

## Message from the President

Hi everyone! As you know, for reasons which I still do not understand, you all have asked me to be your President this year. Why anyone would want to follow me is still a bit of an intimidating thought, so I just let Kay Hodge and Roy Cook take care of the leading, they are better at it than me. Thanks to both of you for being so encouraging over the years, I value your input deeply. I can't believe that I have been a part of this organization for 11 years! Where has the time gone? It's been a wonderful experience all the way, for sure.

What I am especially proud to be a part of is our culture of feedback which so clearly enables authors to achieve publication. We can't lose sight of the fact that what makes the Society for Case Research so inviting is that people are encouraging of each other's work, while being clear and professional with their critique. It's a fine line and we need to make sure that we concentrate our efforts in this regard as we have in the past.

I also value deeply that we are, as a society, so willing to make changes and improve our services. In my relatively short time with SCR we have: started a new journal, started a new website, implemented automated payment systems, vastly improved access to our cases and critical incidents, established the role of Executive Director, and developed a competitive funding process for graduate student travel to SCR functions. Those are the highlights as I remember them, so there is more to this culture of constant change than meets the eye; for example, we've managed to keep a very solid bottom line along the way.

Ours is also a culture of equality, and as a new member in back 2001 I can tell you I really appreciated NOT being treated like a fresh out of college Assistant Professor. It's that notion of inclusion, coupled with quality feedback in a collegial atmosphere which makes this very professional organization such a joy to be a part of. I look forward to serving you, our membership, over the next year.

The SCR has two meetings a year where authors can publish and participate in collaborative setting. Last spring, the SCR Annual Meeting was held at the Drake Hotel on March 28 to 30, 2012 in conjunction with MBAA (Midwest Business Administration Association) for the fifth year in a row attracted record attendance for our program. Program chair Karen Berger (Pace University) put together a great program of critical incidents and embryo cases, and panel presentations. The 2012 Summer Case Writers Workshop on July 19 to 21 on the campus of Missouri State University in Springfield was hosted by George Schmelzle.

As always, thank you for flying SCR, we know that you have choices and appreciate your selection.

Eric Nelson  
University of Central Missouri

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## **In Memoriam: Jim Camerius**

James W. (Jim) Camerius, a long-time member of the Society for Case Research (SCR), died May 3, 2012. Jim was an active case writer and retired Professor of Marketing at Northern Michigan University.

Jim was active in the Society for Case Research (SCR), World Association for Case Research and Application (WACRA), and North American Case Research Association (NACRA). His SCR activities included serving as Vice President and host for two summer workshops at Northern Michigan University, Editor of the Newsletter, and Archivist, as well as serving for multiple terms on the Board of Directors. He also served as Director of External Relations with responsibilities for coordinating case activities with other case writing organizations. He also served as a member of editorial review boards for numerous case publications. His dedication to leadership and service were recognized with the Phil Fisher award for distinguished service to SCR.

Jim Camerius served as a faculty member at Northern Michigan University for 44 years before retiring in 2007. He taught and published in the field of marketing. His cases were adopted by and appeared in many textbooks in marketing and management. Besides his case writing activities; Jim was also active in numerous marketing organizations including American Marketing Association, Academy of Marketing Science, and Midwest Business Administration Association.

Professor Camerius was born June 14, 1939 and passed on May 3, 2012. Memorial services were held May 9 at Redeemer Lutheran Church in Marquette, Michigan. We will all miss Jim's congenial personality, dedication to his students, colleagues, and his zest for life.

SCR News is published three times a year by the Society for Case Research. Editorial work is completed at Idaho State University by Dr. Ann M. Hackert. The newsletter is sent out via e-mail effective with the Spring 2006 issue and is available online at [www.sfcr.org](http://www.sfcr.org).

The purpose of the Society for Case Research (SCR) is to assist in the development of individual efforts in the field of case writing, case teaching, and case research, which enhances business education. The major objectives of the SCR are to provide programs for the exchange of ideas and the improvement of case research, writing, and teaching; to assist in the publication of written cases or case research and other scholarly work; and, to provide recognition for excellence in case research,

## Find Us on the Internet

Check out the SCR on the Internet! The organizations site at <http://www.sfcr.org/> has publishing guidelines, information on all our journals and announcements for upcoming meeting deadlines and conference locations. Bookmark the site and visit publishing guidelines, sample cases and other helpful resources for writers.

## Journal of Case Studies

Visit the site for the *Journal of Case Studies* (formerly *Annual Advances in Case Studies*) at <http://www.sfcrjcs.org/index.php/sfcrjcs>. Log on with your membership information and access cases to use in your classes or as you author textbooks. Editor Leigh Cellucci and Associate Editor Cara Peters created a well-designed site with accessible content. Download and read the informative article "Case Writing Matters" authored by Cellucci, Kerrigan and Peters to gain insights and perspectives both on writing case and their use in the classroom. Internet access is a great innovation allowing faculty and those who want to adopt cases an easy way to find what they need. Take a few minutes to log on and check it out.

## Membership Dues and Information

It is important to remember to pay your dues for membership in SCR. You need to be a member of SCR to attend and present at meetings. You and all your co-authors must be current on your dues in order to publish in SCR publications. Your dues also include subscriptions to SCR publications.

1. When you pay your dues every July you automatically get access to Internet materials, printed publications and meeting CDs with the *Proceedings*. the Annual Meeting *Proceedings*, *Journal of Case Studies*, *Business Case Journal* and the new electronic *Journal of Critical Incidents*. Do not pay for the proceedings again when you register for the MBAA—don't check that box.
2. To pay online, go to <http://www.scr.org> and click on "Member Area" if you are a member or "Join" if you are not a member. The directions will guide you through the renewal process. Enter the data requested and you will get to the "Pay Dues" link and the payment page. At the top, if you are a member, it will show when your membership expires. To make a payment, select the membership type you want, 1-year or 2-year and whether you are located in the U.S., Mexico or Canada. Click the "Pay with PayPal" button. Follow the instructions provided by PayPal and then return to the SCR site. You will need to keep your payment status active to receive information from the SCR. Those who wish to pay by check can mail it to the address on the Pay Dues page; your payment status will change once payment is received.
3. SCR runs on a July to July membership year. Go online or send a check made payable to the Society for Case Research: If you pay by check, please make sure you send it to Karen Foust at her home address. The address is Society for Case Research, c/o Karen Foust, 207 Belle Meade Blvd., Thibodaux, LA 70301-4907.

**Society for Case Research**  
**2013 Annual Meeting - Drake Hotel - Chicago**  
**February 27- March 1**  
**Submission Deadline: October 19, 2012**

**Call for Papers, Critical Incidents, Panel Topics, Embryo Cases**

The Society for Case Research (SCR) is one of eleven autonomous associations that meet each March in Chicago for an annual conference coordinated by MBAA International. Attendees may submit papers to multiple associations meeting at the conference (see <http://www.mbaainternational.org/conf.htm> for details).

The following types of submissions are invited:

**Papers** that are conceptual or empirical and address topics related to case research, case writing, or case teaching.

**Critical Incidents** are similar to cases but provide less information upon which to base an analysis, and instead briefly describe a provocative situation upon which the student brings his background and knowledge to arrive at a course of action. Incidents must detail a real situation in a real organization and can be based on either field work or library research. Incidents must be submitted with a Teaching Note.

Following the conference, critical incidents may be revised and resubmitted. These resubmissions then undergo a double-blind review process for possible publication in the new SCR electronic *Journal of Critical Incidents*.

**Panel Topics** may be proposed relating to any aspect of case research, case writing, or case teaching. Proposals should include the names, affiliations and addresses of all participants and a detailed description of the topic of discussion and its relevance to conference attendees.

**Embryo Cases** consist of ideas, basic outlines, or initial rough drafts of cases from participants who would like to receive constructive feedback and suggestions from published case writers on how to turn these ideas into publishable cases. At a minimum, submissions should include an outline of the case situation and brief descriptions of how the author envisions using the case in class and what students will learn. Embryo Cases are a good opportunity for both experienced case writers and those who are just thinking about getting into case writing to receive suggestions and guidance on turning their ideas into publishable works.

Specific guidelines for writing cases and teaching notes are available on the SCR Web site at <http://www.socr.org>. These guidelines include specific instructions on the format of the papers to be submitted. Submissions will be reviewed and supportive feedback will be provided to authors during the conference.

**Submission Deadline:** The deadline for submissions is October 19, 2012.

**Notification Deadline:** Authors will be notified about the status of their submission(s) by November 30, 2012.

**Case Writers' Corner:**  
**Best Practices in Reviewing Case Studies or Critical Incidents**  
**Excerpts: MBAA Panel, Annual Meeting 2012**

Tim Redmer, Tim Brotherton, Kay Hodge, Leigh W. Cellucci, Editors

The newsletter feature "Casewriters' Corner" publishes ideas, examples and insights to help further the work of case writing scholars. A case in our organization is viewed as a partnership. Peer partners help at meetings providing feedback. Reviewing at a meeting requires dedication and preparation. This is the first round of helpful comments designed to start the review and rewrite process. Authors go home from meetings with ideas about how to improve their work. They can incorporate those ideas or discuss why they did not, but the next round in our review process requires a response from that initial set of on-site reviews at the meetings. The next stage of the partnership the process of blind reviews with the ultimate goal of publication.

This year the MBAA 2012 annual meeting in Chicago hosted a panel discussion with our who editors provided both novice and experienced reviewers with detailed insight in the "best practices" for SCR reviewers and discussants. Many of the suggestions are applicable to those of you who review for other publications. The key difference in our organization is collegiality. We want reviewers to be tough, but human. Reviews should provide sufficient thoughtful detail that authors will not be left trying to figure the issues they need to resolve. Grammar, spelling, content and concerns of all kinds are welcome from reviewers. Because the process of reviewing involves multiple stakeholders, the panel looked at all perspectives. This is a great checklist for anyone participating in the SCR. Remember that your expectation to publish is also coupled with a commitment to serve as reviewer. Most would agree that reviewing is a great way to become a better author, just as many think teaching using the case method is way to become a better scholar and teacher.

The SCR provides an opportunity to case writers at all levels of writing experience. Authors receive detailed feedback from experienced authors at both the annual meeting held in conjunction with the MBAA and the summer workshop. One unique aspect of our organization is the expectation and requirement that authors participate in reviews and serve as referees for the publications associated with meeting: *The Journal of Critical Incidents* (Editor Tim Brotherton, Associate Editor Time Redmer) and *The Journal of Case Studies* (Editor: Leigh W. Cellucci, Associate Editor Cara Peterson). Publishing opportunities are also available in the *Business Case Journal* (Editor: Kay Hodge). This panel discussed several issues involved in providing timely feedback . The term "case" refers to either case studies or critical incidents.

Both experienced and beginning case writers have several roles in the publication process. Authors at the annual meeting and the summer workshop are required to serve as reviewers. This cooperative structure helps writers better understand the writing process through exposure to the work of others. Reviewing is also an important part of our culture with the goal of providing friendly, detailed and thoughtful comments and feedback useful to authors trying to improve the quality of their work for publication. The goal of the SCR and its various publications is provide a rigorous review while at the same time fostering a collegial environment.

Below are checklists to help clarify your roles.

**Role of Author**

1. Develop as complete a case and teaching notes as possible for the initial presentation at a conference or workshop

2. Develop the case with an effective hook, logical presentation of facts, and a reinforcing conclusion “catch”
3. Follow a standard format using examples presented on the SCR web site when writing the teaching note
4. Comply with deadlines established by the program chair
5. Reply directly through a written memo to the comments presented at the conference or workshop by the discussants which will be used as a basis for the first round of reviews
6. Consider your reader when writing this memo to make their job as easy as possible when reviewing your case and teaching notes
7. Submit revised versions of the case and teaching notes to the editor of the appropriate journal
8. Reply directly through a written memo to the comments presented from the first round of reviews by the reviewers which will be used as a basis for the second round of reviews
9. Submit a second revised version of the case and teaching notes to the editor of the appropriate journal
10. Reply directly through a written memo to the comments presented from the second round of reviews by the reviewers which will be used by the editor to make a final decision
11. Submit the final version of the case study and teaching notes for publication which is in compliance with APA and SCR guidelines
12. Comply with deadlines established by the editor
13. Obtain the permission to publish by the organization the case is about if you have contacted the organization, interviewed an employee, or have conducted any research that is not completely from secondary sources (such as newspaper accounts)

### **Role of Editor**

1. Develop the framework for the review process including guidelines and forms
2. Establish clear policies and procedures to both the authors and reviewers for case submission and review
3. Communicate frequently with the author and reviewers, insuring them that you have received appropriate documentation and clarifying responsibilities and deadlin Make the final decision and recommendation at each phase of the review process
4. Be objective in considering both the author and review perspectives

### **Role of the Discussant**

1. Read and review the case and teaching notes before the conference or workshop
2. Provide separate written comments to share with the author at the time of the presentation
3. Provide a marked up copy of the case and teaching notes to return to the author at the time of presentation
4. Develop collectively at the time of the presentation a list of suggestions and recommendations to guide the author through the next phase of the review process
5. Comply with deadlines established by the program chair

### **Role of the Reviewer: Round One of the Review Process**

1. Use the forms and guidelines provided by the editor to review the case and teaching notes
2. Conform through the author’s memo to the reviewers that appropriate action was taken in response to the suggestions and recommendations made at the conference or workshop by the discussants
3. Provide appropriate comments to guide the author through the next phase of the review process
4. Make an overall recommendation as to the status of the case and teaching notes for publication purposes
5. Comply with deadlines established by the editor

6. Comply with submission instructions supplied by the editor

### **Role of the Reviewer: Round Two of the Review Process**

1. Use the forms and guidelines provided by the editor to review the case and teaching notes
2. Conform through the author's memo to the reviewers that appropriate action was taken in response to the suggestions and recommendations made in round one by the reviewers
3. Provide appropriate comments to guide the author through the next phase of the review process
4. Make an overall recommendation as to the status of the case and teaching notes for publication purposes
5. Comply with deadlines established by the editor
6. Comply with submission instructions supplied by the editor

### **Guidelines for Discussants and Reviewers: Reviewing the Case Study**

1. Try not to solve the case but to review and edit the case
2. Link the learning objectives to the case
3. Look to see if the case has an effective introduction "hook"
4. Be open to cases written in the first person. It is acceptable for a case to be written in the first person – this may help the reader to identify with the subject and situation
5. A case should be a well-written story with a strong narrative flow supported by relevant data.  
Questions to ask about author's work include:
  - Is the case written in a manner that grabs and holds the interest of the student? This is often called a "hook" designed to draw users to the story.
  - Is it generally presented in the time sequence in which it developed?
  - Is it clear early on in the case what the issues are?
  - Does it offer students the information and data needed to meet the objectives of the case?
  - Does it avoid inappropriately leading the readers in the interpretation of data, information and facts?
  - Does it avoid being value-laden or biased?
  - Does it allow people in the case to describe the situation in their own words if possible? This may not be so in cases that rely upon secondary sources only.
  - Is there a combination of direct quotes as well as objectivity if possible? This may not be in cases that rely upon secondary sources only.
  - If appropriate for the case, did the author provide frequent headings – helps to break up the plot into discrete and easily digestible portions
  - Is the case written in past tense?
  - Does the case comply with the criteria established by SCR?

### **Guidelines for Discussants and Reviewers: The Teaching Notes**

1. Do the teaching notes follow the format recommended by SCR?
2. Are all the appropriate sections included in the teaching notes?
3. Do learning objectives follow Bloom's levels of learning?
4. Are specific questions tied to specific learning objectives?
5. Could someone answer the questions or objectives without reading the case? If so, consider revising questions or objectives.
6. Do the questions relate to the case
7. Are the suggested answers to the questions appropriate and relevant?
8. Do the suggested answers to the questions come from information provided in the case?

- 9. Are theoretical concepts appropriately presented in the teaching notes ?
- 10. Are theoretical concepts linked to the key issues in the cas?.
- 11. Do the teaching notes comply with the criteria established by SCR?

### Society for Case Research, Publications

Below is a list of publications and basic information as to submissions and types of scholarly work published. The SCR is has three refereed publications available to faculty. Editors' contact information and submission guidelines and criteria are available at the Internet site: <http://www.sfcr.org/publications.php>

Publication	Submissions
Business Case Journal	Submission accepted throughout the year.
Journal of Critical Incidents	Submission requires authors to attend SCR annual meeting in conjunction with the MBAA annual meeting and present and participate in order to be considered for publication. Authors incorporate meeting feedback and submit revisions to the editor where two rounds of blind reviews occur. There is a 3-page limit for the text of the CI, but the teaching note has no page limit. Authors are expected to serve as discussants at the meeting and reviewers for the JCI.
Journal of Case Studies	Submission requires authors to attend a summer workshop. Attendance is required for all three days of the workshop. Authors attend all sessions and present their case and teaching note to a panel of reviewers. Each author is expected to serve as a reviewer in any session in which he or she is not presenting. Authors incorporate meeting feedback and submit to the editor where two rounds of blind reviews occur. Authors are also expected to participate as reviewers for the publication



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