

Headlines

Letter to the President

The re-election of George W. Bush is likely to ensure a continuation of economic policies that are troubling to many business school professors across America. A month before last year's election, a group of professors at Harvard Business School in Boston, Massachusetts, composed an open letter to the president expressing their concerns about his fiscal approach. The letter ultimately was signed by 169 professors at business schools around the U.S. before it was mailed to the President on October 5.

Among its concerns, the letter notes that "real GDP growth during your term is the lowest of any presidential term in recent memory. Total non-farm employment has contracted and the unemployment rate has increased. Bankruptcies are up sharply, as is our dependence on foreign capital to finance an exploding current account deficit. All three major stock indexes are lower now than at the time of your inauguration. The percentage of Americans in poverty has increased, real median income has declined, and income inequality has grown. The data make clear that your policy of slashing taxes—primarily for those at the upper reaches of the income distribution—has not worked." The entire text of the letter can be found at www.openlettertothepresident.org, as can an addendum of names of people who wanted to sign the letter after the signing period was closed.

HBS professors decided to write the letter because "we were discouraged about the level of discussion of economic policy in the election campaign," says Louis T. Wells Jr., Her-

bert F. Johnson Professor of International Management. "There were promises of tax cuts without serious discussions of the implications of tax cuts. We realized we have a lot of alumni who hold important positions and who ought to be thinking about economic issues, if for no other reason than to understand how these issues affect their businesses. And we wanted to reach some of them and cause them to do some serious analysis."

The letter certainly drew attention. A couple of weeks before the election, the Web site had had more than 50,000 hits, while the letter had been reproduced or referenced on countless other sites. The letter also was covered by media outlets such as *The New York Times* and CNBC. Students, too, were most

supportive, sending notes and e-mails to register their approval—but the authors emphasize that the letter had no role in their classrooms.

"This is a personal activity that wouldn't enter into the classroom discussion," says David A. Moss, John G. McLean Professor of Business Administration. However, he thinks it's valuable for students to see their professors standing up in support of a cause they believe in. "One of the responsibilities of every academic is to engage in public debate whenever there's an issue relevant to his or her work," he says. "Clearly, we as academics are supported by the public, and we owe that in return."

Neither Wells nor Moss expected the letter to have an impact on the outcome of the election—although they hoped it would make voters think. "If a large number of people

walked into the voting booth better informed, that would have been more than we could have hoped for," says Moss. "How they voted would be up to them."

When drafting the letter, the authors attempted to lay out in neutral terms the current state of the economy and what factors have brought it to this state, and then let readers draw their own conclusions. But to the authors, the conclusions are obvious. Harvard Business School's famous case study method teaches that there are many alternative right answers, Wells notes. "But there are certain answers that are flat wrong, and we think the current economic policy is flat wrong," he says.

It remains to be seen if President Bush's strategies will change after his re-election—in response to this letter or other factors. It seems clear, however, that America's business school professors will be closely watching the president's economic policies during his second term in office.

Women and the Workplace

The attitudes that men and women hold about the workplace are explored in a new survey conducted by the Committee of 200 (C200), an organization of leading women business owners and corporate decision makers. *C200 Report: MBA and Early Career Women on Business* is part of C200's "Pipeline" research, a series of surveys that explore attitudes about business on the part of women at various stages of life. The survey of 933 MBA students and 807 MBA graduates was conducted for C200 by the Center for Women's Business Research. Among the findings:

■ **Business students and graduates hold low opinions about major corporations, both**

SHAWN THREW/AP WIDE WORLD



OF THOSE WITH MBAS, **56.8 PERCENT** OF WOMEN ARE LIKELY TO BE DISSATISFIED WITH THEIR JOB'S CAPACITY TO "MAKE THE WORLD A BETTER PLACE," COMPARED TO **44.5 PERCENT** OF MEN.



in terms of their ethics and the way they treat employees.

The survey shows that many MBAs from top schools are skeptical about the honesty and ethics of American business, while women are even more skeptical than men. Among students, 66.9 percent of women and 56.8 percent of men disagree with the claim that American business is "honest and ethical"; among graduates, 69.6 percent of women and 60.1 percent of men with MBAs take that position.

Nearly three-quarters of MBA graduates (74.9 percent) do not agree that businesses "care about employees," while 69.7 percent believe that businesses pay top executives too much money. The majority, 55.5 percent, do not agree that businesses "do good things for their communities." In these cases, men's and women's views are similar. Meanwhile, only 33 percent of men and 26.1 percent of women say they have definitively favorable views of large companies.

"On the one hand, it's troubling that most MBAs are concerned about the ethical stature of the corporate world," says S. Diane Graham, C200 Chair and Chairman of STRATCO Inc. "But, perhaps early-career business people and MBA candidates will channel their awareness and concerns in positive ways—to improve the ethical stance and priorities of businesses. Much of our research shows that women want to have a positive impact on society through their work. Helping to improve corporate citizenship is a key way for current and future women business leaders to do that."

■ Women still face serious challenges in the workplace, which is primarily controlled by men.

Of recent MBA graduates, 90.5

percent of women and 68.5 percent of men say that women face particular business challenges. The key difficulty, according to 70.8 percent of women, is the lack of flexibility, leading to problems with achieving a work/life balance. In addition, 48 percent of women with MBAs say finding mentors is a specific problem, while 46.2 percent worry about gaining access to business networks. In fact, most respondents with MBAs—92.5 percent of women and 81.8 percent of men—perceive that businesses are run primarily by men.

"One of C200's core goals is to develop ways to help improve the pipeline of future women business leaders," says C200 Board Director Agnieszka Winkler, Founder of The Winkler Group. Survey results lead her to believe that "even now, we still need to do more to both prepare women for the corporate world and prepare the corporate world for women."

■ Women are more confident about job security than men are, but women are less excited about work.

According to the survey, 57.9 percent of women MBAs say they have job security, while 49 percent of men feel that way. Most of these women find their work agreeable: 75.2 percent feel they have the ability to live according to their own values; 59.9 percent feel challenged by their

work; 57.6 percent feel well-paid; and 56.3 percent feel satisfied.

Nonetheless, 41.4 percent of the women say they are not excited about their work, while 67.2 percent of the men with MBAs say they are. Perhaps this is because 63.9 percent of women MBAs do not believe their work contributes to society in a valuable way, compared to 55.8 percent of men MBAs who feel that way. Of those with MBAs, 56.8 percent of women are likely to be dissatisfied with their job's capacity to "make the world a better place," compared to 44.5 percent of men.

These survey figures are disturbing, says Anna K. Lloyd, executive director and president of C200. "If women MBAs aren't linking their work to societal value, then fewer stellar women will be drawn to business careers; and those who are may not put their full energy and spirit into their work," she says. She believes further research is necessary to determine what is causing the gap between men's and women's satisfaction with work—whether it's related to a discrepancy between the kinds of jobs men and women get, whether it holds true for entrepreneurial women as well as corporate women, and whether it's a general feeling among MBA women that springs from other root causes.

Additional segments of the survey investigate how men and women rate themselves at executing specific business tasks, such as handling money and meeting deadlines, and whether they expect to be earning enough money to support a family or simply to provide for themselves. For additional information about the C200 survey, contact Elizabeth Koons at Sommerfield Communications at elizabeth@sommerfield.com.

■ Honoring Entrepreneurs

Washington State University in Pullman is planning to open a new interactive “Entrepreneurship and Innovation Hall of Fame” to showcase cutting-edge innovations and breakthrough products from around the world. “We believe this will be the first center in the world to highlight the accomplishments of dynamic and creative people,” says Len Jessup, dean of WSU’s College of Business and Economics. “Visitors to the Hall of Fame will actually experience the ideas, creativity, and vision of the pioneers of entrepreneurship and innovation. The digital Hall of Fame will bring all of those to life.”

The Hall of Fame reflects WSU’s Entrepreneurship and Innovation Initiative, designed to infuse entrepreneurial attitudes into 245 fields of study across the university. The cornerstone of the Entrepreneurship and Innovation Initiative is a dedicated state-of-the-art learning facility that will house the new Grant Institute for Entrepreneurship and Innovation. At the building’s entrance, the Hall of Fame will lead visitors and students into state-of-

the-art learning spaces in the Collaborative Learning Center. There, traditional classrooms will be replaced with suites that can be reconfigured and resized to foster brainstorming, collaboration, analyses, and high-tech presentations.

■ Eller Competition Emphasizes Ethics

A student team from The University of Washington won the inaugural Western Region Ethics Case Competition held last fall at the University of Arizona’s Eller College of Management in Tucson. The competition exposed students from nine Western universities to an ethical dilemma they could face in their careers. Student teams collaboratively analyzed data and responded to questions posed by a panel of judges from the corporate world. The top team won \$1,000; the second-place team, from the University of Arizona, received \$500.

In addition to the winning schools, other participants were Arizona State University, Colorado State University, Oregon State University, San Diego State University, Seattle University, University of Nevada-Las Vegas,

and University of Utah.

“This is an educational opportunity that promises to make a significant impact,” says Pam Perry, who is associate dean of undergraduate programs at the Eller College. “The experience will surely challenge the students’ moral reasoning while providing a wonderful opportunity to network with peers. In the end, we are raising awareness of the importance of ethical responsibility in the minds of our students; and that is good business.”

This case competition is part of the E-tegrity initiative, which seeks to make integrity an essential part of the Eller culture. More information about E-tegrity and the competition can be found on the Web at ugrad.eller.arizona.edu/etegrity.

■ Traits of a Leader

Individual character is the single most important attribute in defining a leader, according to John J. Brennan, chairman and CEO of The Vanguard Group. “No other asset that a potential leader possesses could ever override an ounce of concern about his character,” Brennan said, speaking at a leadership conference sponsored by the Center for Responsible Leadership and Governance at Villanova University in Pennsylvania.

A second keynote speaker at the conference, retired general Anthony R. Zinni of the United States Marine Corps, presented the audience with what he called “leadership codes.” According to Zinni, the key code is: “Know what you want your legacy to be and deliver.”

While many define leadership in terms of characteristics and traits—such as strength, confidence, trustworthiness, dependability, and intelli-



■ Williams Steps Down at Arkansas

Doyle Z. Williams, dean of the University of Arkansas’s Sam M. Walton College of Business in Fayetteville, has announced his intention to return to the faculty next summer after 12 years as dean. Williams is also chair of the board of directors for AACSB International, a position he will hold until July.

Under Williams’ leadership, the Walton College has experienced a period of exceptional growth and development. In 1998, the school received a \$50 million gift from the Walton Family Charitable Support Foundation, leading to the school’s name change in 2001. During his tenure, the school also substantially revised its undergraduate curriculum to integrate business into a general baccalaureate program.

“A lot of the technology we take for granted today, like the Internet, semiconductors, and jet airplanes, were developed in the 1950s as part of defense, principally with Pentagon money.

And nobody was thinking of the commercial applications until they became obvious.

That’s what’s happening now.”

—Paul Bracken, Yale School of Management

gence—Zinni and Brennan have a different perspective. In their presentations, they noted that responsible leaders cannot simply rely on a set of personality traits, but must hold themselves to a higher set of standards. They felt that discussing the attributes of leadership was particularly critical last fall as U.S. citizens voted in a presidential election.

Commercializing Counterterrorism

As business becomes increasingly complex, business schools must teach students how to rapidly map connections among technology, social trends, and political and economic forces. At the Yale School of Management in New Haven, Connecticut, professor Paul Bracken has designed a required core course called “The Strategic Environment of Management,” in which students are taught scenario thinking as a way to make these connections and seize new business opportunities.

Among other issues, the course posits that a higher awareness of terrorism is causing major shifts in the American market. First, Bracken argues, the general public has grown far more tolerant of surveillance and other technology in public spaces and corporate workplaces. Second, he notes that federal and private equity money being poured into new technology is kick-starting industries built around areas such as surveillance and germ warfare.

Bracken points out that today’s surveillance technology includes cameras installed in urban areas, like Chicago, to monitor the streets for crimes and terrorist attacks. “I predict that in a few years, Chicago will use this system—developed and deployed with federal money—to



start charging congestion taxes on cars that come into downtown, which the city of London already does,” says Bracken. “The step from the counterterrorism camera to the tax camera is quite small. The spinoff commercial implications of these technologies are gigantic.”

Bracken also believes that using technology to track people and objects is also right on the horizon. Even now, employees at large companies routinely wear their badges and submit to ID verification at various checkpoints. “It’s a *small* step to insert a chip in that badge so the company can actually monitor where an employee is in the building,” Bracken says. “It’s already happened in many hospitals, where they tag patients with chips. They’re even tagging their records to keep them from getting lost.”

Therefore, Bracken thinks ID chips developed to track visitors through sensitive government installations may ultimately become the cornerstone for health-care reform by improving efficiency in hospitals. “So much money is wasted in hospitals because people are queued up for X-rays but the technicians can’t find the record of what they’re supposed to X-ray,” says Bracken. “If you run a hospital and you can get ten or 20 percent more throughput in your imaging business, that’s a huge, posi-

tive effect on the bottom line.”

The fear of bioterrorism will help spawn another whole new industry, Bracken believes, as the government funds research of self-cleaning products created by mixing chemicals with steel and plastic.

While they’re being developed to fight against germ warfare, self-cleaning materials might ultimately be used in public spaces like stadiums, subways, and fast-food restaurants.

“I think the commercial implications will dwarf the defense ones,” Bracken says. “For example, lockers in schools and toys in day care centers could be built with anti-bacterial surfaces to cut down on colds and earaches among children.” He believes that the next “big thing” is clean products and buildings.

He adds, “A lot of the technology we take for granted today, like the Internet, semiconductors, and jet airplanes, were developed in the 1950s as part of defense, principally with Pentagon money. And nobody was thinking of the commercial applications until they became obvious. That’s what’s happening now.”

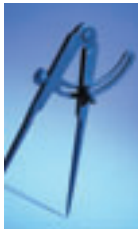
How does Bracken present these new technologies to his students? “I teach them to see the connections between technology and social trends,” says Bracken. “Management deals with complexity. How do you rationally allocate resources to airport protection versus port protection? If you’re Lockheed Martin, which technologies do you invest in?” As the world continues to remain dangerous, he says answering such questions becomes even more critical.

SHORT TAKES

GRANTS AND DONATIONS

■ The Martin J. Whitman School of Management at **Syracuse University** in New York has received a donation from retired business executive and alum Walter Kiebach to endow the Walter and Olivia Kiebach Chair in International Business. The inaugural chairholder will be professor Peter E. Koveos, who is chair of the Department of Finance, senior director for International Programs, director of the Diamond Institute for International Investment and Taxation, and director of the Olivia and Walter Kiebach Center for International Business Studies.

■ **Babson College** of Wellesley, Massachusetts, and the **Franklin W. Olin College of Engineering** in Needham, Massachusetts, have received a \$600,000, three-year grant from the National Science Foundation to develop programs to teach engineering faculty how to instill an entrepreneurial mindset into the nation's engineering schools. The grant program's first initiative, The Symposium for Engineering Entrepreneurship Educators (SE3), will teach teams of engineering educators and entrepreneurs about the process and content of teaching entrepreneurial venture creation and management. Also involved in the SE3 symposium will be Sloan Consortium for Online Learning, Roundtable on Entrepreneurship Education for Scientists and Engineers Stanford Technology Venture Partners, Geo-Centers Inc., Jackson State University, Hampton University, and Salish Kootenai University.



■ A total of \$53.3 million has been donated to **Baruch College** in New York City by alumni William Newman, Larry N. Field, Lawrence Zicklin, Marvin Antonowsky, William F. Aldinger, and one anonymous donor. The new donations lift Baruch's capital campaign past its previously stated goal of \$150 million. The gifts will be dedicated respectively to Baruch's Vertical Campus facility; the restoration of its original classroom building; a chair in entrepreneurship; the college's performing arts center; an endowment for the college's Center for Financial Integrity, now known as the Robert Zicklin Center for Corporate Integrity; and a chair in banking and finance.

■ The College of Business at **Utah State University** in Logan recently received funding for its first fully endowed chair. The George and Dolores Eccles Foundation funded the chair to honor Eccles, the man who was the key moving force behind First Security Corporation, the oldest multistate bank holding company in the United States.

■ The Stern School of Business at **New York University** in New York City has received a \$1 million gift from the Toyota Motor Corporation to establish the Toyota Professorship of Operations Management and Information Systems. **Sridhar Seshadri**, associate professor of operations management, has been named the first Toyota professor. Seshadri will focus his research in the areas of supply chain management and business process improvement, while continuing to teach in the NYU Stern undergraduate and graduate business pro-



grams. His endowed professorship will run from January 1, 2005, through August, 31, 2007.

■ **New Mexico State University's** College of Business Administration and Economics at New Mexico State University in Las Cruces will establish a new endowed chair thanks to a gift by the dean and his wife. An initial gift of \$500,000 was given by Garrey E. Carruthers, dean of the business college and vice provost for economic development, and his wife, Katherine, to establish the Garrey E. and Katherine T. Carruthers Chair in Economic Development. A \$1 million contribution is expected from the state, making the endowment worth \$1.5 million. Although the chair will be in the business college, it will be associated with NMSU's Arrowhead Center Inc., which provides support and guidance to innovators who want to turn their ideas into profit. The center, which will partner with New Mexico laboratories and other institutions of higher learning, will help create jobs, enhance student education, recruit and retain faculty, and connect ideas with capital.

NEW PROGRAMS

■ Paris-based business school **EDC** has gathered a coalition of food and wine experts to launch the Institut Supérieur de Marketing du Goût, a training program for those entering the food company sector. Starting in January, the nine-month program will deliver a food and wine MBA to post-graduate students or individuals with a solid pro-



professional background in the field. Classes will cover management, communication, production, and sales for the industry.

■ Nissan Europe has selected **IESE Business School** in Barcelona, Spain, to carry out a new leadership program designed for its top managers throughout Europe. About 100 Nissan managers will participate in the program. The Nissan leadership program combines leadership concepts with real-world application to business problems, with a focus on innovation and risk-taking.



■ Webster University's School of Business and Technology in St. Louis, Missouri, is rolling out an MBA Certificate in Global Commerce, designed to equip students for operating across political, cultural, and geographical boundaries. The 18-hour certificate consists of nine online modules of one credit-hour each, as well as three courses of three credit-hours. Students may choose modules from categories addressing various worldviews, cross-cultural perspectives, and international business mechanics. More courses will be added in the spring. The program was funded through a \$400,000 grant from the U.S. Department of Education.



■ Audencia Nantes School of Management in France has launched a corporate MBA for top French-based personnel of the Stryker Corporation, one of

Leadership Lesson #28: REDEFINE CONNECTIVITY



EXPAND YOUR NETWORK

Introducing MentorMatch™ an online proprietary mentoring service from Drexel University's LeBow College of Business.

An innovative solution to mentoring in an increasingly busy world, **MentorMatch™**:

- users create online profiles
- system electronically matches mentors with students and alumni creating strategic business connections
- mentoring occurs through private message boards

"MentorMatch™ develops students for successful careers by providing real-time knowledge and expertise. I am proud to have the opportunity to use my skills in leadership and management to enhance the experience of Drexel students." — Dr. Hugh A. Chairnoff '61, managing partner, SevenOaks Capital Associates, Inc.

For more information visit www.lebow.drexel.edu/mentormatch

Learn Here, Lead Anywhere™  COLLEGE OF BUSINESS **LeBow** www.lebow.drexel.edu

SHORT TAKES

the world's leaders in the medical device industry. The participants will spend three days a month in Nantes over 12 months, taking 200 hours of lectures, participating in business simulation games, and committing themselves to 400 hours of individual work. Program-long projects will be applied directly to Stryker initiatives. At the end of the course, participants will present their project findings to the CEO of Stryker France.

■ The Kenan-Flagler Business School, **University of North Carolina at Chapel Hill**, is partnering with the **Chinese University of Hong Kong (CUHK)**



and **Copenhagen Business School (CBS)** to launch an international program in undergraduate business. The pro-

gram—Global Learning Opportunities in Business Education (GLOBE)—will allow students to study together at all three school campuses, as well as collaborate in virtual teams. Students will make visits to corporations headquartered in Brussels, Berlin, Shanghai, Tokyo, Washington, D.C., and Research Triangle Park, North Carolina. The first GLOBE students will be selected for the three-year programs at CUHK and CBS in fall 2005 and into UNC's two-year undergraduate program in fall 2006. Roots of the GLOBE program can be traced to the alliance of five business schools, Kenan-Flagler and CUHK among them, in the OneMBA program for executives.

■ The Sprott Professional Programs Division at **Carleton University** in Ottawa, Canada, is launching the Professional Certificate in Public Sector and Non-Profit Marketing Program this month. The program will provide in-depth skills to veteran marketing and communications professionals in the government and nonprofit sectors. During a series of modules over a five-month period, participants will learn how to measure the effectiveness of new initiatives in meeting organizational objectives and how to demonstrate good value for public dollars in the face of diminishing resources.

■ The **University of Maryland's** Robert H. Smith School of Business has announced that, beginning in November, it plans to expand its EMBA program in China to include Shanghai. The school also has reached an agreement to deliver a custom MBA program for Otis Elevator China, one of the fastest growing multinational corporations in the country.

NEW APPOINTMENTS

■ **Melvin T. Stith** has been named dean of the Martin J. Whitman School of Management at Syracuse University in New York. Stith has served as dean of the College of Business at Florida State University since 1991. He begins his new appointment in January, the same month that the Whitman School moves into its new 160,000-square-foot building.

■ **Mary Lambkin** has been named the new dean of commerce at University College Dublin in Ireland. She will have responsibility for the postgraduate Smurfit School of Business, as



well as the high-tech undergraduate Quinn School of Business. Lambkin is currently a member of the Governing Authority and Professor of Marketing at UCD.

■ The Owen Graduate School of Management at Vanderbilt University, Nashville, Tennessee, has reorganized its management team. **Tami Fassinger** returns to the university as associate dean for executive programs; **Gary Scudder** has been named associate dean for the MBA program; **Melinda Allen** has been named assistant dean of admissions and career management; and **Yvonne Martin Kidd** has been named executive director of marketing and communications.

■ **Richard J. Welke** has been appointed as Cor Wit professor 2005 at the Faculty of Technology, Policy and Management at the Delft University of Technology in The Netherlands. Welke is professor of computer information



systems and director of the Center for Process Innovation at the J. Mack Robinson College of

Business at Georgia State University in Atlanta. The Cor Wit chair is awarded annually to researchers in the field of telecommunications and informatics who focus on research questions at the interface of technology and society.

■ **Jeffrey K. Pinto**, professor of management, has been named to the Andrew Morrow and Elizabeth Lee Black Chair in Management Technology in the Black School of Business at the Pennsylvania State University at Erie. In his new appointment, he will concentrate on the management of tech-

Fox is on the *move*



Top 20 in the U.S.
Executive MBA Programs
Financial Times, 2004
4th Consecutive Ranking

Top 20 in the U.S.
Undergraduate and Graduate
International Business Programs
U.S. News & World Report, 2004
2nd Consecutive Year

Top 20 in the U.S.
America's Top Entrepreneurial Colleges
Forbes.com & Princeton Review, 2004

Top 75 in the U.S.
MBA Programs
U.S. News and World Report, 2004
Forbes, 2004
4th Consecutive Year

Top 5 in the U.S.
Most Wired Campus
Forbes.com & Princeton Review, 2004

THE FOX SCHOOL
of Business and Management
TEMPLE UNIVERSITY

nological and organizational innovation and the change needed to achieve global competitiveness. The chair was one of four created in 2003 with part of a \$20 million endowment gift from the Black family.

■ Henley Management College has announced the appointment of a new principal, **Chris Bones**, who takes his position January 1. After 22 years working for Shell, Diageo, and Cadbury Schweppes, Bones has significant experience in international business, executive education and development, change, and HR strategy.

■ **Rosemaria Martinelli** has been appointed associate dean for student recruitment and admissions at the University of Chicago Graduate School of Business effective May 1. Martinelli is currently director of MBA admissions and financial aid at the Wharton School of the University of Pennsylvania. She began consulting on admissions strategy at Chicago GSB in November.

■ **Irene M. Duhaime** has been named associate dean for Georgia State University's J. Mack Robinson College of Business in Atlanta. Duhaime has served the College as Zwerner Chair of Entrepreneurship and Family Business, director of the W.T. Beebe Institute of Personnel and Employment, and professor and chair of managerial sciences.

■ The Hong Kong Baptist University has appointed professor **Simon S.M. Ho** as its new dean of the School of Business. Prior to joining the school, Ho served as Director of the School of Accountancy at The Chinese University of Hong Kong. Under his leadership, CUHK became the first accounting school outside North America to receive AACSB accreditation. Ho is vice president of the International Association for Accounting Education and Research.



■ The Fisher College of Business at The Ohio State University in Columbus has appointed **Anne Lueneburger** director of graduate programs, Eric Chambers as associate director of MBA programs, and **Terina Matthews** as associate director of diversity recruiting/financial aid/event management.

■ Several new appointments have been made at Colorado State University's College of Business in Fort Collins. Professors **Susan Athey**, **Paul Mallette**, and **John Hoxmeier** have been named associate deans. Athey will oversee undergraduate programs; Mallette will be responsible for research and administration; and Hoxmeier will handle graduate programs. In addition, **Stanley Slater**, who serves as professor of management and marketing, has been named interim chair of the management department.

STUDENT COMPETITIONS

■ Two MBA students from the **University of Toronto's** Rotman School of Management have won first prize in

SHORT TAKES

an international competition that challenged MBA students to examine corporate entrepreneurship. The competition, the *ESADE MBA Business Review*, invites business students worldwide to write a paper on a specific issue, which this year was “entrepreneurship and innovation.” The top ten entries were published by ESADE last fall, and the winning team from Rotman presented its paper at an event hosted by ESADE in Barcelona, Spain.

HONORS AND AWARDS

■ **David Parker**, chair of business economics and strategy at Cranfield



School of Management in England, has been appointed to write the Official History of Privatisation in the UK. The appointment was announced by the Prime Minister in the House of

Commons. The Prime Minister commissions Official Histories to record major events and policy programs that have had a significant effect on UK domestic and foreign policy.

■ Two professors at Cornell University’s Johnson Graduate School of Management in Ithaca, New York, have been named Clifford H. Whitcomb Faculty Fellows. **Warren B. Bailey** is an associate professor of finance, and **Yaniv Grinstein** is an assistant professor of finance.

■ Three entrepreneurship centers have been honored with the 2004 NASDAQ Center of Entrepreneurial Excellence Award given by the National Consortium of Entrepreneurship Cen-

ters. The centers were **Stanford University’s** Stanford Technology Ventures Program, the **University of Portland’s** Center for Entrepreneurship, and The Falcone Center for Entrepreneurship in the Whitman School of Management at **Syracuse University**.

■ **Bert W. M. Twaalfhoven** was recently awarded the Beta Gamma Sigma Medallion for Entrepreneurship, the society’s highest honor. Twaalfhoven, an alum of the College of Business at Fordham University in New York, received the medallion during an event at Fordham. The entrepreneur and venture capitalist has launched more than 50 firms and acquired more than ten others.

■ **Peter C. Browning** has been named one of eight Outstanding Directors for 2004 by The Institute of Outstanding Directors. He is dean of the McColl Graduate School of Business at Queens University of Charlotte and retired president of Sonoco Products Co. He is being recognized for his skill in handling corporate change as he helped guide the boards of Lowe’s Companies and Nucor Corp. through difficult successions. The institute will present the award in March in New York at a governance conference produced in conjunction with the Columbia Business School.

OTHER NEWS

■ **Columbia Business School** and **Net Impact** drew approximately 1,200 students, professionals, and sponsors to the 12th Annual Net Impact Conference, “Business Leaders Building a Better World,” held last fall at Columbia Business School in New York City. Keynote speakers included Orin

Smith, CEO of Starbucks Coffee Company; Julius Walls Jr., CEO of Greyston Bakery; Gary Erickson, CEO of Clif Bar; Jeffrey Hollender, CEO of Seventh Generation and author of *What Matters Most*; and Thomas M. Chappell, CEO and Co-Founder of Tom’s of Maine and President of The Saltwater Institute. Topics included nonprofit management, community development, social funding and financing, corporate social responsibility, sustainable solutions, globalization and emerging markets, and social entrepreneurship.

■ The School of Business and Public Administration at **California State University** in Bakersfield kicked off its Executive Briefing Series with a visit from Steven Lyons, president of Ford Motor Company Division and vice president of Ford Motor Corporation. The Executive Briefing series is designed to bring high-level executives from major corporations, government officials, and nonprofit organizations to campus



once a quarter to discuss cutting-edge issues of management with graduate students, faculty, and advisory board stakeholders.

■ The Robert H. Smith School of Business at the **University of Maryland** in College Park has partnered with human resources consulting firm DBM to provide the school’s MBA candidates with job search coaching and support. DBM’s online tools and coaching programs will help part-time, full-time, and executive MBAs make career transitions and develop necessary skills. ■



CONFERENCES

Making the Perfect Pitch for Your School

Introducing!

Building B-School Development, Marketing, and Brand

March 6–8, 2005

Chicago, Illinois, USA

They're playing hardball out there. Heavy hitters with big ad budgets. The competition is fierce. To put yourself in a position to win, you have to play smart. You have to throw strikes. There's no big secret to the branding game. It's about planning, preparing, and keeping your eye on the ball. Join us in Chicago and learn how to make the perfect marketing pitch for your school. You'll hit a home run with your b-school's communications, marketing and development efforts.

Visit the AACSB International Conference Web site for details and to register: www.aacsb.edu/conferences.