

Learning to Lead: Welcoming a new Faculty Director of LeaderCORE™ to Buffalo

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Eric Raine:

Hello and welcome to another episode of the UB School of Management's Manage-A-Bull Podcast. My name is Eric Raine. I'm a PharmD-MBA dual degree student. I'm in my third year of the PharmD program and currently in my second year as an MBA student, and I'm your host for today's episode.

This is another installment in a series where we talk to MBA professors about themselves and about the courses that they teach at the School of Management. Today in the studio we have Professor Marla Kameny, who is faculty director of LeaderCORE and the Master of Science and Management classes starting in fall of 2024. She also teaches three elective courses, MGB 615, Leadership, Executive Presence and Emotional Intelligence in the fall. MGB 630 and 631, which is Foundations of LeaderCORE 1 and 2. And she is also the elective course professor for MGI's 601 Workforce Engagement in the spring. Marla, thank you so much for being here.

Marla Kameny:

Glad to be here. Thank you.

Eric Raine:

Also in the studio, we have another one of our hosts, Patrick Lageraen, a second year MBA student who is also a teaching assistant for several classes in the School of Management. Patrick, thanks for joining us.

Patrick Lageraen:

Absolutely. I'm in LeaderCORE, I'm really enjoying it, so thanks for letting me tag in on this one.

Eric Raine:

Yeah, I think this'll be great. I'm also in LeaderCORE with Patrick, so we both are taking that course here with Marla, and we've really been enjoying it. I'm also in the MGB's 615 course for executive presence and emotional intelligence with Marla, and I've really been enjoying the course. So we'll get into that

here. But Marla, we'd love to learn a little bit more about you and share with our audience sort of your background, what brought you to Buffalo, being new to Buffalo, having moved here very recently, and some of your passions. So if you kind of go into that, we'd love to just learn a little bit more.

Marla Kameny:

Absolutely. So born and raised in Syracuse, New York, so not too far from here and family is still there. But then I went to Binghamton, go SUNY, undergrad, BS in management, accounting major for six weeks, then changed it to a concentration in HR. And then from there, worked in New York City in the field of human resources or the HR field in various industries. And then from there applied for my MBA, so I understand where you guys are coming from, and I enjoyed my MBA at Cornell, and I also did a Master's of industrial labor relations, so it was a two and a half year program.

And then deliberately my last semester, I did it abroad at the University of St. Gallen in Switzerland. It was in the German-speaking part in St. Gallen, which is about an hour by train from Zurich and a half an hour from Austria, half an hour from Germany. Pretty neat, because I wanted to work and live in Europe with my master's degrees, but then getting my dream job as a HR consultant at PricewaterhouseCoopers in Zurich, there was some issues with my work permit, but it made me really think about what I wanted to do. And one of the professors I had, my strategic management professor at St. Gallen, asked if I would consider applying to their PhD program and their Institute for Management.

And I thought long and hard, because I knew it was going to be a handful of years that I was not going to be working, but I did have, of course, a job during that, which I'll get into. But I applied, got in, and decided, because I wanted to stay in Switzerland, I had my boxes already shipped at that point, and I pursued my PhD. And during that program, my job, one of my jobs besides being a research assistant, was the executive director of their international study program, which still exists today.

It's a global MBA exchange program. So I was in charge of MBA students, literally from around the world, and I was the executive director of the program. So organized company visits, worked with the faculty in the program and the different departments. And then one fateful winter break trip back to the US to Syracuse, New York, I met my current husband who is also from Syracuse, but at the time he was a math professor at Louisiana State University in Baton Rouge. So followed my heart there essentially in fall of '05 when I was basically, I didn't defend yet, but I had my thesis handed in and followed my heart to Louisiana.

So I was living there for 18 years. I was a professor at the community college in Baton Rouge, which was an amazing experience teaching there. And I held some positions in the faculty senate leading their curriculum committee and personnel policies committee. And then we had a child four years ago. So what brought me here is my husband, Daniel Sage, is now the math department chair in the College of Arts and Science. So our family's still in Syracuse. We've been there several times in the last three months, because we've only been here three months.

Eric Raine:

Yeah, but you're close to home then, which is nice. Yeah.

Marla Kameny:

It's been great. And our 4-year-old, Eli, has just been so happy to see his grandparents, all of them, and they are just as happy to see him. So it's been a whirlwind. And this position was advertised in June, this was after we knew we were coming to Buffalo, so I was coming regardless, all three of us. And this job came and I applied, and here I am sitting with you guys. So no, it's been-

Eric Raine:

Yeah, the stars seem to align.

Marla Kameny:

They really did.

Eric Raine:

I mean, that's amazing.

Marla Kameny:

Honestly, it's been incredible with the craziness of new job, living out of boxes for the last three months, and not sure when we're going to stop doing that, because housing market's a little tough right now. But the weather has just been probably the thing that's put one of the biggest smiles on my face moving here. And I know that seems odd saying-

Eric Raine:

But the four seasons is nice.

Marla Kameny:

Oh, so nice.

Eric Raine:

I mean, I'm biased. I grew up in Buffalo.

Marla Kameny:

Absolutely.

Eric Raine:

But I mean, the four seasons, I mean, it's just past peak fall. Patrick and I were just talking about it this morning.

Patrick Lageraen:

Oh, yeah.

Eric Raine:

It's a beautiful day today. And I think that that's one of those things that is the upside to Buffalo, even though the snow comes with that, but you know.

Marla Kameny:

I can't wait to get back on skis, yeah. Regularly.

Eric Raine:

Yeah, that's some of the other things that we can do here that you wouldn't necessarily be able to do down South. But I mean, your background is rich with so much experience that you bring to the program. I realize as you mentioned all these different experiences you've had, not just here in the US but even overseas and the different types of experiences that you have from your education, but also from your professional background, I think is what is a component that makes this program such a great program, is to have people like you who come in and bring such a good background to students like us who are looking to be able to tap into that knowledge.

Marla Kameny:

Well, I appreciate that. I do. Thank you.

Eric Raine:

Yeah, so I think it's really cool. I don't think it's every day that students in general find professors at universities who have that type of background who can plug into so many of these great courses that we're going to get into more details about, but we're happy to have you here in Buffalo.

Marla Kameny:

Thank you.

Eric Raine:

So welcome back to the Western New York or New York area.

Marla Kameny:

Yeah, it's great. Like I said, I mean even during the first month of everything being here, I would walk out and the fact that it wasn't 95 degrees just really put a smile on my face.

Eric Raine:

It's pretty nice after 15 years in Louisiana.

Marla Kameny:

Yeah, 18. 15 years at the community college. But yeah, 18. I was counting. I was counting. No, but in all honesty though, I had a good life there. We had a good life there. Good friends. So yeah, but we're very happy to be here.

Eric Raine:

I think a couple of things that stick out to me is how you've had these inflection points in your personal life, but also in your career and those string together to bring you to where you are now and the experiences that you have. And like we said, the stars aligned. Your spouse's new position, congratulations to him. That's awesome.

Marla Kameny:

Thanks.

Eric Raine:

But then knowing that you're going to be moving to Buffalo and having this opportunity come up here at the university in the school of management, and so I think we're lucky to have you, and we're happy to have you here in the studio to be able to talk about a lot of this stuff.

Marla Kameny:

Yeah, no, I'm happy to be here. It's great.

Eric Raine:

Something that I think a lot of students, or prospective students, that might be listening to this episode could be thinking is, especially if they're not from the Western New York area and they're considering maybe coming to Buffalo, there's lots of different ways to plug into learning about what it's like to be a student coming into Western New York from the outside, or even being from Western New York and being able to highlight the good things about Buffalo.

But also seeing what it's like from your perspective as a professor and really seeing what that experience means to you, moving your family here, having a four-year-old and your husband's new job, and now you're taking on a new job. There's a lot of change that goes on, but I think that this community is a great place to be able to plug in, even if things are in flux and you're got a lot going on.

Marla Kameny:

Absolutely. I mean, I will say it was probably the lowest on my list was the apprehension of moving somewhere different. I mean, clearly with my background moving around is not-

Eric Raine:

It's not new to you necessarily.

Marla Kameny:

Exactly, but there was no trepidation coming to Western New York at all, obviously given where I grew up. So again, it was just more, "oh, I need to find an apartment. We need to find an apartment, because we only had a few months." And we did, we found one furnished and with Buffalo in general, the people that I've met, even through Eli's school, meeting parents from there and just everyone who I've met,

even my colleagues in the organization and HR department, honestly, I don't think I could have gotten through this semester without their support and the entire school of management.

I mean, everyone has been so helpful and very willing to help out. Because as you mentioned earlier, I have a couple of titles and new teaching schedules, so new preps, but it's been wonderful. So I think that for even students coming here, it really shouldn't be difficult. And there's so much more that we haven't done yet that we'd like to do. I mean, even just going to Canada, as crazy as that might sound.

Eric Raine:

Yeah, it's so close by.

Marla Kameny:

It's so close, yeah. So there's just a lot more that I can't wait to explore when I have some time.

Eric Raine:

Exactly. The other thing too is I think it is interesting when we talk about we're heading into these cold months coming up. And Buffalo being the city of good neighbors, it's like it is such a warm community even in the coldest of months.

Marla Kameny:

Yeah, that's a nice way to put it.

Eric Raine:

And I think some of the things that we talked about even before the episode here were some of the things in the Buffalo area that are just kind of fun parts of the community. So I know that for Patrick and myself, we like to go out to different places and try different restaurants and things like that. So have you been able to get around to a couple places that you've enjoyed or maybe would want to mention to students?

Marla Kameny:

We have, actually. So a good friend of mine, actually she's from Buffalo, but we reconnected in Switzerland, we went to Binghamton together. Her sister still lives here, which is wonderful. So I've met

her and she has introduced me to places like Ted's and Anderson's. Ted's has the best onion rings hands down.

Eric Raine:

I agree.

Marla Kameny:

And the best wings so far is Nine-Eleven Tavern. I mean, I needed to have authentic wings.

Eric Raine:

Very good, yeah.

Patrick Lageraaen:

What have you tried though?

Marla Kameny:

You mean?

Patrick Lageraaen:

For wing places? So if you're saying Nine-Eleven is the best-

Marla Kameny:

Yes, Duff's.

Patrick Lageraaen:

Okay.

Marla Kameny:

Wing Nutz.

Patrick Lageraaen:

Wing Nutz. Yeah, I actually only just had that for the first time recently and I was very impressed.

Marla Kameny:

And Wing Nutz, they were very good.

Patrick Lageraen:

They're different though. Yeah.

Marla Kameny:

They are different. They are definitely different. I can't believe I'm having such a serious conversation about wings. I think the Nine-Eleven were kind of in between. I mean, Duff's were good and I had Anchor Bar when I visited a few years. I've been to Buffalo-

Eric Raine:

[inaudible 00:11:56] To be the first official, I don't know.

Marla Kameny:

Yes, I've read the history.

Patrick Lageraen:

You're skeptical.

Marla Kameny:

Yeah. I'm not skeptical that they're the first, though other people can argue that. But whether they're the best, that's-

Eric Raine:

I'm with you. It seems like no. I think the one that sticks out from a lot of people I've talked to, and for me personally, I think Bar-Bill has got to be for sure [inaudible 00:12:18] East Aurora, or at least top three.

Marla Kameny:

All right, I'm going to write that down. Bar-Bill, seriously.

Eric Raine:

But yeah, so that would be the next one to try if you added to the list.

Marla Kameny:

Fair enough.

Eric Raine:

But yeah, I think there's just so much that Western New York has to offer. And then even just in your short time having moved back into the local area, it seems like you're already connecting to so many different things both here at the School of Management and outside of school in the community.

Marla Kameny:

Definitely.

Eric Raine:

So that's great.

Marla Kameny:

Yeah.

Patrick Lageraen:

Fun fact, Buffalo actually gets less snow than Syracuse.

Marla Kameny:

I know.

Eric Raine:

That's true.

Marla Kameny:

I know. I know. That's-

Eric Raine:

It's hard to escape that blizzard of '77, especially when we recently had the other blizzard that sort of hit us in the past couple of years last year. And so I think even though we, I think on paper get technically a little bit less snow, we make the headlines a little bit more.

Patrick Lageraaen:

Yeah, we have better marketing.

Marla Kameny:

Well, that's true. That's true. And I think, I mean, Syracuse is always, I don't want to say under the radar, but Buffalo is a bigger city. And that I will say has been very interesting, and Daniel and I have had a lot of conversations about that. Because even though we were in Louisiana for that long, we, except for summer of '20, which was COVID, we basically came to Syracuse every summer or traveled obviously before our child arrived, so we still were very connected to Syracuse.

And it's just nice in a way, nothing against Syracuse of course, but to be in a different part of, I know it's Western New York, not Central New York, but only two hours and 20 minutes away and it's bigger. It's just nice to know that this will be our forever home at this point.

Patrick Lageraaen:

And shameless plug for Buffalo's Waterfront.

Marla Kameny:

Yeah, please.

Patrick Lageraaen:

I'm a captain on a couple boats on my days off. I'm always sailing.

Marla Kameny:

That's great. Yeah.

Patrick Lageraaen:

Enjoy the waterfront this summer. It's beautiful.

Marla Kameny:

Well, actually one of the best parks we've been to so far, the Harbor, Harbor Park, I don't know, but it has this really cool playground that Eli loves right on the lake.

Eric Raine:

There's so many awesome areas.

Patrick Lageraaen:

I think they're redoing that park this winter.

Marla Kameny:

Oh, okay. Good, yeah.

Eric Raine:

But yeah, I mean, Patrick's experience in that area, being a captain and being out on the water a lot-

Patrick Lageraaen:

There's a lot more to Buffalo than meets the eye.

Marla Kameny:

Absolutely.

Patrick Lageraaen:

It's a very unique place-

Eric Raine:

We're right on a lake. It's amazing.

Patrick Lageraaen:

... in that it has an insane boating scene in the summer, this huge waterfront, and yet skiing is still an hour away. Not many places have all of this variety of activities all in one place.

Eric Raine:

It's a good point.

Marla Kameny:

It's true. No, absolutely. I mean, Syracuse has, I think a few more ski areas within about 45 minutes.

Eric Raine:

There is Oneida Lake.

Marla Kameny:

If I had to compare, there is Oneida Lake, and then about an hour north, there's Lake Ontario.

Patrick Lageraen:

Right, that's where we go.

Marla Kameny:

Yeah. And that's where we go. And even further North, near Watertown. But again, I think the convenience here, it's nice. It's very nice.

Eric Raine:

Absolutely. And like you said, Canada, I mean it's like a stone's throw. You can international travel from Buffalo. A couple of our friends in the MBA program from India went on a wine tour trip and within a couple hours of here, and they were talking about how amazing that experience was too. I mean, there's just so much close by.

Marla Kameny:

Yeah. I mean, look, when Daniel and I got married in 2006, we did our mini moon because it was short in Niagara on the lake.

Eric Raine:

Oh, yeah. That's beautiful.

Marla Kameny:

It was gorgeous. Yeah.

Eric Raine:

Well, kind of getting into some of the details about in the intro, as we mentioned, Marla, you're overseeing so many different things. You're involved in so many electives, the Leader Core program and other initiatives you're working on. So we'd love to learn a little bit more about what's covered in the courses that you teach and just providing some context to listeners here as to what they could potentially plug into.

Marla Kameny:

No, absolutely. So I'll talk about the MBA LeaderCORE first, because that really is kind of the big program that obviously both of you are in it. And I remember when it was described to me when I was applying for the job, it just sounded like an amazing program because when I was doing my MBA in the late '90s, there wasn't anything like this at all. It was very different times. But I think what's clear is that what industries and what businesses are looking for are applicants candidates that have that go beyond the technical skills of your basic operations, strategy, finance, accounting, and it's kind of taking organizational behavior in a way like up a notch, certainly.

So with LeaderCORE, we have a model, a competency model that has nine competencies plus integrity, and it's certainly on the website. So if you were to go to just do a MBA LeaderCORE search, you'll find it. And it's where over the course of two semesters, I mean, it's an application process as well. This is not just sign up for the courses and that's it. The thing about MBA LeaderCORE is that it is a journey, as one would call it. It's professional development within an academic setting, so I think in a way it has the best of both worlds. And you guys certainly chime in, but it's something where you learn more about yourself first about self-reflection, that is a big part of it.

And I know that if this was proposed to me when I was an MBA, I said, "What? You want me to go back and keep a diary of sorts or reflect? And I don't know about that." So I think it's amazing that that is what is kind of at the core of it because it really does allow you to understand where you're coming from and from there you can figure out maybe what your strengths are, what they're not, what the gaps are. I don't like to call them weaknesses, but things that one can work on, in the real world because when you work and you're meeting so many different people, and at one point you will lead. It doesn't mean you have to be the CEO. You'll always lead people and you'll have followers.

So it's important not just to be the leader, but to understand how your followers see you and knowing who your followers are. And I think the training that you get in LeaderCORE just makes you better at that, being able to size people up, for lack of a better term, right?

Eric Raine:

Absolutely. Yeah, I couldn't agree more. I know from our perspective as students, I think the difficult thing with LeaderCORE from a student perspective is when you're going into it, it's hard to really understand the full nature of what it will offer you. It's kind of in the name, there's the core components of what it means to be a leader and how to sharpen the sword for leadership. And it is a very introspective process. Like you mentioned, there's a lot of self-reflection and the fact that this is something that students have to opt into and apply to and be accepted. It's a little bit heavier of a lift than it is to just take an elective course.

I mean, you're kind of signing up for a program within a program, sort of what you alluded to.

Marla Kameny:

Absolutely.

Patrick Lageraen:

Yes.

Eric Raine:

And I think that that in and of itself also pushes you to have to dig a little bit deeper on what it means to find the things within yourself that can make you a better leader. But then there is this component that leadership is really a skill that can be really obtained if you focus on wanting to actually become a better leader, which I think a lot of students that come into the program are interested in. Leadership is a huge component of the MBA program, and I think that LeaderCORE really elevates that to a whole new level.

And as you mentioned, it sort of goes past even the core OB, organizational behavior courses. And so I've enjoyed it so far, and I think I've really seen a lot of my own development over that time and thanks to you and the things that you've done in the second portion of LeaderCORE that you've taken over as the director of the LeaderCORE program. But I think, I mean even Patrick can probably speak to that as well as far as his experience too.

Patrick Lageraen:

Yeah, I think LeaderCORE has definitely surpassed my expectations. It mostly just gives you tools to improve your own leadership skills, not so much telling you what to do in a specific situation, but it's really good at changing your mindset and then obviously through the reflections, helping you be able to

reflect in real time. So as you're dealing with people, as you're in a leadership position, you can evaluate, "How am I doing? Is this actually working?" And then, "What do I need to change?"

Marla Kameny:

Yeah. No, definitely. I mean, I know that I work closely with Jaimie Falzarano, who is the managing director of LeaderCORE, and she's been involved with it for a long time. And you get out what you put in. And that is true with of course the support of the classroom and that experience and your mentors and your professional coaches, which I know I think is a pretty significant component of the program.

Eric Raine:

Yeah, I think it's a huge piece of it. If you want to maybe add a little more context to that for our listeners.

Marla Kameny:

Yeah. So this is where one of the, I don't want to say perks, but it is, and we hope to make-

Eric Raine:

It is a perk, yeah.

Marla Kameny:

It is. No, I know. And we do hope to maintain it in the years to come with the program, but there is a professional coach, so it's based on this Hogan Assessment, which is an assessment that you take. It's kind of, I don't want to say it's somewhat loosely similar to an MBTI or a DISC type of assessment where you answer questions and all that, and you meet one-on-one, you get four and a half hours, which doesn't seem like a lot, but it actually is.

Patrick Lageraen:

Not all at once.

Marla Kameny:

Not all at once. Exactly, thank you. Yeah, where you first have a debrief, and of course, Patrick and Eric are very familiar with that, but I have been told, and I have heard from students, that it's just so impactful of what you're getting-

Patrick Lageraen:

It is. Very much so.

Marla Kameny:

... in terms of having just an individual, and not necessarily your professor in a way, because-

Eric Raine:

Yeah, it's an outside look.

Marla Kameny:

Outside look and just-

Eric Raine:

It's what they do professionally.

Marla Kameny:

Exactly, they are professional coaches. And that's done during the, oh gosh, MGB 667 LeaderCORE Development II, which is in the spring. I know it seems counterintuitive, but either way, oh, fall, excuse me. Yeah, fall.

Eric Raine:

Yeah, we're in it now.

Marla Kameny:

I have a lot of things in my mind.

Eric Raine:

Again, this speaks to how many different things are going on that you're involved with, but to your point about the fact that those four and a half hours, when I first saw that, I'm like, "Okay, we'll have a coach. We'll meet with them, have a few conversations, that type of thing." But when you're already primed with all of the stuff that we've been learning in LeaderCORE, leading into the coaching engagement, and then you're actually working with professionals that are assessing, breaking down the Hogan and really drilling into the things that your tendencies and then the things you might do under pressure in areas

that you can improve on. Mixing those things together I think really helps bring, it helps put a bow on the whole leadership development process and LeaderCORE programs.

Patrick Lageraaen:

Because it's personalized to you. And then to support your point about you get back what you put in, when I went into my professional coach, I just decided from the beginning, I'm going to be very honest. I'm just going to take this super seriously and tell him exactly what I'm thinking, exactly what I'm feeling, and all these situations. And I've found it extraordinarily valuable.

Marla Kameny:

That's great.

Patrick Lageraaen:

I really love my coach.

Marla Kameny:

No, this is wonderful to hear. And that's something that I've been really enjoying. I mean, in the last few months, I've spoken to a lot of people, whether they're you guys, students currently in the program, alums from not just School of Management, but LeaderCORE alums, maybe they even graduated in 2014, 2015. So it's been 14 years. I think this is the Cohort 15 starting now. But LeaderCORE has been around and it has evolved over time, which has been interesting, because I'm even seeing overlaps with one of the electives that I'm teaching right now. And Eric can attest to that with the leadership, executive presence, and emotional intelligence.

So it's just, yeah, I mean, I've spoken to a lot of people and I continue to be impressed with this program, and I just hope I can continue to see it, help it evolve. And I can only do that with the help of you guys as well, just letting me know.

Patrick Lageraaen:

Yeah. So what has the learning curve been like stepping into a new program like this? I'm sure you worked pretty closely with Jaimie.

Marla Kameny:

I did, and I still do work close with Jaimie, but I've been fortunate where I've met a lot of people along the way. And Jaimie was so helpful in putting me in touch with LeaderCORE alum, UB School of Management alum, and even a couple of people like Jerry Newman, a former professor in the School of Management and one of the founders of LeaderCORE, and Nick Everest who was involved with it. Dorothy Siaw-Asamoah, who was a former, she was a current colleague of course, and a former, she was involved as well. Jim Lemoine.

So I've spoken to many people and I hope to speak to more, and I'm trying to just find out as much as I can. But I will say the learning curve, getting back to that, it's been pretty steep, but good.

Overwhelming, but I'm saying it with a smile on my face because every time I speak to someone, I learn more and it just gives me a better sense of how it can continue and maybe little things that I can tweak here and there, of course. But I think with the MBA leader course itself, because there are other aspects that maybe we can get into a little bit that I'm maybe looking into certainly.

But it's just such a wonderful program, and I don't want to keep saying I'm still learning, because I think that has an expiration. I'm still learning, but I think it'll be interesting. I have a lot of wonderful information now to start the new cohort, because I will be starting now with MGB 666 in January with the new MBA students.

Patrick Lageraen:

That's LeaderCORE I.

Marla Kameny:

That's LeaderCORE Development I, yes, with the MBA students and some dual degrees, I'm sure. But these are for the full-time MBA students. So yeah, we had the orientation actually for that a week ago today. So yeah, it's going to be neat to just kind of be there now from the beginning, right?

Patrick Lageraen:

Yeah, absolutely. I think-

Marla Kameny:

But you guys have made the transition. Your class has been great.

Patrick Lageraen:

To that point, I really appreciate the way you came into the program. I mean, the first couple weeks you were asking for nothing but feedback from us because you can do all the legwork on the backend with Jaimie learning about the class, what the learning objectives are. But that's only half the story. The other half of the story is our experiences in LeaderCORE one and what we want to get out of it, what we've gotten out of it, and what our goals are.

Marla Kameny:

Yeah.

Eric Raine:

I think it's been a great transition. Yeah, I second that wholeheartedly, and I think it'll be great because starting with this next cohort, there's a lot of things that will be implemented that's a continuous improvement. And I think that's really what it comes down to is that it keeps getting better year over year, and there's changes. And you mentioned so many just phenomenal people that are involved-

Marla Kameny:

Absolutely, yeah.

Eric Raine:

... in the past having plugged into this program and now in your hands and moving forward. That's one of the components that I think students might not necessarily see on the surface at first is just how much really goes into it. And the other component to that is some of the names of people you mentioned are actually people that from time to time come in and speak-

Marla Kameny:

Absolutely.

Eric Raine:

... to the class as well. So again, it's one of those things where the LeaderCORE program is very complex, but in simple terms, if you're looking for the opportunity to really elevate your leadership potential, this is something to definitely consider if you're coming into the program.

Marla Kameny:

Yeah, definitely.

Eric Raine:

Going off of that, one of the things that you did mention was the other course that you're teaching, which is the leadership executive presence and emotional intelligence, which I happen to be taking with you this semester.

Marla Kameny:

Yes.

Eric Raine:

And so if you want to maybe share a little bit more about that. I mean, there's similarities to LeaderCORE, but really in and of itself, it has a lot of foundational components to leadership, but it also gets a little bit more into some other things. So maybe if you want to share.

Marla Kameny:

Definitely, yeah. I mean, it even gets down to, and I will say this subject matter fundamentally was new to me, but it's also very tangible in a way. I mean, even though from the emotional intelligence aspect, it sounds a little abstract, but I think we're in that part of it now with the emotional intelligence. And when we read about it, I hate to say it's common sense, but I think when you read about different aspects, resilience and influence and persuasion, I mean, you say, "Of course, yes, from a leadership perspective, we all should have that," but how?

Eric Raine:

Yeah, what does it mean?

Marla Kameny:

And what does it mean? Exactly. And so the earlier part of the course, the executive presence, I mean, that really has a lot to do with, in a way, how you dress.

Eric Raine:

How do you show yourself?

Marla Kameny:

Yeah, absolutely. How you show yourself.

Patrick Lageraaen:

[inaudible 00:29:11] Little term, executive presence.

Marla Kameny:

Yeah, executive presence. Definitely. And then we had some interesting class discussions. Times have changed. I would argue that when I was an MBA, I mean, you wore a suit, always. And things have changed, absolutely. We're talking 20, 30 years. But just in terms of body piercings, body art.

Patrick Lageraaen:

Tattoos in the workplace.

Marla Kameny:

Tattoos. Yeah, how are they handled?

Eric Raine:

You mean generational differences in the workplace?

Marla Kameny:

Definitely.

Patrick Lageraaen:

But has the C-suite really changed that much?

Eric Raine:

To some degrees, maybe

Marla Kameny:

To some degree, maybe. I would argue though that maybe I'm old-fashioned, that I do think there is a time and a place to not wear jeans. I mean, I think business casual is, and that's just me.

Eric Raine:

Yeah, it depends on the context.

Marla Kameny:

Exactly.

Patrick Lageraen:

And position that you're in.

Marla Kameny:

Yeah.

Eric Raine:

Yeah, but I think a lot of these things, because to your point, it is something where it's like there's the common sense element. It's like if you were to walk into an important interview for a job as, let's say, a mid-level management or something, there's probably some context there as far as how you may care yourself, how you speak, and what you would bring to the table, so to speak. And sometimes it might just be the things that you think make sense, but there's also components of things that are driven by research and ways of actually breaking it down to help students understand what does that really mean, and how can you navigate those waters properly?

Marla Kameny:

And I think that what we talked about as well, about the executive presence, the three pillars were gravitas, communication, and-

Eric Raine:

I should be able to say this.

Marla Kameny:

I know, right? That's okay. This is not a quiz, but just that I was surprised myself to see how fundamental it was. Yet, from a research perspective, it is there. I mean, look, we all have, I don't want to say quick to judge, but I mean, I think one of the examples they give when there's auditioning for something musical, let's say, and you look great, but there's something about maybe your body that it's not a commentary

on how you look, but in that context, it just doesn't work. That's going to be the first thing that someone sees regardless of your musical talent. And this is not to-

Eric Raine:

And that impression is hard to change once it's made.

Marla Kameny:

Exactly.

Patrick Lageraaen:

Also, how many of these impressions are subconscious?

Eric Raine:

[inaudible 00:31:41].

Patrick Lageraaen:

You make your opinion of somebody without you even realizing it.

Marla Kameny:

Absolutely. And that's where you can't get into the heads of every single person. So I think it's an individual, you have to say to yourself, how can you understand everyone? Or be as, I don't want to say as neutral as possible, or just-

Eric Raine:

Or just the awareness, I think is the important piece.

Marla Kameny:

Yeah, agreed. Sure.

Eric Raine:

I don't think it's necessarily one of those things where the course is saying, "You have to do A, B, C, and D in order to have executive presence."

Marla Kameny:

No, absolutely.

Eric Raine:

It's more, "These are the things that can impact your executive presence as someone who is in a leadership position, let's say."

Marla Kameny:

Definitely. And it's one thing I can say, at least now I can date myself that I did an internship at Sun Microsystems in Silicon Valley in 1998, a long time ago, but that was during the dotcom boom. And even then, there was no dress code at all. I mean, it was taken over and they created Java and stuff like that, but if you had a meeting with someone, it was understood that you would not wear shorts and sneakers. People were wearing shorts and sneakers, and that was okay. So it's not like that aspect hasn't been around, because it is based on context, but I do think now, today, younger people, I think-

Eric Raine:

Yeah, It's generational.

Marla Kameny:

... do have to think maybe a little bit more.

Eric Raine:

Yeah, there's a lot of context that has to be taken into account. And because of the fact that we're in a program where we're around people that might be in a similar part of their journey as far as taking these classes and then stepping out into trying to build their career, when you do step out and you plug into these environments, there's a lot of nuance and there's a lot of context around you. And I think being equipped with at least just understanding the fundamental drivers of what people maybe observe of you, even subconsciously.

I mean, one of the videos I thought was really interesting in the course is where we're watching a high level executive deliver information, either in a marketing type of campaign or to other employees at the company, and how is that information absorbed by the audience, the target audience, and understanding the way that you go about delivering it, not just what you're saying, but how you stand,

how you enter the room, the way that you observe and listen. And it's a lot of the subconscious and sort of non-verbals that when you really learn about how that can impact your executive presence, you may tweak things to what you believe is right for the environment you're in.

Marla Kameny:

Definitely. And I will say having taught it now for the first time, I'm looking forward to teaching it next fall and just kind of adding a little bit more.

Eric Raine:

It's available in fall. Yeah.

Marla Kameny:

Yeah, it should be.

Eric Raine:

Good to know. You're making me really wish I took it. I think the other interesting thing about that course is, unlike some of the other classes that Patrick and I have been in, especially in our first year with a lot of the core classes, is that you get a mix of students from multiple programs. So in this class, you have MBA students. I think you have a lot of accounting students.

Marla Kameny:

Yeah, it's about half and half accounting, MBA. And we have a handful, four or five of master's in sustainability, I believe. So, yeah. No, it does make sense.

Eric Raine:

So it's a good mix too, because you're learning from other students in the class too as far as their approach and perspective.

Marla Kameny:

Yeah, definitely.

Eric Raine:

And I do notice a lot of things from LeaderCORE come up, so we get to double dip a little bit as MBA LeaderCORE students, because I sort of say, "Oh, wait, we kind of talk about that over here as well." But that just goes to show how much crossover there really is at the end of the day.

Marla Kameny:

Exactly. And that's what it's made it a little more challenging to balance everything this fall, but I will definitely have more clarity going forward because also it's something that, like Patrick, you said you wish you took the course. Yeah, it would've been great to have you. But I'm wondering, even yesterday, you and I were talking after class just about how one can, and I think I asked Will Gorman as well, about bringing in, because he's in the EI and EP class too, bringing in emotional intelligence back into LeaderCORE because in my research, emotional intelligence was actually at the core, so to speak, of LeaderCORE. And if I look back at syllabi from the last few years, I mean, I don't see necessarily anything about emotional intelligence.

Eric Raine:

It comes across maybe as a little bit of a buzzword, but at the same time, I think people have a pretty good understanding of what that sort of implies. And it's really just understanding how you are, where you are, and then how others are around you while you're there. And that balance on top of the leadership skills that we're learning really helps make you even more well-rounded, so I've really been enjoying the course. I think that if you're considering taking it, definitely look into it further, but maybe take this as you sign to just sign up for it.

Patrick Lageraen:

Do you think that students should take both or should they choose?

Eric Raine:

I think so. I think they should take both. I mean, I'm biased here. I'm taking both, I'd like to think that it was right for me to take both, but I see the differences between the two. I think the overlap is great because it reinforces things for me. But I think for students that, let's say they don't take LeaderCORE because it is tough. I mean, really, you're committing to a process if you don't take LeaderCORE, but you want some of those LeaderCORE components or find some of those things you might miss by not

engaging in LeaderCORE, this might be a great balance point, to find some of those things and then also find those extras that are not found in LeaderCORE as of right now.

Marla Kameny:

Yeah, no, absolutely. Because, I mean, look, we don't really talk executive presence in LeaderCORE, which I think is fine. I don't think it's necessary. And I think one of the interesting things too is with the one book that we used, it was from 2014, and I'm not going to give away too much, but one of the questions was-

Eric Raine:

How things change over that time.

Marla Kameny:

Yeah, I mean, and it was interesting.

Eric Raine:

I mean, it's 10 years ago.

Marla Kameny:

And some students in that reflection assignment, some thought it was dated, some didn't. So it was very interesting.

Eric Raine:

Interesting. Yeah.

Marla Kameny:

I mean, it was always interesting to hear different perspectives, and I certainly did.

Eric Raine:

And I think we get a lot of that in the classroom. There's a lot of different perspectives. That's good. I think that's really good. It prepares us for that.

Marla Kameny:

Yeah.

Patrick Lageraen:

Yeah, like lowliness anecdotes.

Marla Kameny:

Oh my, that was great. Yeah, that was fun. I don't think we should say them on-

Patrick Lageraen:

No.

Marla Kameny:

No.

Patrick Lageraen:

Some things that were legal in another country, but maybe-

Marla Kameny:

Yeah, that's all that I remember, the whole legal unethical matrix, right? Legal, unethical-

Eric Raine:

Yeah, because then that brings in a whole other sort of list of things that could be debated.

Marla Kameny:

Well, even the term ethics. I think there's actually an ethics course, I think in the new MBA program, or not the new MBA program, the new cohort, I think. There's a new core course.

Eric Raine:

Yeah. And actually we take a specific, on the PharmD side of my dual degree, we actually take a pharmacy ethics course. And it gets into a lot of things that have to do with the medical implications of what ethics mean and the provision of care for patients.

Marla Kameny:

Sure.

Eric Raine:

And I think it's a really useful course-

Marla Kameny:

It sounds like it.

Eric Raine:

... in the context of what I'm learning on that side, but really you could bring the ethics conversation into really anything.

Marla Kameny:

Oh, anything. Absolutely.

Eric Raine:

It applies to all of life, whether it's in the workplace or outside, but these are the things to look forward to in these classes. I would say for those listening, these are some of the components that Patrick and I find really interesting, but I think that Marla is also doing a great job of really moving the ball forward and continuously improving these courses.

Patrick Lageraen:

I'm actually a little surprised that a class like LeaderCORE isn't a core component of the MBA program, because think about it, in a typical career path, you are rewarded for your skill, and then once you practice that skill enough, you get good enough, they put you into a management role. But this whole time you've just been practicing that skill. Having a component in the degree where it teaches you about leadership skills so you can practice them along the way, and then down the road when you get into that management role, you're not taken aback. You're sort of prepared for it in a way.

Marla Kameny:

So in my few months, honestly, like I said, I mean, take this for what it's worth, if it were posed to me that you had this LeaderCORE, I would say, "No way." But when something is required, it's like you're checking a box.

Eric Raine:

And there are a lot of requirements.

Marla Kameny:

Yeah. I was going to say, so when it comes to the core, I mean, look, believe me, I've thought about that. And I remember even in my interview process, conversations I had about LeaderCORE, "Should it be required? Can you make it into one semester?" Look, these are questions that are valid, absolutely. But I do feel in the last three months that I, at this point in time, would go against requiring it for MBA students.

Eric Raine:

That's interesting. Yeah.

Marla Kameny:

Yeah.

Eric Raine:

Actually, I think I might fall right in between those two things is where the question sort of being, "Does the MBA program prepare you from a leadership perspective in a way where absent these sort of other things that you're really well-prepared?" And I think in a way that you are, because I mean getting an MBA from UB, there's a lot of leadership things that are baked into the various classes, even if they're skill-based courses.

Marla Kameny:

Sure, yeah.

Eric Raine:

And I think organizational behavior does a great job of linking those and to maybe take the different color hats that we learn about in OB and main sports. Putting on the black hat right now and playing the devil's advocate, I think is sort of saying, "Well, okay, let's say you don't take LeaderCORE and have you been prepared to become a leader?" To Patrick's point, which I think is a very fair question.

Marla Kameny:

Absolutely.

Patrick Lageraen:

I would say somewhat.

Eric Raine:

I think so. But at the same time, from Marla's perspective, I would maybe also then on the flip side of the argument, say that in order to really become that true leader, someone who can elevate outside of the group, because if you have a group of people who are highly skilled, they're management, they're masters students, they are high achievers, they're skilled, how do you differentiate yourself from that group if you needed to do that in a competitive workplace? And I think the way that you do it is you have to take it upon yourself to do it.

Marla Kameny:

Agreed.

Eric Raine:

And I think that's why it not being required is actually the key piece here as far as the LeaderCORE program, because you have to step outside of yourself and say, "I need this, and I am willing to go above and beyond the core requirements to make sure that I'm doing these things."

Marla Kameny:

Agreed, yeah. But you make a fair point, Patrick.

Eric Raine:

I think so too.

Marla Kameny:

Where it's something that you should learn about leadership, absolutely. One can clearly in different ways. And I think that just a testament in terms of numbers. And as far as, I think in your cohort you have 42. I don't think it started at that. And also if you take it, you might decide after a semester, it's not for you. I think the attrition rate, a little bit.

Eric Raine:

Yeah, there's a little bit of attrition.

Marla Kameny:

A little attrition.

Eric Raine:

I think most people's stuck with it.

Marla Kameny:

Oh, yes. Oh, absolutely.

Eric Raine:

Vast majority.

Marla Kameny:

I mean, I think we're talking a few that say, "I'm not going to continue."

Eric Raine:

Yeah. And even by the end of actually finishing out the current version of the way LeaderCORE is set up, there may even be a few more that may fall off as far as seeing it all the way through the finish line.

Marla Kameny:

Well, yeah. And that was one thing that maybe I can just touch upon is the certification or the micro credential, because that is-

Eric Raine:

Because that's not part of the class.

Marla Kameny:

Exactly. So I-

Eric Raine:

The class helps fulfill a component of what's required.

Marla Kameny:

Yeah. And that's why, so if you're wondering in the listening audience that the two courses is just part of it. You apply in the fall, you go through an interview process, and then if you get accepted, you go through an orientation, like I said, we just had last week, you're already reflecting. There are already logs that are due, and you can always email me if you want to learn about what those logs are. And then coursework in January, that's part of it. And it's not even just coursework. It's engaging in self-directed activities, go to networking events, go to, and this is where my, just being here briefly, I know that there was what the Delaware, there was a big North 42-

Eric Raine:

43 North.

Marla Kameny:

43 North, sorry.

Eric Raine:

Yeah, which we talked about actually on the episode with Bob Newberg.

Marla Kameny:

Oh, great. Great.

Eric Raine:

But yeah, I mean, just doing the things outside the classroom.

Marla Kameny:

Just doing things outside, because that is part of the journey. It is putting yourself out of your comfort zone. I mean, that is a significant, it's a common thing, but it's true.

Eric Raine:

It's very true.

Marla Kameny:

That's what the [inaudible 00:44:16].

Eric Raine:

You have to challenge yourself in order to really elevate, I think. The fact that the LeaderCORE program provides that opportunity the way that it can, is that it's not required. It does take more.

Marla Kameny:

Exactly.

Eric Raine:

But I think at the same time, the questions that are being asked as far as the preparation for leaders through the MBA program in and of itself from a core perspective to Patrick, to your point, I think that that is something that students should be asking of the program.

Marla Kameny:

Agreed.

Patrick Lageraen:

Yeah.

Marla Kameny:

And I think a lot of that is there, and I think that's why some of the changes are happening, and there's a lot of changes going on. And I think that those things help contribute to maybe being able to still have students be well-rounded from that specifically, again, looking at this through the lens of leadership specifically.

Definitely. And I'm definitely in communication with Tim. I think we actually, I owe him an email about assessments. He was asking what assessments are used actually in LeaderCORE, so I'm going to get back to him on that just so we can kind of compliment each other with coursework. I mean, that's [inaudible 00:45:12].

Eric Raine:

I think that coordination is something that school management is phenomenal at doing. Especially being a dual degree student, I see just the way that different things are handled and there are different programs, different requirements. But I have to say that one of the things that I really enjoy about school management, and I have to tip the hat to, is the fact that School of Management does so much to coordinate the things that they're doing to offer a package that students can plug into to be able to get out of it what they're hoping for when they come into the school of management.

But yeah, I mean, obviously our focus today is on leadership specifically with LeaderCORE. But maybe now pivoting a little bit to being maybe outside of that leadership component specifically is your workforce engagement course that will be forthcoming, and I realize that that is something that will be new for the students taking it, but also for you as a professor.

Marla Kameny:

Yes, it'll be a new, yeah. But it will at least kind of bring me back a little bit to my roots of human resources. And at one point when I was working before my MBA, I became a PHR, Professional in Human Resources. I think they may have slightly changed that from the Society of Human Resource Management. I mean, it was essentially taking a test, certainly. But look, that was my focus. I concentrated in that and like I said, worked in HR.

And so this workforce engagement, it is basically looking at HR from a strategic perspective. So I mean, my PhD was more just general strategy, but I focused more like my thesis was on layoff alternatives. That's obviously HR-focused, but it was really saying, "Okay, can you not lay people off and keep them somehow attached to your firm?" I looked at the consulting industry, a knowledge-based industry where when times are not so great, well, you lay off your consultants who have all this institutional knowledge and then have to hire other people back and make them have to-

Eric Raine:

It's a lot of costs associated what that.

Marla Kameny:

Turnover, yeah. I mean, the cost of turnover is significant. So it was just looking at it especially from a knowledge-based industry itself. And Accenture at the time, this was post 9/11 when the entire global economy was just a little bit in shock, but it was something where, and one of my classmates from Cornell, she took advantage of that sabbatical, so to speak, and had a job waiting for her when business

picked up. And I think she took some cooking lessons. Of course, you have to be in a place in your life that you can-

Eric Raine:

Financial decision.

Marla Kameny:

Yeah, but I think you even got 20% of your salary, still had some the benefits and things like that. So it wasn't a complete break. That was kind of the point.

Patrick Lageraen:

And then the company keeps that tie with that employee.

Marla Kameny:

Absolutely.

Patrick Lageraen:

It's almost like the first right of refusal when they go to rehire.

Marla Kameny:

Exactly. So much. So, at least from a strategic perspective, looking at high performance work organizations, looking at how can an organization cope quickly and effectively with change? I mean, that doesn't come from the marketing department. That doesn't come from the finance department. It really is to me, HR, it's the people. It is funny, when I would teach my introduction to business back in Baton Rouge, it's like, "Oh, business makes the world go round." Then I talk about marketing and my course that I taught just the principles of marketing class. "Oh, marketing makes business and therefore the world go round," because it is all about product and what you sell.

And then I was like, "Well, for my HR class that I taught, if you don't have the right people to-

Eric Raine:

To execute, yeah.

Marla Kameny:

"... create the right products to keep you in business, then where do you go?" So I think it is the HR truly as, and it took a long time for HR to become a strategic partner within an organization, and that's where it is. So it's about policy and just learning what confronts managers. Not saying that, "Oh, this course is for future HR managers." No.

Eric Raine:

I think that that's a really important piece about the course. As of right now, I'm registered for that course in the spring schedule if it allows that I may potentially take it. But the interest in it for me, not only obviously taking it with you, but looking at the components of what the structure of people inside organizations means, and how do you build that properly and how do you maintain that properly, I think is what I look forward to potentially learning more about.

Patrick Lageraen:

I love the relevance of that class too, especially right now where companies and workers are sort of having this power struggle over returning to work.

Marla Kameny:

Absolutely.

Patrick Lageraen:

So I can imagine how it'd be relevant to basically anybody managing employees and just trying to convince them to come back.

Eric Raine:

Come in.

Marla Kameny:

Exactly.

Eric Raine:

Post-pandemic era management of, yeah.

Marla Kameny:

And even trying to maybe even figure out, does it pay to bring them back full time? I know that that's been-

Eric Raine:

Nobody's asking that question.

Marla Kameny:

Exactly. Hence research, academic research, which yeah, there's a lot. And I will say that even this term, versatility, I don't want to bring it back to LeaderCORE, but it was just something that came to mind because the articles that we're going to talk about next week are pandemic, post-pandemic related, kind of looking back on versatility, how, well, I don't want to spoil it, but-

Eric Raine:

But yeah, the ever-changing nature of the economics that surround these companies. And in a situation that we're in right now as far as the timeline goes, there's a lot to be learned from what went on over the last several years.

Marla Kameny:

Definitely.

Eric Raine:

And also, there's things that on both sides, there's things that were done well that we can learn to implement even outside of a pandemic that we should be doing in general that maybe were absent prior, but then also learning from the weak points that could be potentially changed in a proactive manner in the event that there's just fluctuations that take place in general and how can we be ready to handle it. Because in that context, that was going to happen one way or another. Companies had to deal with what was going on. And I think students that are coming out of this program, this is a great course that I think allows to be able to touch on some of those ways to actually make sure that you're doing it from a fundamental perspective rather than just kind of trial and error.

Patrick Lageraen:

And for the right reasons. Yeah, exactly.

Eric Raine:

And a lot of that could just also be attributed to what is the organizational culture? I mean, that kind of falls under the HR, OB umbrella in a way, because that's-

Patrick Lageraen:

But it's also industry-dependent. If you're an engineer and you're very new to the industry, it's really hard to learn and improve your skills when you're working on CAD at home alone. It helps to be in the office working with your coworkers and your managers and have them teach you in real time.

Marla Kameny:

Yeah, no, agreed. And I think whether it's the culture of the organization, the nature of the position itself, but even if you don't work with other people, it is meeting at the water cooler, so to speak, and just having that FaceTime. There is that human component that is important. And we realize that there is a lot we can accomplish on Zoom, absolutely. But it only goes so far.

Eric Raine:

That's true.

Marla Kameny:

Yeah. And I remember even with the way that the executive presence class was built, it said hybrid or optional. Anyway, I thought it was interesting when a student asked, "Fair enough, is there going to be any component?" And I think I was told that I had free rein to make that decision and I was like, "Nope."

Eric Raine:

I think it's good that it's in person.

Marla Kameny:

It's in person.

Eric Raine:

Especially the executive presence component.

Marla Kameny:

Yeah, absolutely. I think that would be tough.

Patrick Lageraen:

It's hard to, and there's a reason we're recording this podcast in person.

Marla Kameny:

Yeah.

Patrick Lageraen:

I have no interest in doing this over Zoom.

Marla Kameny:

No, I agree.

Eric Raine:

And if we had to, we'd be able to.

Marla Kameny:

We'd be able to.

Eric Raine:

But I think that there's definitely a difference for sure.

Marla Kameny:

Yeah. I will say thank you to science, give a shout-out to science that we're able to do this in person.

Eric Raine:

Yeah, all the technology.

Marla Kameny:

Hope that's not too controversial.

Eric Raine:

It's not. Yeah. I think that a lot of these things provide context as to extracurriculars, if you want to say, of the MBA program and the School of Management and the things that you can plug into if you want to. They exist. Patrick and I can speak from experience Marla's coming in with fresh perspectives, but also with such a foundation from her experience. So for those of you listening, I think these are things to pay attention to and to keep on the radar as you either come into the program or as you're progressing through the program to keep in mind.

So I think the other thing that we just wanted to mention here, I know we kind of went through these different courses that you're teaching, but there's also some opportunities that are kind of downstream of this that, or I guess kind of future-looking that you're working on as far as initiatives go. So if you wanted to share a little bit about that, obviously it's a moving target. There are things that are influx and changing day to day as you're getting those things figured out. But we would love to just hear a little bit maybe as a teaser, let's say for the future.

Marla Kameny:

Sure, yeah. So you did mention the foundations of LeaderCORE I and II, the MGB 630 and 631. So right now in the fall, I'm teaching 630, which is Foundations of LeaderCORE I. It is a program that's been around for four years. It is part of a micro credential, but-

Eric Raine:

Not to be confused with the LeaderCORE program.

Marla Kameny:

Not to be confused of the MBA LeaderCORE. Very, very different. But what I'm looking probably going forward, so this is for non-MBA students. So right now we have a couple of non full-time MBA students. So in the class right now, we have a couple of PMBAs, pharmacy, social work, and even a BS/MS in Finance in School of Management. But it's something that is, I don't want to call it MBA LeaderCORE Light, but that was the intent. So we're using the competency model, very similar, doesn't have the professional coaches, doesn't have the mentors, because it's a little bit different, less credits, but it is an elective. But what we're looking at going forward possibly is a three credit LeaderCORE elective for non-MBA, non full-time MBA, but for our master's students here in the School of Management and the UB graduate community.

Eric Raine:

That's very interesting.

Marla Kameny:

We're looking at that.

Eric Raine:

It cast a wider net.

Marla Kameny:

Much wider net.

Eric Raine:

It brings a lot of the things from LeaderCORE that we're doing in the MBA program. And it's taking a lot of those things to be able to, and I think this circles back actually to what Patrick was saying, is it provides, although it's not required, but it provides an ability for students across all of school management as far as I'm understanding it, to be able to potentially plug into something that gives you a lot of those key tools from a leadership perspective.

Marla Kameny:

And when I've spoken, I've had one couple formal meetings with the other faculty directors of our MS programs, and I've mentioned that and it's amazing how a couple of them have said that that is what we need for our MIS students. So I'm working on it.

Eric Raine:

Yeah, I think that's great because I mean, even being in your executive presence emotional intelligence course as we talked about earlier, there's a mix of students in that class and maybe around half are MBA or so. So that means that the other half aren't MBA. And so they don't necessarily have this ability to plug into LeaderCORE like we do as MBA students as an option. And I think that there might be students that would say, "That sounds interesting. Maybe that's something I should consider doing." And I think this is the perfect way of potentially plugging people into that.

Marla Kameny:

Absolutely. And it's something now I'm wondering, Patrick, given what you said, "Gee, should we make this potential 15-week MBA or Masters, sorry." I don't know the exact name yet. I got to work on that marketing. But thinking, "Okay, could this be required as a core course?" But don't want to go that far.

Patrick Lageraen:

Yeah, I don't know about the required part, but I definitely see the value in it. Oh, yeah.

Marla Kameny:

Yeah.

Patrick Lageraen:

There's some leadership components in the MBA and yet we want more, so we're in LeaderCORE. But in those other programs, there's even less leadership experience.

Marla Kameny:

Exactly.

Patrick Lageraen:

So this is very useful to them.

Marla Kameny:

Yeah. And that's my intent now. So yeah, we'll see. But it's funny, Eric, what you were just mentioning because, "Oh gee, where would I start with trying to create and develop this 15-week course?" Well, you brought up emotional intelligence, and I know remember we talked about it even putting a little bit into the MBA LeaderCORE, but arguably it's a great start I think potentially for this 15 week course.

Eric Raine:

I think so. Absolutely.

Marla Kameny:

Especially if they had never had OB or anything.

Eric Raine:

Right. And I think that that's if you're not an MBA, but you're in the School of Management in a master's program, when you come out of your program and you step out into the full-time career, the workplace, and you're progressing your career forward, these are the things that will, on top of the excellent skills that you've gained from taking your master's in the School of Management, there are things that help progress your career forward that are the things that don't have to do with those specific skills. Because you're going to be really good at what you're doing, hopefully, obviously. That's the goal. But how do you differentiate yourself? How do you lead people?

And I think that looking at it from that perspective, that course in and of itself, or the fundamentals that people could take away from that, might be the thing that changes their career trajectory in the long run.

Marla Kameny:

Could be. Absolutely.

Eric Raine:

And it's hard to know right now, but 10, 15 years down the line, you may look back and you think to yourself, "Well, thank goodness I had the opportunity to take something like this because that's what really made the difference at the end of the day."

Marla Kameny:

No, I appreciate you saying that because now, I mean, not that I wasn't enthusiastic before, but you said it in such a way that I haven't had time to think about, but that was great.

Eric Raine:

Yeah. I mean, if I wasn't an MBA student and I heard about that being an opportunity and I was like, "You know what? Maybe this is the gap. This is what I'm missing from my program. Because-"

Marla Kameny:

Yeah. No, absolutely.

Patrick Lageraen:

Marketing for that class though is going to have to be spot on.

Marla Kameny:

I know.

Eric Raine:

Yeah, absolutely.

Marla Kameny:

I'm going to ask some people. Yeah, I need help.

Patrick Lageraen:

Some other programs may not value leadership straight off the bat like MBA a students do.

Marla Kameny:

Yeah. No, absolutely.

Patrick Lageraen:

So you got to demonstrate it.

Eric Raine:

Yeah, learning about knowing what you don't know and learning about that and bringing the awareness to it.

Patrick Lageraen:

Absolutely.

Eric Raine:

But I think we're surrounded by all of the elements that do bake into good marketing.

Marla Kameny:

Yeah, of course.

Patrick Lageraen:

That's true.

Eric Raine:

I think that it'll be marketed very well and I think that it's easy to market when your product is really good too.

Marla Kameny:

I know, yeah. We'll see. Yeah, I'm in that product development phase.

Eric Raine:

So lastly here, just wanted to touch on again, sort of future looking, and this may be another episode to come in the future, potentially maybe into the spring or maybe even a little beyond that. But there's a new program and you are playing a huge factor into this, so we'd love to be able to just shameless plug for that program.

Marla Kameny:

Fair enough.

Eric Raine:

Let students know about it.

Marla Kameny:

I will. And also, fair enough, shout out to my colleagues. I did not create the program. It was already created, but I-

Eric Raine:

It takes a team.

Marla Kameny:

It does take a team, and so this has been in the works for at least a couple of years, maybe more.

Eric Raine:

That's how a lot of these things go. There's a lot of things.

Marla Kameny:

Oh, yeah. Definitely.

Eric Raine:

To come in and-

Marla Kameny:

Approvals.

Eric Raine:

... and lead the way, because I think it's a lot to take on, but I think that it will be in good hands.

Marla Kameny:

Thank you. Yeah.

Eric Raine:

But yeah, so what is that going to be?

Marla Kameny:

So, okay, if you do a Google search and MS management, it's a lot, yeah.

Eric Raine:

And we can link some of this stuff as it comes up too into the episode for people to be able to click out to.

Marla Kameny:

That would be great. So it is now live, applications are open for our Masters of Science and Management. And this degree nowadays is not uncommon. And actually, I think at Michigan, and we had a visitor from London Business School a few weeks ago and was like even there, they're masters of management, master of science and management far outnumbered their full-time MBA.

Eric Raine:

Interesting.

Marla Kameny:

Again, not taking away from the MBA because it's different.

Eric Raine:

It's different.

Marla Kameny:

It is different, but the numbers are pretty incredible.

Eric Raine:

How is it different?

Marla Kameny:

It is a one-year program, it's full-time, in person, certainly barring any other major outbreaks, but it is full-time, 30 credits, and it has core components just like an MBA program does. And it has, so in our case, it's fall, spring, and summer, so it's three semesters. And the first class will start in fall of '24, and there'll be a culminating course in that summer of '25 called Management Academy, which I think I'm going to be teaching most likely. But figuring that out, I do have some time. But these are students that do not have a business bachelor's. I mean, not saying that-

Eric Raine:

They could, right?

Marla Kameny:

They could. Absolutely, they could, but there could be a little bit of overlap a little bit with the core. And this is what we're going to figure out over time, of course. But our audience here, let's say here at UB is looking at maybe a college of arts and sciences. You have a history degree, you have a biology degree. What do you do with that? I mean, again, I know there are things to do. I'm not-

Eric Raine:

But yeah, when you step into the workforce.

Marla Kameny:

Yeah. Sorry if you're listening and you're [inaudible 01:02:46].

Eric Raine:

No, I think this is actually really fascinating. I think it's a brilliant program to be adding to the repertoire.

Patrick Lageraen:

So it's more to round out their other studies than to launch them into the business world?

Marla Kameny:

Maybe. Maybe they would like to run their own lab one day or work in a lab, but if you have this one year and you're taking an operations course, a strategy course, a marketing course, a management communication course, and then you have four electives, which basically you have a lot to choose from as well within the school of management.

Eric Raine:

Oh, right.

Marla Kameny:

Yeah. No, it's amazing.

Eric Raine:

I think it's kind of taking a match and just striking it and starting that fire, because you're coming out of your degree program, you're thinking yourself, "Okay, I'm looking for jobs. I want to apply what I've learned here." Maybe this one year is the thing that really just launches. It ignites your potential to take your degree into the workforce and rise. So I think that's really, really awesome.

Marla Kameny:

Yeah, because you'll be exposed to almost every aspect of business on a finance, finance-accounting mix type of course. So you get-

Eric Raine:

Would this potentially also work with dual degree master's students or anything like that?

Marla Kameny:

That's a good question.

Eric Raine:

Maybe that's a future thing to consider?

Marla Kameny:

I think it's a future thing.

Eric Raine:

It's very interesting.

Marla Kameny:

Yeah, it is, because I will say that the master's of, we have MIS, data analytics, finance, MS accounting. I mean, those degrees have been around and they're very, very popular. So I think with this MS in management, because it is so broad, but it really is management and it's not that broad fundamentally because it's basically, you can still work at a museum with your history degree, but if you have this master's of science in management, you'll understand how that museum works even if it's for-profit, not-for-profit. Doesn't matter.

Eric Raine:

I think this is an amazing opportunity for students.

Marla Kameny:

Yeah, no, I do too.

Eric Raine:

I'm excited to learn more and it's something that's outside of, I'm a dual degree student in MBA and another program, so it's not necessarily something for me, but if it could have been, I mean, this is something that I think sounds phenomenal.

Marla Kameny:

Yeah. And it's not where with MBA programs, sometimes you want that work experience before you start a little bit. It's not required of course, but this is where it's not even an expectation where you don't have-

Eric Raine:

Yeah, it would be the norm. You're into it as a student.

Marla Kameny:

Yeah, it's like, "Okay, you're graduating."

Patrick Lageraen:

And I tell undergrads to get MBAs all the time, but another two-year program is a tough sell.

Eric Raine:

That's usually the barrier.

Marla Kameny:

It's a tough sell. It is.

Patrick Lageraen:

If you show them there's a mini version that's only a year, but you'll get very similar skills, great value.

Marla Kameny:

And the amazing faculty at our school of management.

Patrick Lageraen:

Yeah, exciting.

Marla Kameny:

Yeah, no, it is exciting, so it's kind of fun. So I don't know if we've gotten any applicants yet, but it did open last week and just stay tuned. So we're going to try to, I'm working with-

Eric Raine:

And if the podcast sent you, just mention us.

Marla Kameny:

Oh, yeah. Exactly. I love that.

Eric Raine:

I think another thing too that I've had conversations with students, especially younger students who come right through high school to get a four-year degree, and they're kind of thinking, "Okay, I'm about to make this shift here." Some students want to find something to bridge the gap between finishing school and really sinking into where they want to plant themselves and their career trajectory. And this might be the perfect blend as far as taking that year to transition yourself from the program you've been in to where you want to go. Maybe this thing is sort of a new way to be able to launch students into I think so their future.

Marla Kameny:

I think so, yeah. And I think it'll be, and even potentially with one of those electives being a 15-week leader core course, are even that much.

Eric Raine:

What a great combination, a two punch.

Patrick Lageraen:

So is this program going to be marketed to undergrads in the school of business, outside the school business?

Marla Kameny:

Outside the school, yeah, but the undergrad UB community. Yes.

Eric Raine:

Which is a huge pool of potential people-

Marla Kameny:

And if you're here already, stay another year, renew your lease.

Eric Raine:

Don't leave Buffalo yet.

Marla Kameny:

Don't leave Buffalo yet.

Eric Raine:

If you're staying local, you can look for jobs while you're-

Marla Kameny:

Exactly. And you have all the resources of our School of Management.

Eric Raine:

The career resource center too.

Marla Kameny:

Exactly.

Patrick Lageraen:

One additional year is a very low opportunity cost to get a master's degree.

Marla Kameny:

Agreed.

Eric Raine:

The value added.

Marla Kameny:

Agreed, yeah.

Eric Raine:

I think that the ROI on doing this, if you were to look at the research on it, let's say five years out, 10 years out, and you were to look back and say, "Okay, here's the outcomes for students as far as career steps without this degree versus in the same field of undergraduate."

Marla Kameny:

Exactly.

Patrick Lageraaen:

I already know what it'll say.

Eric Raine:

I mean, it's awesome.

Patrick Lageraaen:

Sacrificing one year of early career salary for a master's degree.

Eric Raine:

It's like with huge upside potential.

Patrick Lageraaen:

No question.

Marla Kameny:

No, huge upside. Absolutely. Now, I am still as an MBA myself, I do not want to discount that degree.

They're different.

Eric Raine:

Oh, yeah. They two different things. Yeah, for sure.

Marla Kameny:

They are two different things.

Eric Raine:

So I think that this could potentially be a topic of conversation for another episode if you wanted to.

Marla Kameny:

No, I'd love that.

Eric Raine:

Swing back around in the spring, and maybe we can, once there's more details on it, and we can really talk about it. And I know that there will be more applicants and people accepted, and we can talk about what that process is looking like.

Marla Kameny:

Yeah, no, I'd love to. I hope I'll have that data. That would be great.

Eric Raine:

Yeah. Well, thank you very much for coming in today. We've really enjoyed talking with you.

Marla Kameny:

Yeah, I have too. No, this has been great. No, I've had a wonderful crazy three months. It's been nothing but-

Eric Raine:

It sounds like it.

Marla Kameny:

... positive. Yeah, and I'm looking forward to, well, I want to say catch up on sleep, I think it was that first month. That first month was really the toughest, but since then it's been really good, but I am looking forward to the break.

Eric Raine:

Yeah. Oh, yeah. It'll come in perfect time.

Marla Kameny:

Yeah.

Eric Raine:

Well, thank you again. And Patrick, thanks for being here too.

Patrick Lageraen:

Absolutely.

Eric Raine:

I feel like this has been a great episode for students to really learn a little bit about you and learn about your background and what you bring to this program. We're grateful to have you here at the School of Management.

Marla Kameny:

Well, I really appreciate this opportunity. I was tickled when you asked. I thought it was great, yeah. So happy.

Eric Raine:

And there's other episodes to look forward to. For those listening, we will be bringing in other professors in this sort of series we've been working on, and maybe even potentially looking forward to tomorrow being back here in the studio to talk about that new program as well.

Marla Kameny:

Sounds good.

Patrick Lageraen:

Sounds great.

Marla Kameny:

All right. Well, I'll see you guys next week.

Eric Raine:

Again, my name is Eric Raine and I was your host for this episode. Thanks for listening.