



John J. Fernandes, AACSB International President and Chief Executive Officer

Japan – Aiming for the Top in Management Education

On March 31, 2004, there were no law schools in Japan. On April 1, there were 68! My recent trip to Japan convinced me that the number of business schools there will also soon skyrocket – from 10 to who knows how many.

Traditionally, Japanese business has looked to its undergraduate degree programs as sufficient preparation for business leadership. Students who performed at a high level in their preparatory studies were hired by savvy Japanese companies as lifelong employees. Companies developed their own expansive, customized professional development programs. For Japanese business, there was a need only for the *raw materials* of business leadership. These companies provided the lifelong learning needed for success with little regard for the “American MBA.”

When Japan’s global business leadership faltered, a new dynamic arose, which has, ironically, fueled Japan’s resurgence as a preeminent global business leader. New employees became less interested in making a career commitment to one company at the same time that companies, in trying to cut costs, began making career employment less attractive.

My theory is that Japanese businessmen and students took a look around the world and decided its path back to the top could be once again fueled by the one strategy Japan is most noted for, importing an idea and making it the best in the world. If my recent experience with Japanese business schools is indicative of the emerging quality of Japanese management education, I suspect we will count Japan among the world’s leaders in record time.

Keio University, the first AACSB accredited school, leads an emerging number of high quality Japanese business schools. Japan’s natural zeal for quality was evidenced by the fine programs at Aoyama and quick ascent of the Nagoya University of Commerce and Business, two of the schools I visited in the spring. Meetings with leaders of the Ministry of Education, Ministry of Technology, and the Japan Accreditation Administration confirmed what I had suspected. Japanese business schools will grow ten-fold in the next decade, and only high quality programs need apply.



At right, Tadao Kiyonari, president of Hosei University and chairman of the Japan Accreditation Administration, with John Fernandes, president and CEO of AACSB International, at Hosei’s campus.

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Seated at left, Hiroshi Kurimoto, president of Nagoya University of Commerce and Business Management, with John Fernandes, president and CEO of AACSB International. Standing are members of the business school staff.

Underscoring the opportunity for graduate management education are structural changes that appear to be emerging in the Japanese undergraduate population. It is no secret that one of Japan's greatest challenges is maintaining its economy with an ever-decreasing birth rate. As Japan wrestles with its strategy for guest workers, management education's challenge is to attract significantly larger numbers of emerging managers to their graduate and executive education programs. I'm betting they will succeed beyond their own lofty expectations, and I'm convinced that the surge of high-quality Japanese business schools will keep Japan at the forefront of global business. The next decade will be critical for Japan as it retools for preeminence in the new Asia.

I would like to thank the Nagoya University of Commerce and Business for the opportunity to speak at its 2004 Matriculation Ceremony and Keio University for sponsoring AACSB International's first business accreditation workshop in Japan. We will be back soon.

ASSOCIATION NEWS**AACSB Board Approves Ethics Education Task Force White Paper**

Business schools must renew and revitalize their commitment to teaching ethical responsibility at both the individual and corporate level in preparing business leaders for the 21st century. That's one of the conclusions of a just released white paper by the Ethics Education Task Force of AACSB International.

"While a number of business schools have developed innovative strategies for engaging students in the challenge of providing ethical leadership, the assumption of many faculty and program leaders that the majority of students are being adequately prepared in this domain is highly questionable," according to the report titled "Ethics Education in Business Schools."

Schools should be encouraged to demonstrate a commitment to teaching ethical behavior throughout their academic programs, assessment processes, research agendas, and outreach activities, the report states.

The AACSB Ethics Education Task Force, which is chaired by Susan M. Phillips, dean of The George Washington University School of Business and Public Management and a former Federal Reserve

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Governor, also recommends that business schools:

- Teach students how to confront unethical behavior in the workplace.
- Offer specific courses in various business disciplines to prepare students for the types of moral issues arising in those areas. For example, an information systems course should discuss privacy rights, and a finance course should address fiduciary responsibilities.
- Ensure students are familiar with programs that support ethical conduct, such as U.S. Federal Sentencing Guidelines and Sarbanes-Oxley, the Cadbury Code in the United Kingdom, the King Report from South Africa, and similar regulations and recommendations from other parts of the world.
- Encourage adoption of honor codes.
- Establish management degree programs that not only offer students ethics education, but also solid background in corporate governance.

The document discusses four broad themes that ethics education should address: the responsibility of business in society, ethical decision-making, ethical leadership, and corporate governance. Although “making the world a better place” isn’t the exclusive province of business schools, the schools must work to build a community of scholars and students in which ethical principles are not platitudes, but reality, the report states.

AACSB has several initiatives to provide support and encouragement to business schools as they renew their commitment to ethics education including: establishment of Web-based Ethics Education Resource Center at www.aacsb.edu/eerc/; enhanced training for accreditation review teams on ethics education; and greater focus on ethics-related topics in AACSB’s *BizEd* magazine and *eNEWSLINE* electronic newsletter.

The report also contains suggested questions about ethics education that may be used by accreditation review teams as they consider a business school’s commitment and support of ethical conduct and curricular content.

Tampa Relocation Update

Since the AACSB International Board of Directors voted to relocate our headquarters to Tampa – just a few weeks ago – much has happened. Successful lease negotiations have resulted in an opportunity to move beginning in November 2004 at no additional cost to AACSB. The plan now is that the move will likely be completed at least one month prior to the International Conference and Annual Meeting in 2005.

The new headquarters will feature an educational facility where many of our seminars and committee meetings will be held. The office space at One Harbour Place is connected to the Wyndham Harbour Island, an impressive hotel that has offered us good rates. Our first seminar in the new educational center is tentatively scheduled for January 2005.

A new management team has been formed, and current staff members are considering options. An interim organization chart will be issued later this summer.

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Teaching Quality and Faculty Research

Everyone understands that the quality of teaching is extremely important in a business school, but often people misunderstand the relationship between primary research and good teaching. This is particularly important when one considers the cost of supporting primary researchers.



At many schools, including Tuck, faculty salary and research support is the single largest expenditure (more than 50% of the total), especially when the costs of low teaching loads and research support are factored in fully. It is also very important to note that the explosion of demand for business teaching worldwide far exceeds the output of trained researchers.

Graduate business schools place so much value on faculty who publish primary research because there is a rare kind of teaching and learning that develops when researchers and students interact. The rationale goes like this: faculty who engage in primary research push forward understanding of underlying phenomena. In the process of advancing their fields, they attain depths of knowledge that they are solely qualified to transmit. The peer review process is a trusted measure of expertise for primary researchers and therefore reward structures are built around it. At Tuck, faculty are rewarded for both teaching and research performance in a year and for their overall record of publications during their careers.

But we all know of examples of good teaching by faculty who get their expertise through secondary research, i.e., studying the research findings of others and their experiences. So, is primary research essential for good teaching? I believe the answer is that all good teaching must be based on expertise that is rooted in the findings of primary research and that those who are successful at it have the most intimate and accurate knowledge of the phenomena in question. That said, I do believe that secondary researchers and practitioners can attain high levels of expertise in a field and they can be good teachers.

My thesis then is that expertise is necessary for good teaching and primary research is the most effective and certainly the most prestigious way to gain expertise in academia.

Here is the dilemma: it is impractical for most business schools in the world to have faculties composed of mostly primary researchers, but at the same time there are no accepted measures of expertise other than the peer review process that is aimed at measuring the contributions of primary research.

Some might say, if good teaching is the ultimate goal why not measure it directly? There have been many attempts to measure teacher quality. However, the current techniques of measuring teaching quality are so varied, flawed, and/or mistrusted that unless real progress is made they will never be the basis for determining the academic success of faculty.

If we want to improve business teaching on a broad front and if we want to give appropriate rewards for good teaching to the many teachers who are not engaged in primary research, new techniques are

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needed that will give schools objective measures of expertise that are as powerful and generally respected as the peer review process.

Paul Danos, dean, Tuck School of Business, Dartmouth College

NEWSLINES**Leeds School of Business Expansion to Benefit from Hike in Student Fees**

The Leeds School of Business hopes to benefit from a proposed \$400 annual hike in student fees at the University of Colorado at Boulder. Some of the funds generated by the increase will go toward the 54,000-square-foot expansion of the existing 90,000-square-foot business school building.

Leeds is second on a list of building projects slated to receive substantial funding from the proposed fee increase. Students will fund \$16.1 million of the \$26 million total cost of the addition, which also is receiving some state and private contributions. The current building was constructed in 1970 and was designed to serve 1,500 to 2,000 students. Leeds currently has nearly 3,400 students.

The legislative council of the University of Colorado Student Union approved the \$400 student fee to fund campus building projects on April 29. Student fees are currently about \$870 a year, although they vary depending upon the student's course load. The fee was recently approved by the university's Board of Regents. Approval of the proposal by the students shows their support for the mission of the university, a spokeswoman for the Leeds school said.

The push for the fee increase comes after substantial budget cuts for the University of Colorado system as the state has faced leaner tax revenue. Colorado isn't the only university asking students to pay higher fees to assist building projects. University of Connecticut students this year voted to cover \$5 million of a \$47 million Student Union renovation with a \$26 annual fee. San Diego State University students agreed to each pay a \$32 annual fee to fund for a new \$9.1 million swimming complex.

Among the other projects the University of Colorado student fees will help finance are a new building for the law school, a visual arts complex, and campus information technology improvements. The fee increase will start at \$100 a year as early as the fall of 2005 and increase in \$100 annual increments until it reaches \$400. When fully implemented, the fee will raise \$11.4 million a year and the increase will be in effect for 20 to 25 years. About 20 percent of the revenue will be set aside for financial aid to cover the increase for qualifying students.

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Bowerman to Head CSU-San Bernardino

Karen Dill Bowerman, currently the interim dean of the Craig School of Business at Fresno State University, has been named the new dean of the **College of Business and Public Administration at California State University, San Bernardino**.

Bowerman, who has been at Fresno State since 1979, will assume her new position Aug. 1. She also served as associate dean of the Craig School of Business and was a professor of management and human resources management. Norton Marks, a professor of marketing at Cal State San Bernardino since 1990, has been serving as the college's interim dean since last summer. Bowerman received her bachelor's degree in political science/speech in 1969 from Wichita State University, her master's degree in interpersonal relations from Kansas University in 1970, and her doctorate from Texas A&M University in educational administration in 1979.

Boyt Heading to Dean Post at Valparaiso

Thomas Boyt has been named dean of the College of Business Administration at Valparaiso University in Indiana. Boyt, who has served the past three years as dean of the College of Business Administration at the University of Central Oklahoma, will assume his new duties July 1. He replaces Karl Reichardt, associate professor of accounting, who has been serving as interim dean.

A native of Arizona, Boyt was named dean at Central Oklahoma after serving on the faculty at the University of Nevada, Las Vegas for seven years. He is a graduate of the U.S. Air Force Academy and served three years of active duty with the Air Force before resuming his education. He earned a doctor of veterinary medicine degree from Colorado State University and operated a small animal hospital in Oklahoma for 11 years before enrolling at the University of Oklahoma where he earned a doctor of philosophy degree in business in 1994.

**Crespy Takes Top Slot at University of New Mexico's Anderson Schools of Management**

Charles Crespy has been appointed dean of the **University of New Mexico's Anderson Schools of Management**. Crespy, a four-time alumnus of UNM, currently serves as J.P. Morgan Chase Professor and dean of the College of Business at the University of Texas at El Paso. Crespy is slated to begin at the Anderson Schools on August 1. Crespy earned a doctorate in international management in 1984, an MA in Latin American Studies and an MBA in business administration in 1977, and a bachelor of university studies in 1974, all from UNM.

At UTEP since 2001, he has led a team of more than 60 full-time faculty, including 13 endowed chairs and professors. He spearheaded development of the college's first PhD program (in International Business) and launched an accelerated, executive MBA program. He raised more than \$750,000 for a

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student center in the College of Business, which held its groundbreaking in April. Before assuming the deanship at UTEP, Crespy spent 18 years at Miami University in Oxford, Ohio. He chaired Miami's marketing department at the Richard T. Farmer School of Business.

Fronmueller Tapped as Division of Management Dean at Le Moyne College

Michael P. Fronmueller has been named dean of management at **Le Moyne College**. He will assume his new duties on July 1. Fronmueller previously served as director of the Lead Center for Los Angeles Region Small Business Development Centers at California State University, Northridge. Prior to that, he was dean of the college of business and economics at CSUN.

He also has served as dean of the college of business administration at the University of Louisiana, Lafayette, and chairman of the department of management at Boise State University. Active in the community, Fronmueller also served on the board of directors of the Valley Industry and Commerce Association and the Economic Alliance of the San Fernando Valley.

Fronmueller holds an MBA from Eastern Washington University. He completed his doctorate at Washington State University where his major fields of study were strategic management, management, and marketing.

Goolsby to Return to Teaching Ranks at UA-Little Rock

William Goolsby, who has been leading the **University of Arkansas at Little Rock College of Business** as dean for eight years, will return to teaching finance and real estate at the college next year. Goolsby indicated it was the right time for him to move on.

"I think the college is positioned very well, and I think it's a great opportunity for someone to come in and help us achieve more," Goolsby told the *Arkansas Democrat* in May. During Goolsby's tenure, he helped build a new facility to house business college programs. The Donald W. Reynolds Center for Business and Economic Development was opened in December, 2002.



Goolsby is a graduate of the University of Southern Mississippi where he majored in mathematics. He subsequently earned his doctoral degree in economics and finance from the University of Wisconsin. He served as an assistant, associate, and full professor during 18 years at the University of Tennessee – Knoxville.

In 1989, Goolsby joined Washington State University where he served as the Victor L. Lyon/ CCIM Distinguished Professor of Finance and Real Estate and chair of the department of finance. Goolsby served as a B-52 navigator bombardier in the Strategic Air Command from 1963 to 1968 and later served in the Wisconsin and Tennessee Air National Guard, attaining the rank of lieutenant colonel prior to his retirement in 1985.

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Lawrence Becomes Interim Dean at Leeds School of Business

Stephen Lawrence, an associate dean of the **Leeds School of Business** at the **University of Colorado at Boulder**, has been named interim dean of the school effective July 1. His appointment is pending approval by the Board of Regents at its June meeting and will be effective for one year.

Lawrence will take over the post to be vacated by current Dean Steven Manaster, who in March announced he would not seek reappointment when his contract as dean expires on June 30. Lawrence is associate dean for academic programs at the Leeds School of Business, faculty director of the Center for Business Education, and an associate professor of operations management.

"My principal objectives as interim dean will be to complete unfinished business in the Leeds School, to continue to focus on work I started as associate dean for academic programs, and to generally help for an easy transition to a new permanent dean," Lawrence said.

The search for a permanent dean will start in fall 2004 and a new dean will be in place by July 1, 2005, a school official said.

Lawrence's priorities as interim dean include, among others, completing the Leeds School strategic plan, overhauling the undergraduate curriculum and undergraduate "experience," revising faculty bylaws, and vigorously encouraging student and faculty diversity.

Lawrence received his doctorate in operations management from Carnegie Mellon University in 1988. He is an active member of the Production and Operations Management Society, the Decision Sciences Institute, and the Institute for Operations Research and Management Science.

Daniel Smith Named Interim Dean at Kelley School of Business

Daniel C. Smith, associate dean of academics and Clare W. Barker Chair in Marketing, has been named interim dean of the **Kelley School of Business** at **Indiana University**. He will assume the new title July 1 when current dean Dan R. Dalton returns to the classroom as the Harold A. Poling Chair of Strategic Management, a title he has held since 1998. A national search for a replacement for Dalton began in May.



Since joining the Kelley School faculty in 1996, Smith has received the Eli Lilly Outstanding Graduate Teaching Award five times and the Board of Trustees Distinguished Teaching Award. He served as MBA program chair from 1998 to 2001 and was appointed chair of the marketing department in 2002.

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GIFTS & GRANTS**Olympic Skater Scott Hamilton Makes Joint Donation to Bowling Green**

Bowling Green State University's College of Business Administration has received a \$3 million joint gift from Olympic gold medal skater Scott Hamilton and William Dallas, co-founder of Fox Sports Grill. Hamilton is a native of Bowling Green, Ohio, and Dallas is an alumnus of the university.

The gift will establish the William and Beverly Dallas and Scott and Tracie Hamilton Center for Entrepreneurial Leadership and further expand the college's entrepreneurship program. The Center for Entrepreneurial Leadership will include academic programs as well as community entrepreneurial leadership and outreach programs. The gift will also establish the Ernest and Dorothy Hamilton Professorship in entrepreneurship, in honor of the late parents of Scott Hamilton, both former faculty members at the university.

Hamilton learned to skate at the BGSU Ice Arena and won a berth on the U.S. Olympic squad in 1980. He won a gold medal in 1984 in Sarajevo. Dallas, who graduated magna cum laude from BGSU in 1977, is co-founder and former chairman and CEO of First Franklin Financial Corp. in California. He currently serves as chairman and CEO of Ownit Mortgage Solutions, a non-agency residential lender. In 2001, Dallas and his partner, Bill Freeman, co-founded B&B Restaurant Ventures with Fox Sports. The New York-based television network launched Fox Sports Grill in Scottsdale, Ariz., with a nationwide rollout planned for later this year.

Robert Dyson Gives \$3 Million to Cornell in Honor of His Brother

The **Cornell University** undergraduate business program has received a \$3 million gift from Robert Dyson to endow the John S. Dyson Professorship in Marketing, in honor of his brother. John Dyson, a 1965 graduate and Cornell emeritus trustee, is chairman and CEO of Pebble Ridge Vineyards & Wine Estates and is well known for creating the "I ♥ New York" tourism campaign when he was commissioner of commerce for New York state. Robert Dyson, also a Cornell emeritus trustee, is chairman of the Dyson-Kissner-Moran Corp., a privately owned, international holding company based in New York City.

International Companies Band to Support Students in SDA Bocconi MBA Program

Eight scholarships from leading international companies and loans from the Italian banking system are helping finance students in the **SDA Bocconi MBA Program**. McKinsey & Co., SAP, The Boston Consulting Group, and Vodafone are to cover the 29,300-euro tuition fees of four Italian students attending the 13-month program starting in November 2004. One euro is equivalent to approximately \$1.20.

Seneca Business Travel Hotels and Lloyd Adriatico (Allianz Group) are to each grant two 13,000-euro scholarships to a total of four students. The Lloyd Adriatico grants are open to students anywhere in the world. The Italian banking system is supporting the SDA Bocconi MBA through bridge-loan programs. Nearly 30% of the 2003 class entered the loan programs, being financed for a total of 724,000 euros.

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CONFERENCE ALERT**Conference Schedule Features
Fresh, Global Perspectives**

AACSB's 2004-2005 conference lineup features some fresh learning perspectives plus tried and true sessions under more descriptive titles. The coming year's schedule includes 10 conferences, including four outside of the United States, reflecting AACSB's commitment to improving management education worldwide.

Teaching Business Ethics (Boulder, Colo., July 21-23) is new to the conference slate. Spotting practical instruction — including cases, simulations, exercises, and videos — it dovetails the increasing emphasis on a topic critical to the success of the free market system.

The first fall attraction is Learning from the Leaders (Denver, Colo., Sept. 26-28), which was formerly the Continuous Improvement Symposium. Among the topics will be how to integrate accreditation into your other improvement initiatives.

Three conferences under the World Class Practices in Management Education will truly offer an international experience. Two of the three (Seoul, Korea, Oct. 17-19, and Madrid, Spain, May 22-24) will focus on innovation and accreditation by region. The third gathering (Dallas, Texas, December 5-7) homes in on advancing degree and non-degree programs. The World Class Practices conference in Dallas was formerly the Undergraduate, Graduate, and Emerging Curricula Conference.

Back by popular demand are Strategic Alliances in Management Education (Montreal, Canada, Nov. 19-20), Deans Conference (Orlando, Fla., Feb. 6-8), and Building the B-School — Development, Marketing, & Branding (Chicago, Ill., March 6-8). The 2005 International Conference and Annual Meeting will be held in San Francisco, Calif., April 21-23.

The closing conference for the 2004-2005 year is Optimizing Teaching and Delivery. The conference, formerly Distance Learning, will center on the burgeoning market for online education.

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AFFINITY WATCH**Entrepreneurship Rebirth**

In many ways, the Entrepreneurship Programs Affinity Group meeting in Montreal in April was a revival, says Tim Mescon, the group's newly elected chair and dean of the Coles College of Business at Kennesaw State University.

"Montreal was a chance to get our feet back on the ground and reinvigorate our interest," Mescon says. "We have a much broader scope now."

Although the group has existed for several years, AACSB's International Conference and Annual Meeting, which drew about 30 participants, marked a new beginning. That includes Mescon's ascension to the chair position and Patricia Greene, dean of the undergraduate school and President's Endowed Chair in Entrepreneurship at Babson College, becoming co-chair.



The 68-member group also has a new steering committee. In addition to Mescon and Greene, the committee members are:

- Edward Davis, dean, School of Business Administration at Clark Atlanta University
- John P. Jaquette Jr., executive director, Entrepreneurship and Personal Enterprise Program at Cornell University
- Kathryn Simon, director, Deming Center for Entrepreneurship at the Leeds School of Business, University of Colorado at Boulder
- Harold Welsch, professor of management and Coleman Chair in Entrepreneurship, College of Commerce at DePaul University

AACSB institutions are eligible for membership in the group if they offer entrepreneurship education. As Mescon notes, the range of programs falling into entrepreneurship education has broadened and now includes: entrepreneurship, small business, small and medium enterprise, high-technology business, innovation and creativity, private enterprise, free enterprise, minority business, ethnic business, women-owned business, home-based business, micro business, developmental economics, family business, and franchising.

"So many of our schools are looking for a niche with the entrepreneurship program," Mescon says. "The discipline has become much more sophisticated."

The group's immediate goals include expanding the number of programs at AACSB conferences and membership. Mescon believes both deans and faculty can benefit from the opportunities of joining an affinity group and the steering committee contains faculty members because they are often the ones doing research and creating specific entrepreneurship programs.

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Among the group's objectives are sharing information on professional and career development opportunities for Entrepreneurship academic and professional staff and establishing mechanisms for mentoring of current and potential affinity group members. The group wants to serve as a "conduit" for helping members improve their programs, centers, faculty and students, Mescon says. Presentation topics in Montreal included the value of social entrepreneurship.

"The sessions were extremely well received," Greene said. "People in the audience were trying to decide not only what social entrepreneurship meant but what it meant in terms of teaching, service, and research."

AACSB members interested in joining the Entrepreneurship Programs group or any other affinity group can obtain information at www.aacsb.edu and click on the Affinity Groups tab under Member Services. Information on the next meeting of the Entrepreneurship Programs group will be posted to the site this fall.

CORPORATE DIRECTORS

Robert Joss, dean of the **Stanford Graduate School of Business**, has been appointed as an independent director of Macquarie DDR Management, a financial services firm. Prior to Stanford, Joss was chief executive of Westpac Banking Corp. He will act as a third independent director on the board and his appointment fulfills Macquarie DDR's commitment at the time of its listing last year to appoint a third independent director within a year. Joss will also sit on the board of Macquarie ProLogis Management.



Garrey Carruthers, dean of **New Mexico State University's College of Business Administration and Economics**, has been elected to the board of Access Anytime Bancorp Inc. Carruthers is the former governor of New Mexico. He was elected to a three-year term on the bank company's board and will serve on the board's audit committee. Access Anytime, based in Clovis, N.M., is the holding company for FirstBank. Prior to becoming dean in 2003, Carruthers was president and CEO of Cimarron Health Plan.

John R. Graham, executive-in-residence and professor of finance, at **Kansas State University's College of Business Administration** and **Claude C. Lilly III**, dean of the **Belk College of Business Administration** at the **University of North Carolina** have been re-elected to the board of Erie Indemnity Co. Erie Indemnity provides management services to the member companies of the Erie Insurance Group, which includes the Erie Insurance Exchange, Flagship City Insurance Co., Erie Insurance Co., Erie Insurance Property and Casualty Co., and Erie Insurance.

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B-SCHOOL QUOTABLES

Annette Poulsen, head of banking and finance at the **University of Georgia's Terry School of Business**, on the potential fallout from higher interest rates.

"The corporate world has certainly taken action to refinance their debt, to get some lower rate debt on the books. And to really get ready for this interest rate hike that is probably coming in the near future. But we're not really expecting to see anything really dramatic.

May 4 — CNNfn Market Call

Charles Hill, a professor at the **University of Washington School of Business**, said the recent announcement by Viagra-maker Pfizer of a "buy six, get one free" program, is a concern. It could increase the overall size of the market or ignite a higher-stakes marketing battle or price war that could erode profits for all impotence-drug makers, Hill said.

"I wonder if Pfizer has come to the conclusion that Cialis is a better drug and they will have to fight hard to maintain their market," Hill said. "Cialis may not become as profitable as people think."

May 4 — *Seattle Times*

Ken Wong, marketing professor, **Queen's University School of Business**, on the marketing opportunities for razor blade makers Gillette and Schick.

"The firms could be into a broader array of shaving accessories like shaving mugs (especially popular with the environmental set), brushes, razor holders for home, cases for travel, etc. This would open up a whole gift segment for Christmas, Father's Day, etc."

May 3 — *Strategies*

There's been a big shift in the way America's top executives are being paid, as once-ubiquitous stock options are replaced by restricted stock and other forms of pay. Still, some observers believe there's no end in sight for spiraling executive pay.

"If you look at the overall landscape, I don't think executive compensation is going to be slowing down," said **Wayne H. Shaw**, a professor at the **Cox School of Business at SMU**. "The improving economy is going to make these salaries go up even higher."

May 2 — Associated Press

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APPOINTMENTS

Otis Crowther Jr. has become director of development and *Sam Albimino* was appointed to director of corporate relations at **Virginia Tech's Pamplin College of Business**. Crowther recently retired from Verizon as regional business development manager in Richmond. He earned a bachelor's degree from Virginia Tech and a master's degree from Virginia Commonwealth University.



Crowther served in the U.S. Army in Germany and was an administrator for the Virginia State Health Department before beginning his career in telecommunications sales and marketing with C&P Telephone, Bell Atlantic, and later, Verizon. Albimino earned his bachelor's and master's degrees from Pamplin. He is the former director of corporate and foundation relations for Virginia Tech.

Elena Lique has recently been appointed executive director of **IESE's Global Executive MBA** program. Lique holds an MA in international marketing from Brunel University in the United Kingdom. She joined IESE in June 2001 as assistant director of the Global Executive MBA program just prior to its launch. From 1994 until 2001, Elena worked in the Cranfield School of Management in corporate relations and executive education.



Linda A. Lang has been named to the board of directors at **San Diego State University College of Business**. Lang is president and chief operating officer of Jack in the Box Inc. Also named to the board are *Enrique Mier Y Teran* and *Duane J. Roth*. Teran is the co-founder of Mexico's first maquiladora, which is an assembly plant typically located near the U.S.-Mexican border. Currently, he is chairman and CEO of SafeMex Inc., a company that provides emergency travel assistance throughout Mexico to foreign visitors. Roth is a San Diego business and civic leader. He is chairman and chief executive officer of Alliance Pharmaceutical Corp., a San Diego research and development company focused on transforming innovative scientific discoveries into novel therapeutic and diagnostic agents.

Robert J. Hall, former publisher and chairman of Philadelphia Newspapers Inc., was appointed as an Executive-in-Residence at **LeBow College of Business**. Hall, a 1967 Drexel graduate with a degree in accounting and former member of the University's Board of Trustees, will serve as professor, adviser, and mentor to students and alumni.

Hall retired from PNI, which publishes the *Philadelphia Inquirer* and the *Philadelphia Daily News*, in 2003 after 13 years as publisher and chairman. He joined PNI in 1973 as controller. In 1985, he was appointed general manager of the *Detroit Free Press*, and later became its publisher. He returned to PNI in 1990.

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Blaine McCormick has become associate dean for undergraduate programs at the **Hankamer School of Business** at **Baylor University**. McCormick will replace Elizabeth Davis, who has been appointed vice provost for academic relations for Baylor.

In his new role, McCormick will be responsible for overseeing approximately 3,000 undergraduate students. In addition, he will counsel students on matters of academic performance, as well as review and enforce admissions and graduation policies. McCormick will continue to teach a class in the Management & Entrepreneurship department.

P. George Benson, dean of the **University of Georgia's Terry College of Business**, has been appointed to the board of overseers for the Malcolm Baldrige National Quality Award. The board of overseers advises the director of the National Institute of Standards and Technology and the U.S. Secretary of Commerce on the conduct of the Baldrige Award program. Benson's term as an overseer began immediately and ends on February 28, 2007.



His association with the Baldrige Award began in 1997, when Secretary of Commerce Mickey Kantor appointed Benson to a three-year term as one of nine national Baldrige Award judges. Benson has served as dean of the Terry College since July 1998 and holds the Simon S. Selig Jr. Chair for Economic Growth.

Roger "Whit" Shepard has been selected as associate dean for development and alumni relations at the **Kellogg School of Management** at **Northwestern University**. Shepard will be responsible for all fund-raising activities for the school as well as engaging and strengthening the Kellogg alumni community worldwide.

Most recently, Shepard served as associate chancellor for development and vice president at the University of Illinois Foundation in Chicago. Prior to that, he was associate dean for external affairs at the Graduate School of Business at the University of Chicago. Shepard received his master of divinity degree from Union Theological Seminary in New York and his bachelor of arts degree from Yale University.

The **Fisher College of Business** at **The Ohio State University** has appointed *Michelle Jacobson* to the newly created position of director of alumni affairs. Jacobson most recently served as director of graduate programs for Fisher College. The college also named *S. Michael Camp* as visiting assistant professor as well as academic director for the Center for Entrepreneurship.

Babson College has named *Janelle Shubert* associate director of the Center for Women's Leadership. Shubert has 30 years of experience in management and executive education. She has developed and

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taught management and organizational behavior courses and seminars, and has been a faculty member at Harvard Business School and London Business School.

AWARDS

Sri Ramamoorti has been chosen as the 2004 recipient of the Association of Government Accountants' President's National Award. Ramamoorti is the assistant director of thought leadership for **Ernst & Young**, which is a member of AACSB International. The award recognizes Ramamoorti's service as vice chairman of the AGA's Journal Editorial Board for the Journal of Government Financial Management during the past six years. Ramamoorti also serves as chairman of the Academic Relations Committee of the Institute of Internal Auditors as well as vice president of Academic Programs.

NEW PROGRAMS

The **Indian School of Business (ISB)** is launching a global executive program titled "Managing Young Global Enterprises: MYGLOBE." ISB is collaborating with INSEAD and five other business schools around the world. The program is designed for senior executives wishing to globalize their companies. In addition to INSEAD, the participating schools are: Asian Institute of Management, Manila; Athens Laboratory of Business Administration, Athens; FDC, Brazil; Lahore Institute of Management Sciences, Lahore, Pakistan; and University of Witwatersrand in Johannesburg.

The **Kellogg School of Management at Northwestern University** is teaming with the American Academy of Pediatric Dentistry (AAPD) and Ultradent Products Inc. in offering training to AAPD members to enhance their leadership potential in such as areas as association governance, private practice, academics, and their community. Ultradent, a leading developer of high-tech dental materials, devices, and instruments worldwide, has pledged a \$1 million restricted gift to the AAPD Foundation to endow a Leadership Institute for pediatric dentistry. Kellogg will develop and administer the Leadership Institute curriculum. Kellogg will also serve as the site where AAPD members will stay to complete their leadership education one weekend a year for three years.

The Center for Entrepreneurial Studies at **Seton Hall's Stillman School of Business** will offer its first course in the fall on introductory entrepreneurship. The three credit hour course will be taught by Seton Hall alumnus Tom Basilo, who is a principal at Ernst & Young.

The **George Washington University School of Business** will launch an accelerated master of business administration program this fall at its Ashburn campus. The program is designed to help full-time professionals in the Northern Virginia area earn the degree in 20 months. The program will specialize in health services administration, financial management, nonprofit management, real estate and urban development, tourism, and hospitality management, among others.

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Rowan University will go European for the first time when it starts an International Master's of Business Administration (IMBA) program in Greece in 2005. The Rowan Board of Trustees approved the new program, which establishes a branch campus in Athens.

Rowan's **College of Business** will offer a program comparable to its existing MBA program in conjunction with International Training Ltd. (iCon). A professional education provider, iCon currently offers a wide variety of graduate programs abroad. The IMBA will follow the existing Rowan MBA program in terms of courses and requirements, and it will use a slightly modified version of its existing syllabi..

The **Leeds School of Business** at the **University of Colorado at Boulder** is launching a Center for Business and Society to provide a broad approach to business education and examine the roles and contributions of business to society. Robert W. Kolb, who currently serves as the school's assistant dean of business and society, will direct the center. Its mission is to develop curriculum and present events and programs to support and extend its business ethics curriculum.

Texas A&M International University has received approval to offer a PhD in international business administration. The program will combine course work and research in the following areas: accounting, economics, finance, management and strategy, management information systems, and marketing.

NEW MEMBERS**Wits Business School
University of Witwatersrand**

John Luiz, academic director
Graduate School of Business Administration
2 St. Davids Place, Parktown
PO Box 98, Wits 2050
Johannesburg 2050
South Africa
wbs.mgmt.wits.ac.za

The Wits Business School campus is situated in the tree-lined environment of Parktown in the hub of South Africa's business community. The WBS was founded in 1968 and has grown rapidly since. There are currently more than 700 students registered in academic programs and more than 1,500 executives in short courses. The Wits Business School, together with its sister institution, the School of Public and Development Management, comprises the Faculty of Management.

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ESIC, Business and Marketing School

Carlo Cutropia Fernandez, deputy director
Avenida Valdenigrales S/N
Madrid, Pozuelo de Alarcon 28223
Spain

www.esic.br

ESIC, Business and Marketing School was founded in 1965. The school offers degrees in business management and marketing, business administration and management, advertising and public relations, business administration, and market research and market techniques, with some degrees offered in conjunction with other universities. The school has 1,600 full- and part-time students, along with 81 full-time professors.

**Instituto Tecnológico y de Estudios Superiores de Monterrey - Campus Santa Fe**

Raul Carlos Carral Pavon, director de maestrias
Avenida Carlos Lazo No. 100
Delegacion Alvaro Obregon
Mexico, Distrito Federal 01389
Mexico

www.itesm.mx

The Campus Santa Fe opened in 2001 with 429 students. The school currently has approximately 1,100 students in the business school. The campus offers bachelor's degrees in enterprise administration, finance administration, economics, international commerce, international relations, and marketing. The campus also offers graduate degrees in business administration and finance.

**Member and Society Services****CFA Institute**

Robert M. Luck, Jr., vice president, Member & Candidate Outreach University Relations
560 Ray C. Hunt Drive
Charlottesville, Va. 22903-0668

www.aimr.org

CFA Institute is the global, non-profit professional association that administers the Chartered Financial Analyst curriculum and examination program worldwide and sets voluntary, ethics-based professional, and performance-reporting standards for the investment industry. CFA Institute has 70,000 members in 115 countries. Its membership includes the world's 57,000 CFA charterholders, as well as 129 affiliated professional societies in 50 countries and territories. CFA Institute is headquartered in Charlottesville, Va., with additional offices in London and Hong Kong. CFA Institute was known as AIMR (Association for Investment Management and Research) from 1990 to early 2004, and before that was two separate organizations whose roots go back to 1947.

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Bill and Vieve Gore School of Business

Westminster College

Aric W. Krause, dean
1840 South 1300 East
Salt Lake City, Utah 84105
www.westminstercollege.edu

Westminster College was founded in 1875. The Bill and Vieve Gore School of Business was established as a separate school in 1983. The business school was named after the founder of W.L. Gore & Associates, a privately held multinational firm. The school offers a professional MBA, MBA in technology management, MS in technology commercialization, and graduate certificates in accounting, marketing, business economics, organizational development, entrepreneurship, finance, financial planning, HR, information resources management, and international business. For undergraduates, it offers BS/BA in business, finance, marketing, financial services, economics, accounting, aviation management, and aviation flight operations. The school has 310 graduate students — 80 full-time and 230 part-time. On the undergraduate level, the Gore School has 670 total students — 480 full-time and 190 part-time. There are 31 full-time and 30 part-time faculty members.

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www.hetec-ci.com

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Chung-Ang University**

Jee-In Jang, dean
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Seoul 156-756
Korea, South
www.cau.ac.kr

**McAfee School of Business Administration
Union University**

Keith R. Absher, dean
1050 Union University Drive
Jackson, Tenn. 38305
www.uu.edu

ESLSCA

Christian Rabier, dean, international programs

1, rue Bougainville
Paris 75007
France
www.eslsc.fr

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NEW DEANS



Brent Hathaway, interim dean of the **University of Wyoming College of Business** since May 2003, has been named permanent dean effective July 1. Hathaway came to UW in 2001 from Honeywell International Aerospace Services, where he was vice president — responsible for marketing, sales, business strategy, and growth — for the \$2.5 billion unit. He received a BS in agricultural economics from Utah State University in 1987, an MS in agricultural economics from Purdue University in 1993, and a PhD in business administration from the University of Illinois.

Louis Pol has been appointed permanent dean at the **University of Nebraska at Omaha** after serving as interim dean since May 2003. Pol began his career at UNO in 1984 as an associate professor of marketing. Three years later, he received a promotion to full professor. After a two-year stay at the Roy E. Crummer Graduate School of Business at Rollins College, he returned to UNO and served as marketing department chair. He has been one of the university's Peter Kiewit Distinguished Professors since 1993.



In 2000, he was named associate dean of the CBA. His responsibilities included directing the MBA program, teaming with faculty to bring about curriculum changes, writing grant proposals for domestic and international efforts, and planning for the future direction of the college. He earned his doctorate in demography, statistics, and sociology from Florida State University in 1978. His bachelor's and master's degrees are from North Texas State University.

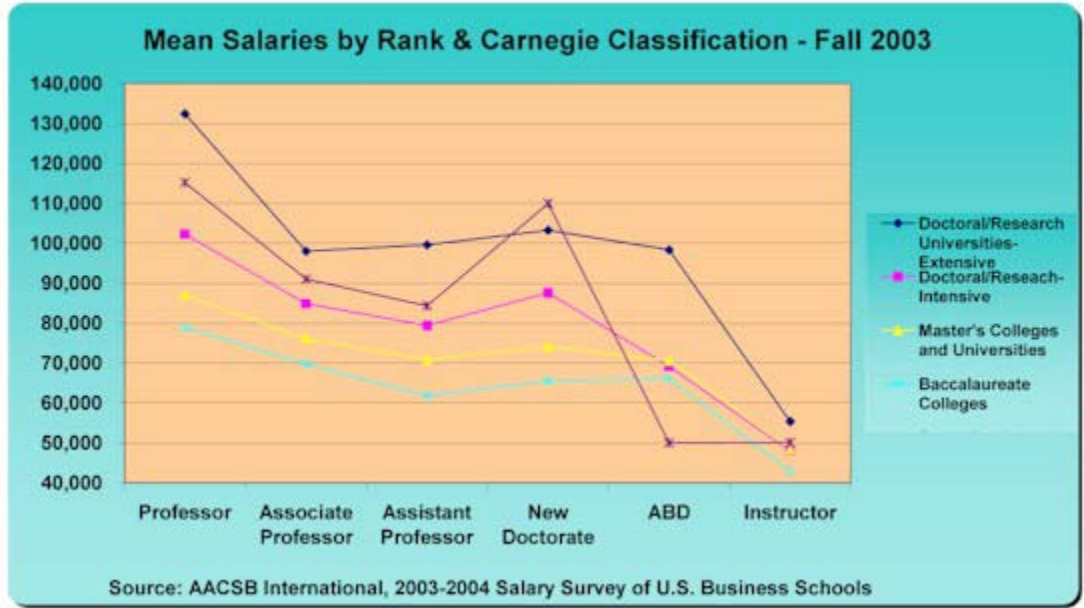
James Barnett has become dean of the **University of Akron College of Business Administration** for a term of up to three years. He had been serving as interim dean since January 2003, having replaced Dr. Stephen Hallam, who returned to the faculty ranks. Barnett will also continue as director of the Institute for Global Business (IGB).



Barnett is a 1954 graduate of the college and, after a long and distinguished career with The Goodyear Tire & Rubber Company, he returned to the CBA in 1996 as executive in residence for IGB. He was subsequently appointed director of the institute. Barnett's top internal priority is to obtain needed funding from the central administration for the college's programs and initiatives. Externally, Barnett intends to continue to strengthen the college's relationships with the business community. His aim is to continue attracting top quality business executives to the campus and to garner support and funding from area businesses.

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