia, in the mid-1990s. A chain of six American-style restaurants called Starlite Diner, the company employed 1,000 people and is among the most popular and longest continuously operating restaurants in Moscow.

McKenna served as CEO/managing director of the successful enterprise, and commuted to Russia every two weeks for more than 20 years. "I love the Muscovites and I loved the challenge of doing business in Russia," he said.

McKenna lived in Bath with his wife, Debbie, and was the father of three grown children.

As a fitting way to celebrate Shawn's tremendous contributions to the university, a memorial fund has been set up at the University of Maine Foundation. It will go to a scholarship fund in his name for a deserving MBA student. The link is our.umaine.edu/mckenna. ■

