

Research & News Update

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Questions? Comments? Suggestions? Direct them to sac36@psu.edu. Your input is important to us.

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CSCR Celebrates 20th Anniversary *Dr. William "Skip" Grenoble, Executive Director*

We have a special occasion to celebrate in 2009 as it marks the 20th anniversary of our founding as the Center for Logistics Research in 1989. I would like to take a few minutes to reflect on our history and progress.

We owe our early vision and leadership to our "Beloved Founder", John Coyle. In 1989, John had just returned to our Department of Business Logistics from a senior leadership role in the College of Business and was bursting with ideas to advance our well-respected logistics program to even greater heights. Unlike many academic disciplines, logistics has always been a very outward-focused field. We have always been more practical than theoretical and anxious to engage and learn from our friends and alumni in the "real world". John, though, foresaw the added value of creating an entity that would serve as a bridge between our internal teachers and researchers and our external practitioner supporters and thus lobbied hard, but successfully, with a skeptical, adversarial College leadership to create the Center. Today we have what we refer to in our Vision Statement as a "community of scholars and practitioners dedicated to shaping global supply chain management."

One of John's first steps with the Center was to hire me as its first employee. I was in the third year of working towards a Ph.D. in Logistics and the entrepreneurial challenge of growing a new entity and working both internally and externally was very appealing to me. It was not an easy task in the early days, though, because one of the ground rules we have always operated under is that we must be totally externally funded. This means that most of my time was spent in raising money – most of which, initially, went to paying my own salary.

Through our history there are a few special events that took place that have been instrumental in shaping what we are today:

- Our first corporate sponsor for the Center was Conrail. A \$5,000 contribution from the railroad became our seed funding. Today we have over 40 sponsors. We learned early on that our sponsor program had to be a two-way street, that there had to be a list of benefits to warrant sponsor contributions of funds and advice and that this list had to span a portfolio of areas including research, benchmarking, executive education, networking, and support to recruitment of our students.
- The first major research project we engaged in was accomplished in partnership with A. D. Little in 1990-1991. It was published by the Council of Logistics Management as a book entitled *Logistics in Service Industries*. We also were able to glean two Ph.D. dissertations from this project, including (thankfully) my own.
- The first customized executive education program we offered was a series of four week-long programs in 1991 and 1992 in Boulder, Colorado and Princeton, New

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Jersey. Our first open enrollment program was conducted in June 1995 and was entitled "Building and Managing Effective Supply Chains."

- In 1992, we formed our first benchmarking group around the topic of studying the import process. This group still exists today as one of our four current benchmarking consortia.
- We held our first "Logistics Leaders Forum" in April 1992. This program became the model for what has evolved into our two times per year Supply Chain Leaders Forums.
- In the Fall of 1998 we partnered with Sapient Corporation in hosting and facilitating a month-long education and action learning program for the logistics leadership of the Marine Corps. This was one of our first ventures into the "public sector" of logistics and supply chain and laid the groundwork for several very rewarding research and education relationships and endeavors which followed.
- In July 2000 the leadership reins of the Smeal College of Business were turned over to a new Dean, Judy Olian. We owe a lot to Judy for some substantial changes in attitude and strategy toward research centers, in general, and, specifically, the logistics/supply chain program. She elevated the role of research centers and moved the thinking around supply chain from being a backwater discipline to feature it as one of Smeal's "jewels". She encouraged more interdisciplinary approaches to research and encouraged us to think broader and move from "logistics" to "supply chain". We did so and changed our name to the Center for Supply Chain Research in early 2001. At Judy's encouragement in 2003, the Department of Business Logistics was merged with the Department of Management Science and Info Systems to create our current Department of Supply Chain and Info Systems. Finally, Judy provided the leadership and drive for the completion of the wonderful new building we presently occupy. We also can happily report that Judy Olian's positive attitude toward supply chain has continued under our current Dean, Jim Thomas.

In summarizing our first twenty years, I would be remiss if I did not single out for special recognition and thanks the following individuals and groups:

- For his vision and leadership, John Coyle, our founder and first executive director.
- For their guiding support and encouragement, Smeal Deans Judy Olian and Jim Thomas, and the several Associate Deans for Research with whom we have worked.
- For several aspects of friendship and support, the two department chairs with whom we have partnered – John Spychalski and Gene Tyworth.
- For their valuable participation in our Center events and research initiatives, our many Faculty Affiliates representing several academic disciplines.

- For being a strategic partner in executive education, Penn State Executive Programs, including the current Associate Dean for Executive Education, Pat Cataldo.
- For countless deeds of special effort, the many staffers, assistants, and grad students who do the day-to-day work of the Center, with a special nod to our current highly-talented and experienced team (listed in seniority order): Jean Beierlein (19 years); Sue Purdum (10 years); Tracie Shannon (9 years); Sharon Cox (4 years); and Kusumal Ruamsook (2 years).
- And last but certainly not least, for invaluable advice, encouragement, and financial contributions, our many external supporters, including sponsors, alumni, and friends.

And so it's on to the next 20 years, with hopes and expectations that they will be as exciting and rewarding as the last 20 have been. Who knows, if the stock market and my 401K don't improve, I may still be around writing this letter again in 2029. After all I would only be a few years older than our football coach is today.

Supply Chain Research Relevant to Today's Business Community

The Center supports supply chain research relevant to today's business practice, sensitive to global perspectives, interdisciplinary, and driven by a holistic approach to supply chain issues.

Below are abstracts of current CSCR supported research. If you would like more information, contact Tracie Shannon at 814-863-3234 or tla114@psu.edu.

Fuel Prices and the U.S. Transportation Industry: The 2008 Aftermath and Key Mitigating Strategies

by Dr. Evelyn Thomchick, Associate Professor of Supply Chain Management and Dr. Kusumal Ruamsook, Visiting Research Scholar

In the second half of the 21st Century, the U.S. commercial transportation landscape is approaching a turning point where fuel costs are not only rising but also coinciding with an economic slowdown. Every mode of the transportation industry has been affected by rising fuel prices and operating within constrained capacities. In this paper, an aftermath of the soaring fuel prices at the end of 2008 and emerging trends in carriers' strategies to mitigate the fuel price impacts are investigated. Findings highlight a snapshot of the transportation industry after the oil-price peak and provide an impartial source of the U.S. transportation industry condition in today's renewed focus on transportation.

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The Impact of Increased Transportation Costs on Global Supply Chains: Five Key Trends

by Dr. Evelyn Thomchick, Associate Professor of Supply Chain Management and Dr. Kusumal Ruamsook, Visiting Research Scholar

Due to outsourcing and off-shoring of U.S. manufacturing operations to other countries there has been an increasing inflow of imports and has also made the United States a consumer nation heavily reliant on freight transportation systems. Results are the increasing pressure on both U.S. gateways and inland transportation to meet growing freight transportation needs. However, U.S. transportation infrastructure is fast approaching its capacity and the capability to invest in the much need transportation infrastructure is limited. Added to the infrastructure capacity constraint are the fluctuating fuel prices, and rising tide of global warming concerns. Together, these factors have resulted in increased costs in transportation. The transportation and freight industries are undertaking fundamental changes in their operation strategies. The paper highlights five key trends in global supply chains driven by today's transportation condition.

Wind Power Supply Chains: An Overview of the Industry and Supply Chain Challenges

by Dr. Evelyn Thomchick, Associate Professor of Supply Chain Management and Dr. Kusumal Ruamsook, Visiting Research Scholar

High energy costs and energy security concerns have led to considerable efforts to diversify the U.S. energy portfolio. Among alternative types of "new" fuel for electric power, wind energy has grown rapidly in the United States. The United States is now ranked as one of the world's leaders in wind electricity generation. Despite the tremendous progress, wind energy accounts for less than one percent of the total electricity generated by all sources.

On average, strong wind sites are located far from heavy populations and commercial centers. This site-specific nature of wind energy necessitates ancillary infrastructure development, such as transmission interconnection lines or system upgrades to supply power. Thus, the greater penetration of wind electrical generation in the future depends not only on wind power capacity, but also the nation's ability to transport and distribute power to where it is needed. To foster development of a robust wind energy supply chain in the United States, this research takes the fundamental, yet vital, step in understanding wind power supply chains and associated challenges.

Supply Chain Progress Monitoring Metrics

by Russell Barton, Professor of Supply Chain and Information Systems, and Jun Shu, Assistant Professor of Supply Chain and Information Systems

Barton and Shu are exploring the application of statistical process control (SPC) to tracking the progress of an item through a supply chain. SPC has long been used to monitor manufacturing processes, but recent developments in RFID now permit items to be tracked in minute detail through a supply chain. Instead of sampling product parameters, SPC can also be used to sample the timeliness of an item's arrival at selected supply chain points and the correctness of a predetermined path. Such SPC applications can give managers an early warning of supply chain problems and a better opportunity to model supply chain dynamics. This research was supported by a grant from the National Science Foundation, and facilitated by significant interaction with the Center for Supply Chain Research members, including VeriSign in particular.

A Supply Chain Perspective on Product Returns

by Daniel Guide, Associate Professor of Operations and Supply Chain Management

Guide is studying how retailers and manufacturers deal with the substantial number of product returns made by customers. The reasons for returns include mismatch between customer needs and product attributes (often exacerbated by aggressive promotional tactics designed to maximize sales of overstocked products and by poorly trained sales staff), user-unfriendly products, poor product documentation, and defective products. Total supply chain costs and their allocation vary for return of products sold in brick-and-mortar outlets versus over the Internet. Guide is exploring the return policies and practices of retailers and manufacturers, and developing models and tools to align their incentives to reduce product returns and lower costs for all participants across the supply chain.

SKU Rationalization

by Terry Harrison, Professor of Supply Chain and Information Systems

Harrison is looking at how firms manage a potential downside consequence of new product introduction and product line extensions, which is the proliferation of SKUs (stock-keeping units). Although introducing new products generally increases revenue, it also can raise costs due to higher inventory, increased complexity, and other factors. This research investigates how firms decide which products to discontinue as new products are added. Harrison plans to survey managers

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to address this question. His initial inquiries suggest that firms eliminate products on the basis of profitability, volume, number of manufacturing steps, and links to other products. Other firms simply mandate that some products be eliminated as new ones are added. Harrison plans to develop optimization models that link market and supply chain functions and jointly determine the best set of products to eliminate.

Inventory Service Level Agreements as Coordination Mechanisms: The Effect of Review Periods

by Elena Katok, Professor of Supply Chain Management, and Douglas Thomas, Associate Professor of Supply Chain and Information Systems

Many retailers use service level agreements to ensure that their suppliers provide them with a sufficient amount of inventory to maintain high levels of customer service (defined as the proportion of customer orders filled). An example is to reward a supplier for meeting a 95-percent service level over a given review period. Katok and Thomas test the effect of service level agreements for eight versus two demand periods, and for rewards that ranged from zero in the baseline treatment to a high reward condition of 50 times higher than the holding cost for one unit per demand period. Their results show that service level agreements implemented over longer review periods (eight) are more effective than ones implemented over short review periods (two) when tested in the behavioral laboratory with human subjects (both practicing managers and students). The results for size of rewards were that decision-makers overreact to small rewards and under-react to large rewards. Thus, medium-level rewards over longer time horizons may well be more effective than high rewards over shorter time horizon.

Smeal Research Center Directors & Faculty Form Sustainability Council

UNIVERSITY PARK, PA (February 26, 2009) – Penn State's Smeal College of Business has formed a Sustainability Council to foster collaboration across the college on sustainability-related research and education, and to enhance visibility for the college's sustainability initiatives across the University and externally.

The council consists of the directors of six of Smeal's research centers, including CSCR, and other key faculty. The centers have undertaken their own sustainability research

efforts both academically and in conjunction with their private-sector supporters. Coming together monthly to compare notes and develop new collaborative initiatives will push the college's sustainability agenda and encourage cross-disciplinary programs. Faculty outside of the centers who are conducting research in sustainability areas are also represented in the dialogue, allowing for a rich college-level exchange of ideas and agendas.

Smeal's five-year strategic plan proposes the creation of a new research center that is dedicated to the study of sustainable business practices. The center will work with existing Smeal centers and across the University to encourage dialogue between business and sustainability advocates. The center will also focus on research to identify complements and transcend trade-offs between economic, societal, and environmental goals.

Until the new center is operational, the Sustainability Council will bring focus to all of the college's sustainability efforts and bridge the gap that the new center will fill. Currently, there are at least 20 Smeal faculty members who are either conducting research or exploring projects in the area of sustainability, in addition to research center initiatives.

Faculty research agendas include sustainability projects in economics, finance, management, marketing, supply chain, and more. For instance, Dan Guide, assistant professor of operations and supply chain management, focuses his research on closed-loop supply chains and remanufacturing, which serve as a foundation in the development of environmentally sustainable industrial systems. Another project, by Daniel Cahoy, associate professor of business law, explores how intellectual property rights can be used to encourage private investment in sustainability-related innovation.

The college's research centers are also focusing a portion of their efforts in sustainability. The Center for Global Business Studies is examining how environmental degradation will affect business in the next 25 years. The Center for the Management of Technological and Organizational Change (CMTOC) is working with its member firms to learn how Lean Six Sigma methods and tools can be applied to the reduction of water and energy waste. The Center for Supply Chain Research is exploring how altering supply chains can shrink firms' carbon footprints. And the Institute for the Study of Business Markets is looking at branding issues in sustainability.

By coordinating with these and other individual sustainability projects underway at Smeal, the Sustainability Council will be the college's advocate for growing these efforts, according to Gerald Susman, associate dean for research and chair of the new council.

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"The council puts a public face on all of the impressive projects being conducted by Smeal faculty and research centers," said Susman, who also serves as director of CMTOC. "The council gives sustainability a home at Smeal, and it shows the world that we have presence in this area of research and are willing to work with other groups within Penn State and beyond."

The council is collaborating in hosting a symposium on business issues in energy/alternative energy. Other ideas include developing case studies on how sustainability consciousness grows in firms, inviting executives to share how they've grown their bottom lines by going green, and bringing in sustainability-focused NGOs—like the Sierra Club and the World Wildlife Federation—to share their ideas on sustainable business practices.

New Program on Managing Global Supply Chains Scheduled

UNIVERSITY PARK, PA (March 4, 2009) – Penn State's Smeal College of Business is launching a new executive education program designed specifically for managers engaged in international business and global supply chains.

"Building Global Supply Chains for Competitive Advantage," presented by Penn State Executive Programs in partnership with the Center for Supply Chain Research, is scheduled for November 3 to 6 on Penn State's University Park campus.

The program, cosponsored by the Council of Supply Chain Management Professionals, will introduce participants to contemporary issues associated with doing business internationally, including effective management of extended supply chains so prevalent in this global environment. The techniques and strategies provided will help supply chain leaders master global sourcing, distribution, trade finance, regulatory compliance, and other aspects of global trade. The program also offers a unique session on talent development and ways to build competent teams to bridge different cultures and time zones.

"As our economy becomes more and more globalized, today's supply chain professionals need to possess an international perspective," says Susan Purdum, administrative director of the Center for Supply Chain Research. "Firms that succeed on the global stage rely on supply chain leaders who have an innate understanding of the complexities in design and orchestration of supply chains that may extend across multiple geographies, economies, cultures, and regulatory environments. This program will equip participants with the skills and knowledge to meet those needs."

The program's faculty includes internationally recognized business professors and leading executives from global industry

players who will discuss the trends they believe will most likely impact international business and supply chains.

Complete program details and registration information are available online at www.smeal.psu.edu/psep/gbs.

New World-Class Supply Chain Collaboration Program

UNIVERSITY PARK, PA (March 4, 2009) Penn State's Smeal College of Business will launch a new executive education program designed for managers and executives responsible for coordinating collaborative efforts across functions within an organization or managing trading partner relationships across multiple firms. It is designed for those who want to bring proven methodologies like S&OP and CPFR into their organizations to facilitate demand management, reduce working capital, and improve customer response.

"Developing World-Class Supply Chain Collaboration," presented by Penn State Executive Programs in partnership with the Center for Supply Chain Research and cosponsored by the Council of Supply Chain Management Professionals, is scheduled for November 30 through December 3, 2009, at Penn State's University Park campus.

Participants will develop a better understanding of leading practices and industry standards for world-class collaboration. The program prepares organizations to be effective partners established in bedrock principles of trust. Participants will then learn how to incorporate best practice methodology in Sales and Operations Planning (S&OP) to achieve optimal functional alignment for coordinated demand-supply planning. Participants will also learn step-by-step processes for Collaborative Planning, Forecasting, and Replenishment (CPFR) from one of the world's leading authorities on CPFR and trading partner collaboration.

Balancing demand and supply is an age-old problem faced by many in supply chain. Sharing accurate, actionable information on a timely basis can certainly mitigate the market fluctuations. Collaboration, both between firms and within a firm, enables supply chain professionals to acquire better information and improve decision making in demand management. Firms that relentlessly dedicate resources and design business teams to operate in a collaborative fashion will thrive in a challenging economy.

The program will be lead by industry experts and faculty. Program delivery is balanced between interactive discussion and active engagement in group exercises to encourage practical application within participants' organizations. Topics

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include: External collaboration; managing supply chains in the 21st Century; building and maintaining trust in a business partnership; people, processes, and technology; and change management mandates for an organization.

Complete program details and registration information are available online at www.smeal.psu.edu/psep/topic/programs/cpfr/.

Meet CSCR's Newest Sponsors—Macy's, Inc. and Teva Pharmaceuticals

Based in Cincinnati, Ohio, **Macy's Inc.** has over 840 retail locations across the United States, offering a wide range of consumer goods, including men's, women's and children's apparel, cosmetics, and home furnishings. The origins of Macy's go back 150 years, where three well-known department store chains united to become one of the best-recognized department stores in the United States. Macy's was one of the first department stores to offer "pay as you can" credit policies. In addition to the original Macy's stores, the company operates Bloomingdale's, and acquired rival May Department Stores in 2005. In 2008, Macy's had over \$26 billion in sales,

Macy's CEO Terry Lundgren has a vision of Macy's marketing more directly to young consumers, who usually shop elsewhere, and to promote Macy's image as "America's Department Store." Lundgren has also announced a restructuring plan to establish a new regional and district structure. Macy's is also looking globally; the first internationally-located Bloomingdale's is slated to open in Dubai in early 2010.

Stating that "diversity is an integral part of [Macy's] strategy," Lundgren has demonstrated the company's value on diversity in the workplace, the supplier base, and the community. Macy's has also initiated awareness within the company about sustainability; they have corporate goals of reducing energy expenditure by 10% by 2010, increasing use of renewable energy (at 2006 levels) by eightfold by 2010, and reduce the level of paper used by 20%. Macy's is very active in the community; workplace giving and customer donations to Macy's giving programs topped \$78 million in 2007.

The largest manufacturer of generic pharmaceuticals, **Teva** develops and markets a wide selection of therapeutic drugs in the categories of cardiovascular, anti-inflammatory, anti-infective, oncology, central nervous system, and dermatological. Teva also offers branded pharmaceuticals. Their distribution channels include retail outlets, wholesalers, drug distributors, mail order pharmacies, and hospitals. As a wholly owned subsidiary of Teva Pharmaceutical Industries Ltd., Teva

Pharmaceuticals USA is part of one the top 20 pharmaceuticals companies in the world. Founded in 1901 in Israel, the parent company offers generic drug therapies to international markets including Latin America, Europe and Asia.

Teva USA is headquartered in North Wales, Pennsylvania. President and CEO Bill Marth leads an organization of over 1,000 employees. In 2008, Teva acquired Barr Pharmaceuticals, a US generic drug manufacturer, for \$7.5 billion. As of December 2008 Teva brought in \$130 million from sale of goods; Teva USA comprises about 60% of the parent company's revenue.

Committed to providing safe products, Teva USA adheres to a comprehensive Corporate Compliance Program. This program helps to assure compliance with U.S. regulations, and to provide consistency in Teva's operations. Teva's mission is to become a leading force in transforming the healthcare system through its market leadership in development and sales of generic drugs.

Novack Honored with Teaching Excellence Award

UNIVERSITY PARK, PA (March 23, 2009) – In honor of his record of distinction in undergraduate education, Penn State's Schreyer Institute for Teaching Excellence has presented Robert Novack, associate professor of supply chain management and a CSCR faculty affiliate at the Smeal College of Business, with a 2009 George W. Atherton Award for Excellence in Teaching.

The Atherton Award, named for the seventh president of the University (1882-1907), is presented each year to faculty members who have devoted substantial effort to, and developed a record of, excellence in undergraduate teaching. Award nominees must have undergraduate teaching as primary responsibility.

Novack has served on the Smeal faculty since 1986 and currently teaches a variety of undergraduate courses in supply chain management. His current research interests include the quantification of logistics value and supply chain performance measurement. He has published numerous articles in the *Journal of Business Logistics* and the *Transportation Journal*, among others.

Prior to joining academia, Novack worked in operations and planning for the Yellow Freight Corp. in Overland Park, Kan., and the Drackett Co. in Cincinnati.

The co-author of two logistics textbooks, Novack holds a bachelor's degree and an M.B.A. from Smeal and a Ph.D. from the University of Tennessee.

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Center for Supply Chain Research

2009 Calendar of Programs & Events

April 23	R. Hadly Waters Supply Chain Symposium	University Park, PA
May 6	Global Trade Compliance Benchmarking Consortium	Harrisburg, PA
May 11-15	Essentials of Supply Chain Management	University Park, PA
May 12-13	Transportation Benchmarking Consortium	J&J, Skillman, NJ
May 18-22	Process & Tools for Supply Chain Success	University Park, PA
May '09 Day TBD	Sales & Operations Planning Benchmarking Consortium	Online Meeting
June 8-12	Applying Lean Principles Across the Supply Chain	University Park, PA
Sept. 10-11	Fall '09 Supply Chain Leaders' Forum: Managing Global SC Complexity & Risk	University Park, PA
Sept. 14-18	Achieving Supply Chain Transformation	University Park, PA
Sept. 23	Fall '09 Supply Chain Coffee House	University Park, PA
Sept. 24	Fall '09 Supply Chain Career Fair	University Park, PA
Oct. 5-9	Essentials of Supply Chain Management	University Park, PA
Oct. 11-16	Designing & Leading Competitive Supply Chains	University Park, PA
Oct. 20-21	Customer Service Benchmarking Consortium	University Park, PA
Oct. 26-30	Applying Lean Principles Across the Supply Chain	University Park, PA
Oct. '09 Day TBD	Sales & Operations Planning Benchmarking Consortium	SC Johnson, Racine, WI
Nov. 3-6	Building Global Supply Chains for Competitive Advantage New Program	University Park, PA
Nov. 4-5	Global Trade Compliance Benchmarking Consortium	University Park, PA
Nov. 10	Exploring Careers in Supply Chain	University Park, PA
Nov. 11	Fall '09 Corporate Sponsor Meeting	University Park, PA
Nov. 16-20	Process & Tools for Supply Chain Success	University Park, PA
Nov. 30-Dec. 3	Developing World-Class Supply Chain Collaboration New Program	University Park, PA

MARK YOUR CALENDAR

CSCR will host the [Fall '09 Supply Chain Leaders' Forum, September 10 and 11](#). "Managing Global SC Complexity & Risk" will be the focus topic for the forum. A networking reception will be held the evening of September 9th at The Penn Stater Conference Center and Hotel, University Park, PA.

For information, contact Tracie Shannon at tl114@psu.edu or 814-863-3234.

The [Supply Chain Coffee House](#), a corporate information session will be held on [Wednesday evening, September 23rd](#) at the Smeal College of Business. The session provides sophomores, juniors, seniors, MBA, and graduate students specific corporate information about full time employment, internships, and co-op opportunities with CSCR Corporate Sponsor organizations.

For information, contact Tracie Shannon at tl114@psu.edu or 814-863-3234.

Recruiters from 55 of the leading companies in supply chain were at Penn State's Smeal College of Business for the Spring '09 Supply Chain Career Fair and met with 642 students majoring or earning a minor in supply chain and information systems, management information systems, information systems technology, and industrial engineering.

Plan ahead for the [Fall '09 Supply Chain Career Fair](#) scheduled for Thursday, [September 24th](#) in the Smeal College of Business, Business Building Atrium at University Park, PA.

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