




# AW World *of* Opportunity

With this article, *BizEd* begins a tradition of providing a forum for the new chair of the Board of Directors of AACSB International to discuss issues of paramount importance to the association and to management education. The current challenge: focusing on global issues as the association expands its membership and exports its brand.

by Jerry E. Trapnell



**T**he world of management education has never been more exciting, diverse, and full of possibilities than it is right now, partly because management education has taken the whole world as its stage. As new business schools take form, as international alliances between schools on separate continents become commonplace, and as cultural awareness becomes the watchword of every classroom, management education is flourishing as never before.


As the new AACSB International board chairman, I'm pleased to report that, like business schools, this organization has made globalization a cornerstone of its operations. In fact, it seems to me that the leadership and vision of AACSB have become key components in the growth and development of management education worldwide. We're creating global standards of accreditation and exporting our brand to schools around the world. We're broadening our perspectives and revising our U.S.-centric models of education. We're creating ways for far-flung management educators to join together; and we're sharing, capturing, and disseminating information that will strengthen the programs of all our members.

Two guiding statements will be among those driving our planning and execution of future initiatives:

■ AACSB International accreditation will stimulate continuous improvement in global management education and will assure quality management education to prospective students, employers, university administrators, and other stakeholders.

■ AACSB International will be recognized as the preeminent global brand in the development of management education provided by business schools, through distinctive value-added accreditation, related consulting, professional development, and information services.

### **Global Expansion**



In the 1990s, AACSB International began its journey toward globalization. In this post-9/11 era, I believe that it is more important than ever that we accelerate our efforts to internationalize. Though we are early in the process, I have seen great strides in three key areas.

**Staff and services:** Our International Advisory Council has been ongoing since December 2000. More recently, we have established the Global Development Team, a working group of staff members who will facilitate global integration and coordination among AACSB staff, products, services, and activities.

Otis W. Baskin has been appointed as a special advisor to expand AACSB International's global planning and accreditation efforts. Baskin, currently professor of management at the George L. Graziadio School of Business and Management at Pepperdine University, has an extensive background in international education. As a dean, he helped develop more than 20 strategic partnerships with business schools in Asia, Europe, and Latin America.

Our board of directors, major committees, and peer-review teams increasingly reflect our international membership. Since we have initiated worldwide peer review activities, more than 85 member institutions outside the U.S. have participated or are now participating. Our fastest-growing membership segment is from the international community. Our ranks now include 200 members from outside the U.S.

## Meet the Chair

Jerry Trapnell, dean of the College of Business and Behavioral Science at Clemson University in Clemson, South Carolina, is the incoming chair of the AACSB International Board of Directors. He begins his term at a point when the association is aggressively promoting its role as a global leader in accreditation and all aspects of management education. The timing couldn't be better, since internationalizing the organization has been one of Trapnell's long-term interests.

Within AACSB International, Trapnell has served on numerous accreditation peer-review teams and committees. He was elected to the Board of Directors in 1999. He also has played leadership roles in the American Institute of Certified Public Accountants, American Accounting Association, Federation of Schools of Accountancy, Institute of Management Accountants, and the South Carolina Association of CPAs. He is past president of the Southern Business Administration Association.

Before he became dean in 1993, Trapnell was director and professor of the Clemson School of Accountancy, a program he joined in 1986. He also spent ten years with the department of accounting at Louisiana State University-Baton Rouge. He earned his Ph.D. from the University of

Georgia in 1977 and his B.S. and M.S. from Clemson University in 1968 and 1970, respectively.

Trapnell is committed to Clemson's international growth. "We are focused on developing globally competitive leaders who are entrepreneurially spirited, produce relevant scholarly research, and support service focused on economic and community development," he says. "We're reaching for our goals of global awareness and understanding by integrating global issues across the curriculum, promoting study abroad programs and exchanges, emphasizing entrepreneurial and international trade activity, and developing selected partnerships in the international arena."



*BizEd* offers international coverage of the management education field and is distributed to members and stakeholders in more than 92 countries.

**Accreditation:** We conducted an accreditation training workshop earlier this year to enhance committee members' understanding of different cultures and educational systems. We've accredited 30 member institutions in 13 countries outside the U.S. The interest in AACSB International accreditation continues to grow on all continents.

In addition, our early experiences with global accreditation have significantly affected the proposed revised standards and processes being developed by the Blue Ribbon Committee on Accreditation Quality.

**Events and organizations:** We partnered to host the 1998 Global Forum in Chicago, and we were a partner in the 2002 Global Forum in Bangkok. AACSB leaders and members represented a major contingent of attendees. International educators also regularly attend AACSB events. For example, the 2002 Annual Meeting attracted more than 1,100 educators from 33 nations.

AACSB has recently announced an alliance with eFMD to address critical issues facing our field. Among other goals, we plan to collaborate on data-gathering projects that will allow us to create shared databases and disseminate information about best practices. We also will co-sponsor conferences every two years.

AACSB also actively participates in the International Management Development Network (INTERMAN). Whenever possible, staff members and/or board representatives attend events sponsored by counterpart associations around the world.

The Japan Study Tour, sponsored by AACSB and the Keizai Koho Center, is now in its ninth year. We held a highly successful Accreditation Workshop in Paris that drew 114



AACSB International will continue to strengthen its leadership role in the advancement of management education—and as a forum for change and growth in this field.

## Clemson in Capsule

A public land-grant university located in the Southeastern corridor of the United States, Clemson University has the goal of being a “high seminary of learning.” The student body usually numbers between 12,000 to 14,000 undergraduates and 4,000 to 5,000 graduates, with priority given to students from South Carolina.

The university emphasizes specific fields of study through five colleges: Agriculture, Forestry and Life Sciences; Architecture, Arts and Humanities; Business and Behavioral Science; Engineering and Science; and Health Education and Human Development. Clemson’s Extension Service also offers programs in forestry, agriculture, family sciences, and other areas.

Currently, the College of Business and Behavioral Sciences has more than 2,500 students enrolled in the undergraduate program, 75 in the full-time MBA program, 144 in the part-time MBA program, 47 in the specialized master’s program, and 19 in the doctoral programs. The business school offers bachelor’s degrees in accounting, financial management, industrial management, management, and marketing. Master’s degrees are available in professional accountancy,

e-commerce, and industrial management, and students can earn Ph.D.s in industrial management and management science. Courses are taught by the school’s 64 tenure and tenure-track faculty and 16 full-time non-tenure track faculty.

The college is unusual in that it is also the home of the departments of economics, graphic communications, psychology, political science, and sociology. The school sponsors four major interdisciplinary programmatic and research centers, including the Spiro Center for Entrepreneurial Leadership, the Center for International Trade, the Center for Economic Education, and the Center for Policy and Legal Studies. The college is also the base of the Small Business Development Center for a seven-county region in upstate South Carolina, and the home of the Army and Air Force ROTC.

“Attracting and retaining an outstanding faculty and student body is essential as we focus on enhancing quality at the undergraduate, master’s, and doctoral levels,” says dean Jerry Trapnell. “The emphasis on graduate programs is consistent with the college’s increasing efforts to enhance its research profile.”

participants from 29 countries. We will host a joint event on Strategic Alliances in Grenoble, France, in October. Additional international events are being planned.

### Future Plans

Although I see these as indicators of success, I realize we still have much work to do. To ensure our future success in our efforts to become an international organization, I expect that we will:

- Increase globalization of our staff, leadership, committee structure, task forces, and peer-review teams.
- Present a highly successful conference and seminar program throughout the world.
- Accredit business schools on every continent.
- Successfully adapt our Knowledge Services program to the global marketplace.
- Position AACSB International as a leader in promoting and sharing best practices and fresh ideas that support continuous improvement in global management education.

I am also focused on additional key initiatives that will help AACSB assert its leadership in management education:

■ The Management Education Task Force has completed its task of identifying the most pressing issues facing business schools and recommending responses. We’ve now assembled a Doctoral Faculty Commission to study the Ph.D. shortage and present a global faculty plan to the board. We’ve also instituted the New Issues Committee, a permanent committee to be led by the chair-elect, which will drive annual board planning and help set the agenda for the Annual Meeting.

■ The Blue Ribbon Committee on Accreditation Quality will work closely with these new committees as it continues to revise accreditation standards and the process for maintaining accreditation. Several schools have undergone an experimental review process for reaccreditation; more will participate as the standards continue to be refined. The committee plans to present a draft of the standards to AACSB membership, and a vote will be held April 2003 at the Annual Meeting.

I am confident that, if we monitor and respond to issues in business schools worldwide, AACSB International will continue to strengthen its leadership role in the advancement of management education—and as a forum for change and growth in this field. 