This research project was conducted jointly by the Department of Business and the S. Dale High Center for Family Business. Presented March 27, 2013.

Elizabethtown College
Elizabethtown, Pennsylvania

2013 Family Business Confidence Survey
Dear Reader:

We chose to focus this report on family businesses because of their crucial importance to our economy. Eighty to 90 percent of all business organizations in the U.S. are family-owned. Depending on how narrowly or broadly they are defined, family businesses employ between 27 percent and 62 percent of all U.S. workers (Shanker and Astrahan 2003). They generate a 6.65 percent greater return on assets (ROA) than non-family businesses and contribute 64 percent to the GDP (FFI, 2011). While state-level data are sparse, family businesses, conceivably, contribute to a high extent to Pennsylvania’s economy as well.

Family businesses face unique challenges stemming from the complex weaving of family and professional relationships, succession concerns and preservation of family values over generations. These challenges can create significant constraints on a family firm’s competitiveness; however, the interaction of family and business can also create unique advantages. In fact, when effective strategies are built on resources tied to the family, firms enjoy a unique familiness advantage. This project aims to provide firms with a better understanding of the business environment in the region, and the challenges faced by their customers, suppliers, and peers. In doing so, we aim to help them make better strategic decisions. The report will also help Pennsylvania policymakers understand the unique challenges of family businesses in our region.

The project was conducted by the Department of Business at Elizabethtown College, and began, in November 2012, with a survey of family businesses in several Pennsylvania counties. We conducted the survey with four objectives in mind:

1. Assess family business confidence in the future, both generally (are they optimistic about the future of the U.S. economy?), and more specifically (Do they expect a net income increase? Do they plan to hire? Do they plan on taking more debt? Increase their capital or technology investments? Increase their presence abroad?)
2. Learn about adoption of best practices that would position them better for the future. These practices include transition practices, such as a formal ownership transition plan, a written strategic plan, a formal management succession plan, and HR practices, such as written job descriptions, defined career paths, formal performance reviews and standard bonus structures.
3. Understand how family businesses view the current economic and regulatory environment: What internal and external challenges do they face? What opportunities for regulatory change do they see?
4. Understand the unique challenges of family farms in Pennsylvania, which represent a large proportion of our state economy

In view of the volatile economic environment in recent years, the results from this report should serve as a compass to navigate the turbulent waters of today’s economy. We also hope that the short time span between the data collection phase of this project and publication of findings will help family businesses make timely decisions for the current year.

Sincerely,

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Executive Summary

A total of 278 business representatives responded to the survey, most of them holding senior leadership or ownership positions in their organizations. A large number of the businesses in our sample operate in the agriculture industry (61 percent dairy and 28 percent other than dairy). The average age of the businesses is 43 years. The majority of our respondents are registered as either sole proprietorships or partnerships (59 percent), 14 percent are S-corporations and 18 percent are LLCs. The majority of businesses are family-owned and operated (94 percent), while the remaining six percent are non-family. On average, the businesses surveyed employ 51 full-time equivalent (FTE) employees.

On average, about three generations have held control or ownership of the business. A majority of family businesses are in the first, second and third generations. The majority of businesses (81 percent) have fewer than 10 employees and 15 percent have between 11-100 employees. The remaining four percent have over 100 employees. A majority of family businesses (55 percent) expect that the current family is somewhat or extremely likely to control the business in the future.

Key findings

1. Optimism about the future (p. 6): The majority of our respondents are somewhat or very pessimistic about the future of the U.S. economy (67 percent). Only 17 percent are somewhat or very optimistic about the future. These pessimistic expectations about the state of the U.S. economy translate into grim projections of their own future. About a third expects their net income to increase and about 11 percent plan to hire more employees in the next year. More than a third plan to increase their prices and 15 percent plan to take on more debt to finance their operations. Eighty-seven percent do not plan to expand the business beyond core products or services.

2. Strategic and succession planning (p. 8): Only 15 percent of our respondents have a written strategic plan or a formal management succession plan. About a quarter have a formal ownership transition plan, outlining how shares will be passed to the next generation, but only 17 percent have a buy-sell agreement in place. While a majority of family businesses expect to retain family control over the business, their strategic and succession planning seem intuitive and informal rather than deliberate and intentional.

3. Human resource practices (p. 8): More than half of our respondents (53 percent) do not have any professional HR practices in place. About a quarter of businesses have written job descriptions outlining responsibilities, minimum qualifications and reporting structure for every position in the business. Only 16 percent conduct formal performance reviews for their employees and 19 percent have a standard bonus structure in place.

4. Internal challenges (p. 11): About a third of our respondents indicated that the next generation is not interested in owning and managing the family business. Qualitative comments from the farmers indicated that the young generation perceives work on the farm as too hard for the amount of income it generates. Lack of family unity and lack of managerial competence of the next generation were not important concerns.

5. External challenges (p. 9): The three greatest external challenges to the growth and survival of family businesses were government regulations (55 percent), taxes (43 percent) and costs of supplies/inventories (41 percent). Energy prices and health care costs followed closely (38 and 35 percent, respectively).
About the Respondents

The family business sample

A total of 278 business representatives responded to the survey, of which 73 percent are males and 27 percent females. The average age of respondents is 55 years old. Most respondents hold either a high school diploma or bachelor’s degree (66 percent), and seven percent hold either master’s or doctoral degrees. Ninety-four percent consider their business a family business, while six percent do not (see the Methodology section for more details).

The majority of our respondents are very small organizations.

Most respondents (88 percent) are owners of their organizations and three percent hold C-level positions.

Companies are situated in various Pennsylvania counties. Nine percent of companies are situated in Lancaster County, eight percent are situated in Indiana County, three percent in Dauphin County and two percent in York County. The remaining companies are located in equally small proportions (2-3 percent) in other PA counties.

The average age of businesses in the sample is 43 years. On average, three generations have held control or ownership of the business. A large number of the family businesses in our sample operate in the agriculture industry (89 percent) (see Figure 2). More than half of family businesses (55 percent) expect to retain their controlling interest in the future.

See has been categorized as follows: Very small (1-10 employees); Small (11-100 employees); Medium (101-250); Large (250-500); Very large (more than 501 employees).
Figure 2. Industry of operation

![Industry of operation chart]

Figure 3. Business classification

![Business classification chart]
Optimism index

The majority of our respondents are somewhat or very pessimistic about the future of the U.S. economy (67 percent). This represents a 20 percent increase compared to the 2012 survey. Only 17 percent are somewhat or very optimistic about the future, which represents a 23 percent drop compared to the 2012 survey (see Figure 4).

Open-ended comments centered on several major themes. Some respondents cited macroeconomic concerns, such as the slow recovery of the economy from the recession and the ‘fiscal cliff’ deal; others felt that federal spending was out of control, while others felt that over-regulation was a source of uncertainty for business owners. Many respondents suggested that Congress needs to pass “some meaningful tax reform.” Farmers, in particular, were concerned with lower expected milk and grain prices in 2013, with the size of their debt and many businesses saw health care costs as a problem.

As mentioned in the Methodology section, data were collected in mid-November, after the presidential election. That was a period characterized by the uncertainty surrounded by the ‘fiscal cliff’ and the ‘dairy cliff’ deals. However, during the same time period, some macroeconomic indicators were on the upswing: real GDP increased by 0.1 percent in the fourth quarter of 2012 (Bureau of Economic Analysis, 2013); the unemployment rate in November dropped to its lowest level since 2008 (Kurtz 2012) and the consumer confidence index rose at its highest level in four-and-a-half years (The Conference Board, 2012).
Expected change in company indicators

Consistent with an overall pessimistic view of the U.S. economy, family businesses are pessimistic about their company prospects as well. Half or more of the businesses surveyed expect no change in their company indicators, indicating a conservative attitude towards hiring, borrowing and capital spending. Similarly, they expect no increase in their net income as well.

Only one third expects their net income to increase in the next year and only 11 percent plan to hire more people in the next year. Also consistent with their expansion plans, only 15 percent plan to take more debt to finance their operations (see Figure 5).

Net income and sales

About half of our respondents expect no change in their net income next year, while about a third expects their income to increase. Fourteen percent expect their net income to decrease.

Prices

About half of our respondents expect no change in prices of their products and services. Only 10 percent plans to reduce their prices. A large proportion (36 percent) plans to increase prices for products and services.

Capital expenditures

About a half of our respondents also expect no change in their capital expenditures, while a third expects these expenditures to increase during the next year.

Hiring plans

The majority of our respondents (74 percent) expect no change in hiring, while about 11 percent expect to hire within the next year. A small percentage (8 percent) expects to lay off people during the next year.

Overall debt

A large proportion of our sample expects no change in the amount of overall debt, while about a third expects their debt to decrease in the next year. Only 15 percent expects to increase their debt.

Figure 5. Expected change in company indicators
Strategic and succession planning

Only 15 percent of our respondents have a written strategic plan or a formal management succession plan. About a quarter have a formal ownership transition plan, outlining how shares will be passed to the next generation, but only 17 percent have a buy-sell agreement in place (see Figure 6). While these firms may not have a formally defined means of transitioning stock to the next generation, 55 percent of family firms express a large degree of confidence that the family will remain in control of the management of the business in the future.

Figure 6. Strategic management and succession planning

Strategic and succession planning

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A dividend policy</td>
<td>5%</td>
</tr>
<tr>
<td>A buy-sell agreement</td>
<td>15%</td>
</tr>
<tr>
<td>A written strategic plan</td>
<td>30%</td>
</tr>
<tr>
<td>A formal management succession plan</td>
<td>40%</td>
</tr>
<tr>
<td>A formal ownership transition plan</td>
<td>55%</td>
</tr>
<tr>
<td>Dividend policy, which occur at least once a year</td>
<td>55%</td>
</tr>
<tr>
<td>An active Board of Directors that meets at least once a year</td>
<td>45%</td>
</tr>
<tr>
<td>None of the above</td>
<td>5%</td>
</tr>
</tbody>
</table>

Human Resource Practices

More than half of our respondents (53 percent) do not have any professional HR practices in place. About a quarter of businesses have written job descriptions outlining responsibilities, minimum qualifications and reporting structure for every position in the business. Only 16 percent conduct formal performance reviews for their employees and 19 percent have a standard bonus structure in place. A small percentage defines career paths by job category (five percent) (see Figure 7).

Figure 7. Human resource practices

Human Resource Practices

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written job descriptions</td>
<td>5%</td>
</tr>
<tr>
<td>Defined career paths by job category</td>
<td>15%</td>
</tr>
<tr>
<td>Formal performance reviews for all employees</td>
<td>25%</td>
</tr>
<tr>
<td>A standard bonus structure</td>
<td>35%</td>
</tr>
<tr>
<td>None of the above</td>
<td>5%</td>
</tr>
</tbody>
</table>
External Challenges

Survey respondents noted that the three greatest external challenges to growth and survival of family businesses were government regulations (55 percent), taxes (43 percent) and costs of supplies/inventories (41 percent). Energy prices and health care costs followed closely (38 and 35 percent, respectively). Competition from imported products and ‘delinquent accounts’ were seen as relatively unimportant concerns (see Figure 8).

Figure 8. External Challenges

Businesses also ranked different government regulations in order of importance (see Figure 9). The three most cumbersome regulations were environmental regulations (47 percent), agricultural regulations (37 percent) and employment regulations (21 percent). Health and food safety regulations were deemed rather unimportant.
Since taxes were mentioned as burdensome in the 2012 survey, this year we broke down taxes by category and asked about their relative importance. The three most burdensome tax categories were property taxes (61 percent), estate taxes (46 percent) and income taxes (42 percent). Sales taxes and excise taxes were considered relatively unimportant (see Figure 10).
Since companies in the dairy farming industry represented a large proportion of our family business sample, we provide a more in-depth analysis of this industry (see section below).

**Internal Challenges**

About a third of our respondents indicated that the next generation is not interested in owning and managing the family business. Qualitative comments from the farmers indicated that the young generation perceives work on the farm as too hard for the amount of income it generates. Family unity and lack of managerial competence of the next generation were not important concerns.
Exporting abroad

This year’s survey also asked questions about plans to export abroad and past barriers to exporting abroad. A large proportion of our sample (48 percent) is not interested in exporting their products abroad. Most of the comments of dairy farmers indicate that they sell milk and related products to cooperatives and these cooperatives are engaged in exporting. Other qualitative comments indicated that the business is too small for exporting. Only five percent is interested in exporting in the future. About half of our respondents indicated that they are not familiar with government programs that help companies export in foreign markets.

Figure 12. Exporting abroad
Spotlight: Dairy Farming

Dairy farmers represent 61 percent of our respondents, a total of 170 farms. The demographic characteristics of our dairy subsample closely resemble those of our total sample, with male respondents outnumbering female respondents (82 versus 18 percent, respectively). They employ 4.2 FTEs on average, with 80 percent employing fewer than five employees. Ninety-six percent are family owned. Seventy percent are in the second or third generation and eight percent are family farms in the first generation (see Figure 14). Sixty-five percent expect that the current family will retain control over the family farm in the future and a quarter believes that it is unlikely that the current family will retain its control in the future.

The majority of our dairy farms are classified as either sole proprietorships or partnerships, three percent are registered as S-corporations and 20 percent as LLCs (see Figure 13).

Figure 13. Business classification of dairy farms

Selected Dairy Farm Statistics

- Less than two percent of U.S. citizens are involved in farming
- About 97 percent of all dairy farms are family owned
- Exports of milk solids have increased by about 13 percent in 2012 compared to 2011
- The total value of dairy products exported by the U.S. is $4.8 billion
- More than 13 percent of U.S. milk production is exported
- Mexico is the largest consumer of U.S. dairy products, equaling $1.16 billion in 2011
- Dairy farming is the number one agricultural business in Pennsylvania
- Pennsylvania’s cows produce 10.68 billion pounds of milk annually
- Pennsylvania’s dairy farms rank fifth in the nation in total milk production
- Pennsylvania dairy farms create about 40,000 jobs
- Pennsylvania dairy farms average 63 cows to a herd
- There are 7,434 dairy farms in Pennsylvania, second highest in the nation

Sources: Center for Dairy Excellence, PA
Confidence in the future

A large proportion of our dairy farming sample (66 percent) indicate that they are either very pessimistic or somewhat pessimistic about the state of the U.S. economy in the next 1-3 years (see Figure 15). Perhaps consistent with these pessimistic expectations, 92 percent do not plan to expand their business beyond their core products and services.

Similar to the other businesses in our larger sample, dairy farmers exhibit a conservative attitude with respect to farm indicators (see Figure 16). Eighty-five percent plan to keep their employment constant, while eight percent plan to hire or fire employees. Sixty percent expect no change in their net income, while 15 percent expect their income to decrease. About a quarter expect their net income to increase. Farmers are somewhat more aggressive than our overall sample with respect to capital expenditures, as 35 percent expect to increase these expenditures within the next year. Perhaps to keep up with the increasing costs of production, about a third plans to increase their prices. Fifteen percent plans to reduce their prices.

Figure 16. Dairy farmers: Expected change in farm indicators

Figure 15. Optimism of dairy farmers in the U.S. economy

DAIRY FARMERS: OPTIMISIM INDEX

- 1% Very optimistic
- 14% Somewhat optimistic
- 19% Neutral
- 47% Somewhat pessimistic
- 19% Very pessimistic
Strategic and succession planning

A large proportion of our dairy farmers does not have a written strategic plan (about 90 percent) or a formal management succession plan (83 percent). Similarly, 68 percent do not have an ownership transition plan.

Exporting abroad

Responses to this question show great variability. Most dairy farmers (68 percent) are not interested in exporting abroad and fewer than 10 percent are interested in exporting in the future. A large proportion (88 percent) indicated that they are not familiar with government programs that help farmers export abroad. Most dairy farmers indicate that they sell milk and related products to cooperatives and these cooperatives, in turn, are engaged in exporting. Consistent with their (lack of) expansion plans, many dairy farmers see their farm as a small, local operation, targeting a local market, and want to keep it that way.

Challenges to business operations

The three most important challenges mentioned by dairy farmers were government regulations (58 percent), costs of supplies (49 percent) and energy prices (46 percent). Domestic competition and delinquent accounts were deemed as the least important. In contrast to our larger sample, dairy farmers were not as concerned regarding taxes. Qualitative comments and interviews reveal that dairy farmers are concerned about feed and energy prices, government regulations which add to the cost of the final product, an erosion of work ethic and the fact that “farmers do not have control over prices they receive”. Other farmers cited competition from major agri-business corporations with political influence in Washington, D.C. and the recent Marcellus Shale expansion in Pennsylvania as important threats to their survival and growth.

When asked to identify the most cumbersome government regulations, most dairy farmers indicated environmental (59 percent), agricultural (49 percent) and food safety regulations (12 percent). By contrast, they deemed health and safety regulations and employment regulations as the least cumbersome.
Although farmers did not mention taxes among the top three external challenges, when asked about the relative tax burden, they identified property taxes as being the most cumbersome (64 percent). Estate taxes and income taxes were also mentioned as burdensome (42 and 36 percent respectively). Some farmers commented that “preserved farmland doesn’t contribute to population growth, yet [farmers] pay disproportionate taxes on property.”

Figure 19. Dairy farmers: Tax burden
Internal challenges

Fifty-eight percent of farmers were concerned about the lack of interest of the next generation in taking over the business. Only 15 percent were concerned about the lack of managerial competence of the next generation. Qualitative comments indicated that the young generation perceives work on the farm as “too hard for the amount of income it generates.” Many farmers cite old age as a challenge to expanding the family farm and to the survival of the family farm in the future.
Methodology

The survey had 24 questions, including multiple choice, ranking and open-ended questions. Some survey questions were adapted or taken from various surveys such as the American Family Business Survey (conducted by MassMutual Financial Group, Kennesaw State University and The Family Firm Institute), Family Business Program Survey (conducted by the Connecticut Business and Industry Association and the University of Connecticut) or The NFIB Small Business Economic Trends (conducted by the NFIB Research Foundation).

The survey instrument was judged for pertinence with two groups: 1) a restricted group of specialists, who did not respond to it, but analyzed the quality of the survey and 2) a group of respondents (10 family business owners/managers), who responded to it and were also motivated to offer suggestions. Nine out of ten respondents indicated that the survey had an appropriate length. Some changes to the wording of answer choices and questions were made as a result of the pretest. The survey questions are available upon request.

The survey was sent via email and regular mail on November 9, 2012, while reminders were sent about a week after that. Surveys were sent to members of a variety of family business centers in Pennsylvania, including The S. Dale High Family Business Center at Elizabethtown College, The Family Business Forum at King’s College, The Delaware Valley Family Business Center, The Institute for Entrepreneurial Excellence at the University of Pittsburgh, The Center for Family Business at the Indiana University of Pennsylvania, The Network of Family Businesses in Harleysville, Pa. and The Center for Dairy Excellence. Almost all Pennsylvania counties are represented, in similar proportions.

Responses were collected anonymously. The survey was sent to a total of 1,527 businesses and 278 businesses responded, yielding a response rate of 18.21 percent. Several interviews were also conducted with randomly selected family businesses.
Conclusions and Recommendations

This report draws on survey responses from a sample of 278 businesses in the south-central Pennsylvania region. A large number of the businesses in our sample operate in the agriculture industry (61 percent dairy and 28 percent other than dairy). The average age of the businesses is 43 years. On average, the businesses surveyed employ 51 full-time equivalent (FTE) employees. On average, about three generations have held control or ownership of the business. A majority of family businesses are in the first, second and third generations.

We find that many family businesses are pessimistic about the prospects of the U.S. economy in the near future. We find that many businesses express pessimism regarding the U.S. economy in the near future. Some of their concerns center on the slow recovery from the recession, the uncertainty surrounding the ‘fiscal cliff’ deal, the size of federal spending and health care costs. Many businesses were concerned with environmental and agricultural regulations, citing high compliance costs, unclear application and inconsistency of stipulations at the federal, state and local levels. With respect to taxes, most respondents were concerned with property, estate and income taxes.

These pessimistic attitudes regarding the overall economy translate into grim expectations regarding the future of individual businesses. Only a small number of respondents expect an increase in their net income and hiring next year. To keep up with the rising costs of supplies, about a third of businesses plan to increase their prices.

Similar to the 2012 survey, we find that many companies still do not have written strategic plans, management succession or ownership plans. This lack of planning for the future is troubling, especially since most companies are concerned about the lack of interest of the next generation in taking over the business. Many companies also lack defined career paths for employees, as well as a standard bonus structure. The importance of formal strategic planning cannot be overestimated. Research shows that strategic planning is highly correlated to long-term family business success. Regular family meetings and some form of board oversight were the other two factors. Further, involving the next generation in the process of strategic planning helps develop the next generation of leaders (Aronoff and Astrachan 1996; MassMutual, Kennesaw State University and Family Firm Institute 2007; Mazzola, Marchisio and Astrachan 2008). Thus, we recommend that companies engage in a collaborative process of strategic planning, ownership and management succession planning, and also seek to professionalize their human resources practices.

The survey highlights government regulations, taxes, costs of supplies and inventories, energy prices, and health care costs as the main external challenges of family businesses in the region. The government can reduce property taxes and ease the burden of environmental and agricultural regulations in order to enhance the economic hospitality of the state. Since a majority of our respondents reported a lack of familiarity with government programs that help companies export abroad, we also recommend increasing the visibility of these programs to family businesses in general and to family farms, in particular.

Since dairy farmers represented a large proportion of our sample, we allocated a separate section of this report to dairy farming. Dairy farming is the number one agricultural business in Pennsylvania. Pennsylvania’s dairy farms rank fifth in the nation in total milk production and create about 40,000 jobs. Seventy percent of our dairy farmers respondents are in the second or third generation and eight percent are family farms in the first generation. Sixty-five percent expect that the current family will retain control over the family farm in the future and a quarter believes that it is unlikely that the current family will retain its control in the future. Similar to the broader sample, a majority of the dairy farmers are also pessimistic about the future of the U.S. economy in general, and their own business prospects, in particular. Very few respondents have expansion plans, citing old age, a large amount of debt, prohibitive feed and fuel prices, changing environmental and agricultural regulations and high property taxes as some of their concerns.

Qualitative comments and interviews reveal that dairy farmers are also concerned about an erosion of work ethic of farm workers and the fact that “farmers do not have control over prices they receive.” Some farmers cited competition from...
major agri-business corporations with political influence in Washington, D.C. and the recent Marcellus Shale expansion in Pennsylvania as important threats to their survival and growth.

Most farmers do not export directly, but indirectly via cooperatives that they sell their dairy products to and are not familiar with government programs that help farmers export abroad. They see their farm as a local enterprise, with a local market, and they want to keep it that way.

A recurrent theme in their answers was the lack of interest of the next generation in taking over the family farm, citing factors such as, “working the land is too hard for the amount of income it generates.” This is an important concern, especially given that the average age of the typical farmer in the U.S. has been rising: more than 60 percent of the farmers in the U.S. are 55 years old or older and agricultural employment is expected to decrease by three percent by 2020 (Ramde 2011; The Bureau of Labor Statistics 2012). Although anecdotal evidence suggests that, in recent years, more young people see farming as a promising opportunity (Ramde 2011), significant obstacles exist for young farmers to make a living in agriculture. According to a survey conducted by the National Young Farmers’ Coalition, young farmers encounter significant barriers, such as access to capital, access to land and health insurance (NYFC 2011). To alleviate these concerns, the government could design programs similar to STEM (Science, Technology, Engineering, and Math), with the stated purpose of encouraging a larger number of young people to enter the farming business.

The government could also ease the regulatory burden on farmers by making environmental and agricultural regulations more transparent and consistent in application across the different levels of government. In a world with limited resources and rising demand for agricultural products, stimulating and nourishing the dairy industry is of paramount importance.
Acknowledgments

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References


The Department of Business at Elizabethtown College

The Department of Business at Elizabethtown College offers baccalaureate degrees in Accounting, Business Administration, Economics and International Business, all within a strong liberal-arts curriculum.

Students in the Department of Business augment their academic requirements in myriad ways. They

• Participate in customized projects with local firms
• Engage in problem solving activities in classroom environment
• Participate in competitive internships, both domestically and abroad
• Integrate business principles across courses focusing on strengthening managerial analytical skills
• Engage in collaborative research with business faculty
• Participate in study tours to Prague, Geneva, China, and Washington, DC
• Become members of SIFE and Delta Mu Delta

The Department of Business maintains close links with regional businesses and executives. The Sara Lodge Executive-in-Residence program provides for a visiting professor, usually a senior business executive, in the fall semester.

A large number of executives serve on the Accounting, Business and International Business Advisory committees. They meet students on campus, provide mentoring services, and help with generating internships and jobs.

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