

## eNEWSLINE

**John Fernandes, President and Chief Executive Officer, AACSB International**

**The World's Most Popular Degree—the MBA—is Alive and Well**



Industry pundits and media observers aren't alone in forecasting a gloomy outlook on the future of the world's most popular advanced degree. Within our own ranks, writers like Goshal and Mintzberg, and now even Warren Bennis, have castigated the MBA. *BusinessWeek* and its U.S. television arm, *BusinessWeek Money Talks*, point to a decline in MBA applications as evidence that the "bloom is off the rose."

Last month at the AACSB World Class Practices Conference in Madrid, Spain, one of the industry's most creative leaders, Dr. Peter Lorange, president of IMD in Switzerland, was subdued about the MBA's future in his plenary remarks. Surely, we must all be worried about the future of the industry's most precious product?

"Not so fast," I say. The glory days of the MBA are still ahead, and the facts support my belief. Just in the USA, there are nearly one-half million MBA students; and that number should reach one million by 2012. While the number of full-time MBA applications and GMAT takers has dipped, I argue that these occurrences are blips in a cycle and not a trend. While full-time MBA applications are down, applications to part-time programs are up and executive programs are doing particularly well.

It is possible that the recent downturn in full-time MBAs reflects an improving world economy, and in the USA, reflects the impact of the Sarbanes-Oxley Act and employers' voracious appetite for undergraduates, especially in accounting.

Nonetheless, MBA providers all over the world must continue to design and market their programs with care to manage the risk of program obsolescence. Having all your "MBA eggs in the full-time basket" could be risky as the population ages in the western world and other advanced economies. Older students will be less likely to stop their careers and pursue a full-time MBA. Only about 24 percent of MBA students in the USA are currently in a traditional full-time program.

World population growth in the 25 to 29-year-old range, the primary age group of full-time MBAs, will escalate in Africa, China, India, and Latin America for the next 20 years. While the MBA is likely to remain popular with the 25 to 29-year old age group, varying trends around the world and the impact of technology will result in an increasing number of part-time MBAs. The strategic plan of each business school should clearly identify its niche and target markets, and the plan should be assessed annually. By the way, this is what AACSB International asks each of its accredited schools to do.

On May 31, CNN Daybreak reported some good news for MBA graduates in the USA, based on a survey by the Graduate Management Admission Council. Average starting salaries are up from

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\$78,000 in 2004 to more than \$84,000; and one-half of graduates had received offers prior to graduation, up about 25 percent over 2004.

The MBA still is the most popular, most flexible, and most successful degree in the world. Our job is to keep it that way. After all, we are providing our graduates with the “liberal arts of life,” and a guarantee of the tools needed for life-long success.

By the way, the Madrid World Class Practices Conference, which I mentioned previously, was a huge success. We thank the Instituto de Empresa on behalf of participants from 25 countries, for their significant leadership and contributions to this important event. Dean Santiago Iniguez de Onzono and his colleagues were the consummate hosts, and we appreciate their efforts.

**eNEWSLINE****ASSOCIATION NEWS****Virginia Tech's Rich Sorensen Assumes AACSB Board Chairmanship July 1**

Continuing a long and fruitful period of service to AACSB International, Richard E. Sorensen, dean of the Pamplin College of Business at Virginia Tech, becomes chair of the AACSB International Board of Directors as of July 1.

Sorensen, who first began an association with AACSB International as a member of the Government Relations Committee in 1982, will succeed Doyle Z. Williams, dean of the Sam M. Walton College of Business Administration at the University of Arkansas. Sorensen served as vice chair-elect in 2004-2005.

He brings a distinguished and varied career to the chair position, including 23 years as the dean of the Pamplin College of Business. His successful achievements include a \$70 million fund-raising program and a comprehensive strategic planning effort. Prior to his time at Virginia Tech, he served nine years as dean of the John Walker College of Business at Appalachian State University, where he led the school through AACSB International accreditation process.

Sorensen earned a bachelor's degree in electrical engineering from Brooklyn Polytechnic Institute, and MBA and PhD degrees in management from the Stern Graduate School of Business at New York University. He also has five years of managerial experience with the New York Telephone Company and served as an airborne-ranger qualified officer with the U.S. Army Corps of Engineers in Vietnam, where he received the Bronze Star and the Republic of Vietnam Gallantry Cross.

Within AACSB, he has chaired the Business Accreditation Committee, the Accreditation Quality Committee, and the Committee on Issues in Management Education. He has served on numerous AACSB committees and has chaired several Peer Review Teams.

Sorensen has provided consulting services to many corporations and served on multiple boards of directors. He also has been appointed to a number of governmental committees and task forces dealing with issues affecting the State of Virginia.

**Annual Conference/Seminar Schedule Released by AACSB International**

The complete schedule of AACSB International seminars and conferences for the 2005-2006 academic year has been released. The focal point of the year's conference schedule is the AACSB and EFMD International Conference and Annual Meetings April 23-25, 2006 in Paris, France.

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From continuous improvement, to world class practices, to development and marketing, AACSB has put together a complete package of conferences and seminars that not only can help your institution improve, but also can aid in the professional development of administrative staff and faculty members.

The Deans Conference, designed explicitly for the heads of business schools around the world, will take place this year at the historic Rancho Bernardo Inn in San Diego, California. A conference for development, marketing, and communications professionals will be held in New York in the spring of 2006.

Other conference highlights include a continuation of the World Class Practices in Management Conference series, this year to be held in Sydney, Australia and Lima, Peru. A three-tiered conference on graduate programs, undergraduate programs and emerging curricula will be held concurrently Nov. 18-20 at the Renaissance Hotel in Tampa.

On the seminar side, the emphasis will once again be on the accreditation process for both business and accounting schools. The seminar calendar kicks off July 28 - 29 with the Maintenance of Accreditation Seminar at AACSB headquarters in Tampa, Florida. Other seminars will focus on the subjects of advisory councils, assessment, strategic management, and faculty resource management.

There also will be practical programs for those who aspire to become deans, those who have just been named new deans, and those who are department chairs. Two new seminars—Applied Assessment and Teaching—will be launched in the spring. Keep an eye out for these exciting new programs.

For a complete schedule of conferences and seminars for the 2006 academic year, visit: <http://www.aacsb.edu/conferences> Check back regularly for more event details as they are updated.

### **Worldwide Membership in AACSB International Passes 1,000 Mark**

Global membership in AACSB International has climbed past the 1,000 mark to a total of 1,009 international members. The roster includes 312 members from outside the United States.

Nine schools joined in May, six of those from outside the USA: Effat College and King Saud University in Saudi Arabia, University of the Free State in South Africa, the University of Birmingham in England, EOI Business School in Spain, and Universidad Panamericana in Mexico.

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## DEAN'S CORNER

By Jan R. Williams, Dean, College of Business Administration, University of Tennessee

**Faculty Evaluation: Lessons Learned**

Evaluating the faculty is an important and critical task for all business school deans. At the University of Tennessee, our faculty evaluation processes through the granting of tenure have been reasonably well defined through the years. However, as I look back over the last 25 years, our evaluations of all faculty throughout their careers—which could best be described as informal—clearly were not as well developed as we would have liked.

Much has changed in the last three years. Because of an emphasis on improved performance evaluation for all university-level personal, as well as our own emphasis on efficiency and performance in the College of Business Administration, we are doing a much better job of evaluating faculty and have learned some important lessons in the process.

Because faculty performance expectations and processes vary so significantly among institutions, my focus here will be on what we have learned, rather than on what we have accomplished. To briefly summarize, about 20 months ago we began to prepare faculty evaluation standards that were more carefully coordinated with a new university faculty handbook. This spring, the business faculty voted to approve a set of performance standards to be implemented in 2005-2006.

Four distinct lessons stand out as the most important and transferable to other institutions.

First, faculty involvement is paramount. We asked our dean's faculty advisory council—a group of six departmentally-elected and four dean-appointed faculty members—to draft a set of standards. While the draft was completed in a semester, the process of guiding the document through the larger faculty took nearly a year. After numerous discussions, small-group meetings, and multiple drafts, the faculty suggested amendments. The final result was near-unanimous approval by the council on each amendment and the final document.

A second lesson was that we found it necessary to clearly segment the writing of the standards from the process of implementation. It was imperative that we pay special attention to how we would put the standards into practice. We did this by designing a simple eight-unit workload analysis that established for each faculty member a profile of expectations for teaching, research, and service. We allowed work across these categories to vary among faculty members, within limits, but with targeted goals for each department.

Going through the process clearly enhanced the faculty's understanding of how the performance standards would be implemented. It was a critical factor in each faculty member's consideration to support (or not support) the standards.

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The third lesson was that rushing the faculty evaluation process probably is not a good idea. Deans are doers who, typically, admire businesses that act quickly—much more quickly than we do in academe. However, we realized early on that we had to operate at a pace that was acceptable to the faculty, but keep everything moving so that no individual or group could “filibuster” to stall the process. While this was at times frustrating, the payoff was worth it. More careful thinking about the standards, we are certain, led to a greater acceptance of the final product.

We also learned that measuring the effectiveness of the evaluators must be a part of the actual faculty evaluation process. Since our department heads are the primary point persons for faculty evaluation, this is a key area where I evaluate their individual performance—how well they handle their faculty evaluations.

Management education is very much a “people business.” The collective talent of the faculties within our schools is our greatest asset. University administrations increasingly expect, and our faculty members deserve, well developed standards and evaluation processes. We are pleased with our progress at the University of Tennessee and hope our experience is helpful to others who work toward the same goal

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**Arizona State Graduates First MBA Class at W.P. Carey School in Shanghai**

Top-level executives and government leaders comprised the first class to graduate from Arizona State University's MBA program in China. Sixty-four prominent business and government leaders completed a two-year program June 4 that will prepare them to take on continuing roles in China's emergence in world markets.

The university's W. P. Carey School of Business is the first U. S. business school to partner with the People's Republic of China on an MBA program designed for senior government officials and executives. Many of those in the first class oversee Shanghai's financial markets and large state-owned businesses. The class includes CEOs from Shanghai Airlines and Baosteel, as well as executives from financial institutions, utility companies, high-ranking government and regulatory agencies, and Shanghai city government.

**Department of Commerce Manual Provides Guidance on Business Ethics**

A new Department of Commerce guide provides perspectives on how businesses can operate in accordance within modern ethical standards. The manual, "Business Ethics: A Manual for Managing a Responsible Business Enterprise in Emerging Market Economies," is an up-to-date, comprehensive resource guide and training tool for enterprises operating in transitional market economy countries.



The publication also is useful to decision-makers who seek to create and implement a business ethics program that conforms to global standards. Ten chapters of the manual are organized into five sections that answer key questions on business ethics. Practical examples draw on the experiences of successful European and American companies. Worksheets and checklists in each chapter provide guided exercises that may be valuable to students and others.

Printed copies are available for purchase by calling toll free (866) 512-1800 and asking for stock number 003-009-00731-3. The price is \$49 per copy, postpaid. The book also can be downloaded at [www.ita.doc.gov/goodgovernance](http://www.ita.doc.gov/goodgovernance).

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### **Five-year Marist College Project Produces New Applied Research and Computing Center**

Marist College in Poughkeepsie, N.Y. has dedicated its new Center for Applied Research in Collaborative and On-Demand Computing, a project funded by a \$2.5 million grant from the New York State Office of Science, Technology, and Academic Research (NYSTAR). Marist becomes one of six campuses in New York to be formally designated a center for Collaborative On-Demand Computing, along with Columbia, Cornell, Clarkson, Rensselaer Polytechnic Institute, and CUNY Staten Island.

Marist President Dennis J. Murray worked closely with New York Governor George Pataki and the college to secure the grant for the center, which will promote research, collaboration with industry, and work force development. The Center is distributed in different facilities on the Marist campus. Faculty and students work with seven industry partners on NYSTAR-funded projects: 1-800-Flowers.com, Central Hudson Gas & Electric Corporation, DataSynapse, the Hudson Valley Technology Development Center, IBM Corporation, Informeta, and Pepsi Cola of the Hudson Valley.

Businesses and industries with technology problems are invited to submit proposals to the center, in care of Barbara McMullen, project manager, Center for Applied Research in Collaborative and On-Demand Computing, Marist College, Poughkeepsie, New York, 12601-1387, or via email to [ccodc.marist.edu](mailto:ccodc.marist.edu).

### **Construction to Begin on Five-Story Addition to Wisconsin-Madison B-School**



The demolition of a former bank building this summer will clear the way for construction of a five-story addition to the University of Wisconsin-Madison School of Business. The \$40 million addition will feature a striking rotunda, with a wing of the building extending out to create a south-side courtyard.

The addition was made possible by a \$20 million gift, one of the largest in the history of the university, from The Grainger Foundation in Lake Forest, Ill. The project also will be financed by \$20 million from other sources.

The rotunda will feature an atrium, waterfall wall, and a first-floor plenary room that can accommodate approximately 300 for a lecture and seat approximately 150 at tables. The addition will provide dedicated space for individual programs, centralized student services, more space executive and evening MBA programs, and an expanded Business Career Center.

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**eNEWSLINE****U.S. Business Students Visit Europe as Part of Audencia Nantes Program**

More than 60 students from United States business schools will study European business and its environment at the Audencia Nantes School of Management's 26th summer school. Students from Bowling Green State University, The Ohio State University, and the University of Cincinnati also will spend three days in Brussels visiting key institutions such as the European Commission and the European Council. The program allows for student weekend travel from Friday to Monday. While in Nantes, each American student resides with a French family. The program includes seven modules, four in English and three in French, and lasts one or two weeks.

**Briefly—Joseph G. Morone** will leave **Bentley College** at the end of the summer to become chief executive officer at Albany International Corp, a billion dollar publicly traded company that is the world's largest supplier of paper machine clothing and high performance doors.

**TRANSITIONS****Rice University Names William Glick Dean of Jesse H. Jones Graduate School**

William H. Glick has been named the new dean of Rice University's Jesse H. Jones Graduate School of Management. He will succeed Gilbert R. Whitaker, who is retiring after eight years as dean.



Glick comes to Rice after serving as professor in the Department of Management at the W. P. Carey School of Business at Arizona State University since 1995. During his tenure, he led the formation of a revised undergraduate major in management, as well as the development of a new curriculum that emphasized team-oriented managers. Prior to being at ASU, he was associate professor and director of the Business Honors Program at the University of Texas at Austin.

At Arizona State, Glick's department took the lead in several custom programs, including the Ford Executive Leadership program. The author or co-author of more than 30 journal articles and 40 conference papers, he is a member of the Academy of Management, Decision Sciences Institute, Institute for Operations Research and the Management Sciences and Strategic Management Society.

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### **Case Western Reserve Deanship Filled by American University's Myron Roomkin**

Myron Roomkin has been named dean of the Weatherhead School of Management at Case Western Reserve University, effective Nov. 1. He also will serve as the Albert J. Weatherhead III Professor of Management. Prior to coming to Weatherhead, he was dean and professor of human resources management at the Kogod School of Business at American University in Washington D.C.

Roomkin received his PhD and master's degree from the University of Wisconsin in 1971 and 1969, respectively, and a bachelor's degree from Cornell University in 1967. Prior to serving at American University, he served 22 years as associate professor and professor of human resources management at the J.L. Kellogg Graduate School of Management at Northwestern University, where he was chair of the management and strategy department and assistant director of Northwestern's Institute for Policy Research.

The new dean is no stranger to Cleveland or Case Western. He returns to the campus where he was an associate professor of industrial relations from 1975-76.

### **Michigan State's Bruce Magid Named Dean at the San Jose State University**



Bruce Magid, executive director of a global business unit at Michigan State University, has been selected as the new dean of the College of Business at San Jose State. He will assume his duties on July 1, taking over from the retiring David Conrath.

Magid comes to San Jose State from his position with MSU Global, a technology-mediated, post-secondary education business unit that develops, markets, distributes, and manages degree and professional development programs for working professionals and adult learners. During his four years in this position he raised enrollment from 800 to 10,000 students.

The new dean brings 25 years of financial experience assessing and managing international credit risk, including 20 years as a senior manager with Bank of America. He has regional expertise in Latin America and emerging markets and is fluent in Spanish and Portuguese. During his tenure with Bank of America, he developed and taught executive education courses in global corporate finance and country risk assessment.

He holds a PhD in international economics, business law, and comparative politics from Tufts University and a bachelor's degree from Georgetown University.

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**Pace University’s Lubin School of Business Names Joseph R. Baczko Dean**



Joseph R. Baczko, former president of Blockbuster Entertainment and Toys R Us International, has been named by New York-based Pace University as dean of its business school, effective July 1, 2005. A private equity consultant and experienced corporate executive, Baczko has been involved with higher education administration for the past eight years as a member and vice chair of Georgetown University’s board of regents.

Baczko’s multi-faceted business career includes time as chairman and chief executive officer of Frank’s Nursery and Crafts, president and chief operating officer of Blockbuster Entertainment Corporation, founder and president of the international division of Toys R Us, Inc., and chief executive officer of Max Factor (Europe). He spent nine years as chair of the Board of Visitors for Georgetown’s School of Foreign Service. He earned a bachelor’s degree from Georgetown and was assistant director of admissions there before serving as an officer with the U.S. Marine Corps in Vietnam and later earning an MBA from the Harvard Business School.

He replaces Arthur L. Centonze, who will be stepping down as dean after 15 years and returning to teach economics after a year’s sabbatical.

**Boronico Leaves William Paterson for Deanship at University of New Haven**



Jess Boronico has been appointed the new business dean at the University of New Haven, effective July 1. He joins the university after a successful period as dean at William Patterson University.

Classically trained in guitar from the age of six, Boronico spent 15 years as lead guitarist for a rock band called Babylon, while working on his bachelor’s and master’s degrees at Fairleigh Dickinson University. In 1980, he accepted a fulltime math teaching position at William Paterson. A year later, he began work on his doctorate at the Wharton School and embarked on a career in academia that has included teaching positions at Wharton, Rutgers University, Philadelphia University, and Monmouth University, where he was dean.

His success as dean at William Paterson University included taking the business school through the process of becoming accredited by AACSB International, as well as establishing The Russ Berrie Institute for Professional Sales and The E\*Trade Financial Learning Center.

**eNEWSLINE****Durand Leaves Lehigh for Business Deanship at American University**

American University has named Richard M. Durand the new dean of the Kogod School of Business, effective July 1. Durand comes to Kogod after six years as dean at Lehigh University in Bethlehem, Pa., where he also taught management and marketing. His fields of expertise are marketing research and buyer research for strategic decision-making.

Born in New York City, Durand, 57, earned a bachelor's degree, an MBA and a PhD at the University of Florida. His academic career began at Southern Illinois University, and took him to the University of Alabama and Auburn University. From 1987 to 1999, he was a marketing faculty member and chair of the marketing department at the Robert H. Smith School of Business at the University of Maryland.

At Lehigh, Durand served on the Lehigh Valley Economic Development Corporation and Ben Franklin Technology Partners of Northeastern Pennsylvania. Throughout his career, he has conducted executive education sessions with many prominent U.S. companies and corporations.

**University of Denver's Daniels College of Business Chooses Karen Newman as Dean**

Karen L. Newman, former business dean at the University of Richmond, has returned to her Denver roots after being named the new dean of the Daniels College of Business at the University of Denver. She replaces Jim Griesemer, who served as dean for 10 years and has returned to the faculty as a professor in the college's Institute for Leadership and Organizational Performance.

Newman earned her MBA and PhD from the University of Chicago's Graduate School of Business and has taught organizational behavior, managing change, and teambuilding at Georgetown University, Case Western Reserve University and Bucknell University. Her academic career includes international experience as a visiting professor at the Czech Management Center and as a visiting lecturer at the Melbourne Business School.

Her research has been published in such journals as *Academy of Management Journal*, *Academy of Management Review*, *Journal of International Business Studies*, and *Industrial Relations*. She has served in a consulting role with a number of organizations, including the Kennedy Institute of Ethics Strategy Planning, the Department of Justice, the Marriott Corporation, General Motors and General Electric.

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### Villanova Selects Tuck Associate Dean to Lead College of Commerce and Finance

A strategic management expert and associate dean at Dartmouth's Tuck School of Business is the new dean of Villanova University's College of Commerce and Finance. James M. Danko will take over from Interim Dean Edward J. Mathis, effective Aug. 1.



Formerly the associate dean for both strategy and operations and executive education at Tuck, Danko provided strategic management and direction for key departments including the MBA program, executive education, public relations, admissions, career development, fiscal services information technology, and human resources. He was instrumental in the development of a number of strategies that have enhanced the reputation and recognition of Tuck in the national media, including recognition for excellence in *Wall Street Journal*, *Business Week*, the *Financial Times*, and *U.S. News & World Report*.

Prior to joining Tuck, he was associate dean and lecturer in entrepreneurship at the F. Olin Graduate School of Business at Babson College. Before that, he served as executive director of the MBA program at the University of North Carolina at Chapel Hill. He has an MBA from the University of Michigan and a bachelor's degree from John Carroll University in Cleveland.

### Rider Promotes Larry Newman to Deanship of College of Business Administration



Citing "superb leadership," Rider University Provost Phyllis Frakt has announced that Larry Newman, interim dean since July, 2004, has been named dean of the College of Business Administration.

Newman, a member of the Rider faculty for more than 20 years, has provided leadership on several fronts, including the university's Center for the Development of Leadership Skills, the Executive MBA program, and the CBA laptop program. He was chair of the marketing department from 2001-2004. As an associate professor of marketing, he taught graduate courses such as marketing management, problems in marketing management, marketing communications, and strategic market planning. On the undergraduate level, he taught various courses in marketing and media.

Over the years, he has been active in professional organizations and is highly published in professional journals. Newman holds a PhD in business administration from Penn State University, an MBA degree from Drexel University, and a bachelor's degree in business administration from Penn State University.

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### APPOINTMENTS

#### Warwick University Dean Appointed to Position of Vice President for EFMD



The board of directors of the European Foundation for Management (EFMD) has unanimously approved the appointment of Howard Thomas, dean of Warwick University's business school, to the position of vice president.

"Professor Thomas is a leading figure in the management development community and we are delighted that he has accepted to work more closely with EFMD," said Eric Cornuel, director general of EFMD. "His international experience and knowledge will be a great benefit to EFMD as the network becomes more and more globally based."

In accepting the appointment, Thomas said: "I am delighted to work with the European Foundation for Management Development as it continues to build upon its reputation for developing European and international management education around its academic networking, its accreditation and quality actions, and its genuine search for ideas in the management education field."

#### School of Accountancy Selects Howard at University of Missouri-Columbia



A national search has produced an in-house selection for the position of Joseph A. Silviso Director of the School of Accountancy at the University of Missouri-Columbia. Thomas P. Howard, interim director since the beginning of the academic year, will become the new director. He has previous experience as director of the accounting schools at the University of Alabama and the University of Kentucky.

In 2000, Howard received the Federation of Schools of Accountancy's Silviso Award for his contributions to the federation, the profession of accounting, and accounting education. A certified public accountant and certified fraud examiner, he has been honored with several teaching awards and has presented governmental accounting workshops, as well as workshops on auditing for fraud. He PhD and MBA degrees from Arizona State University, and a bachelor's degree from Drake University.

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**eNEWSLINE****David Dinwoodie New Deputy Director at EADA Foundation in Barcelona**

EADA Foundation, the governing body of the EADA (Escuela de Alta Dirección y Administración) business school of Barcelona, has appointed David Dinwoodie to the newly created position of deputy director. It is the foundation's first move to reorganize the general management of EADA, which for 30 years has been directed by David Parcerisas.

## eNEWSLINE

### AWARDS

#### HBCU Names Quiester Craig Winner of Milton Wilson Dean Excellence Award



Quiester Craig, dean of the School of Business at North Carolina A&T State University, was named the 2005 winner of the Milton Wilson Dean Excellence Award, presented at the Historically Black Colleges and Universities National Schools of Business Summit in New Orleans. The award is named after Dr. Milton Wilson, who was known as the “dean of predominantly black business schools in the country” and the only dean to have taken two HBCU business schools to initial accreditation with AACSB International.

Craig received a bachelor’s degree in business from Morehouse College, an MBA from Atlanta University, and his PhD in accounting from the University of Missouri. He is a certified public accountant in Missouri and North Carolina. Prior to becoming dean, he taught accounting at South Carolina State University, Lincoln University, and Florida A&M University. He served as vice chancellor for fiscal affairs from 1980-81.

During his tenure, the undergraduate business programs at A&T received a unanimous vote for accreditation from AACSB International in 1979, and the accounting program was the first program at an HBCU school to receive AACSB accreditation in 1986. Craig has received numerous educational and civic awards. He was president of AACSB International from 1992-93, and served on numerous educational and planning committees.

#### TIAA-CREF Institute Taps Allan Cohen for Institute Fellow Program



Allan R. Cohen, a professor at Babson College, has been named a fellow of TIAA-CREF (Teachers Insurance and Annuity Association-College Retirement Equities Fund) Institute.

The TIAA-CREF Institute Fellow Program includes more than 50 prominent scholars from around the U.S. who offer their knowledge through published papers and commentary to the media, policymakers, and others who can influence individual and institutional financial decisions.

Cohen, holder of the Edward A. Madden Distinguished Professorship in Global Leadership at Babson, previously served as vice president of academic affairs and dean of faculty. A consultant on organizational change for companies such as General Electric, he helped found the Indian Institute of Management.

Through research and education, fellows of the Institute strive to create new knowledge and enhance understanding, foster innovation, and facilitate the exchange of ideas and expertise among leaders in education, financial advisors, researchers and policymakers.

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**eNEWSLINE****Arizona Entrepreneurship Students Take Home \$150,000 from Honeywell Challenge**

Five University of Arizona business students from the Eller College of Management will share \$100,000 and the school's McGuire Entrepreneurship Program will benefit from another \$50,000 after a student team took first place in the recent Honeywell Aerospace University Growth Challenge. The Challenge is an annual competition where Honeywell Aerospace invites schools to develop and present business plans to advance programs built on Honeywell technologies.

The Arizona team provided the winning idea in a plan for unmanned ground vehicles in space programs. It also blended science with business to identify agriculture as a new market for utilizing existing Honeywell technology in repetitive farming applications, such as moisture monitoring, spraying and other precision tasks. The idea won out over competition from Massachusetts Institute of Technology, Carnegie Mellon, Purdue University, UCLA, and Arizona State University.

Team members include Warren Donian, Carlos Mendoza, Marisol Ramos, John Goulding, and Niranjana Kesani. Coaches were University of Arizona faculty members Jim Jindrick and Joann Rockwell.

**FIU Inducts R. Kirk Landon as Honorary Member of Beta Gamma Sigma**

Florida International University's College of Business Administration recently inducted R. Kirk Landon as an honorary member of the college's chapter of Beta Gamma Sigma, the national honor society dedicated to excellence and academic achievement in the study of business. A retired chairman and chief executive officer of American Bankers Insurance Group, Landon gave \$5 million to the college last year, the largest-ever cash gift from an individual to FIU and the largest in the history of the business school. In recognition of his contribution, the undergraduate school of business has been named the R. Kirk Landon Undergraduate School of Business.

This is the second year that Beta Gamma Sigma has inducted an honorary member. Carlos Sabater, partner at Deloitte & Touche, was inducted as an honorary member in 2004.

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**eNEWSLINE****Quinnipiac Chadwick Nehrt Named Fulbright Scholar for Assignment in Morocco**

Quinnipiac business professor Chadwick Nehrt will take an unconventional style of teaching French to students in Morocco, following his naming as a Fulbright scholar. The Wallingford, Conn. resident will teach at one of Morocco's public universities in Casablanca or Rabat.

Nehrt's teaching style – interacting with students and encouraging them to speak and ask questions – is uncommon in Morocco where professors lecture and students quietly take notes.

"I don't teach the way they're used to being taught," he said. "I do intend to introduce some pedagogical experiences they probably have not seen."

Nehrt's appointment is especially significant since the United States and Morocco signed a free trade agreement in 2004. He will travel to Morocco in August and begin teaching courses in September. He will return to Quinnipiac in July 2006. His grant is one of about 4,500 Fulbright Program awards presented each year. Sponsored by the U.S. Department of State, Fulbright provides funds for students and professionals for graduate study, as well as teaching at universities, elementary, and secondary schools.

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**eNEWSLINE****B-SCHOOL QUOTABLES**

- **Kim Clark, outgoing dean of Harvard Business School**, quoting his father when addressing students in his first appearance as president of Brigham Young University-Idaho, which was formerly known as Ricks College.

“Ride the high country. We live in the valley, but we don’t always have to ride there—set your sights high. Get up out of the valley and the shadows of everyday life, soak up the light that’s there, let your spirit for life, for loving, for learning and for making a difference in the world run free.”

June 9—*The Associated Press*

- **Chester Baker, professor at Huston-Tillotson University in Texas**, speaking at Babson College on the ingenuity shown by successful black-owned businesses:

“Some of these companies have survived where mainstream companies would have gone under. The genius of African-American business is they experience racism, but it has allowed them to come up with unconventional strategies that have allowed them to survive. Going through these experiences causes us to go back to this brain the Lord has given us and come up with new ideas.”

June 8—*Pittsburgh Post-Gazette*

- **Clayton Christensen, professor at Harvard Business School**, on the widely-discussed subject of business innovation:

“Innovation appears to be quite risky, random and unpredictable,” he said, adding that in fact, it isn’t. “It’s quite predictable.”

June 8—*Pittsburgh Post-Gazette*

**eNEWSLINE**

- **Gary Hamel, visiting professor of strategic management, London Business School**, on innovation being described as one of the biggest disconnects in modern management.

“There is a huge gap between rhetoric and reality. It is not that executives are disingenuous about (innovation). They simply don’t have a model for how to do it.”

June 8—*The Financial Times*

- **Julian Birkinshaw, chair, Strategic and International Management Faculty, London Business School**, on the often high costs of being innovative:

“Companies need to innovate, but they also have to do budgets.”

June 8—*The Financial Times*

- **Rolf Cremer, dean of the China Europe International Business School** in Shanghai on the future of foreign universities in China:

“I believe that foreign universities are actually at the end of their lifecycle here, unless they commit faculty to China, which for cost reasons is almost impossible. The marginal suppliers will slowly drop out. There will always be a place for the top schools—Harvard, London Business School, Insead and the like. But the lesser-named schools are already exiting China.”

June 3—*The Asian Wall Street Journal*

- **Glenn Hubbard, dean of Columbia University’s business school and former head of President Bush’s Council of Economic Advisers**, speaking on the effects of Sarbanes-Oxley:

“At birth, Sarbanes-Oxley focused on cleaning up corporate governance and lax accountability. That’s worth celebrating. But the law also imposed significant costs. The shareholders of corporate America are footing the bill for much more expensive audits, and management is distracted by strict compliance procedures. That slows the process of thinking about strategy and risk-taking.”

June 6—*Interview on Marketplace, Minnesota Public Radio*

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- **David Kelly, senior economic adviser for Putnam Investments**, on the notion that the benefits of higher education have never been greater:

"The gradually growing gap between rich and poor in America is being defined more than any other factor by education. Everyone focuses on the rising costs, but we need to think about the rising benefit, too. Education doesn't just cost, it pays."

June 7—*Business Week Online*

- **John A. Challenger, CEO at Challenger, Gray & Christmas, Inc.**, a Chicago-based outplacement firm on the current job market for college seniors:

"All in all, this is a good time to be leaving school. The job search will not be easy by any means, but it has definitely come out of its recent, prolonged slump. Employers are not yet adding workers at a pre-recession pace, but it is finally accelerating."

May 6—*The Oakland Tribune*

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## eNEWSLINE

### GIFTS AND GRANTS

#### **Vasey Gift Provides \$1 Million for Minority Program at Missouri-Columbia**

A \$1 million gift from Roger and Sandy Vasey, founders of the Vasey Academy at the University of Missouri-Columbia's College of Business, will double the size of a program that provides opportunities for minority students to study business. The gift will enable the academy to double in size from 30 to 60 students each year, and for the academy's costs to be covered for the next 12 years. The Vaseys also contributed \$90,000, which will be matched by University of Missouri funds, to establish a scholarship endowment for high-need students.

Freshmen can apply each fall semester to the academy, which was established in 1997. Students accepted for the program receive a \$1,000 scholarship and enroll in a one-credit course in the College of Business.

A 1958 graduate of the college, Vasey concluded his career as one of the top executives at Merrill Lynch. His involvement with the school spans more than 10 years and he serves on the college's Strategic Development Board.

#### **AmeriCorps VISTA Award Will Help Babson Evaluate Volunteer Programs**

The Bernon Center for Public Service at Babson College has been awarded a one-year VISTA (Volunteers in Service to America) position, which will give the college a full-time volunteer trainer who can help support and evaluate the school's volunteer programs, which include 1,100 volunteers.

Currently, Babson students, faculty, and staff donate approximately 15,000 hours to volunteer activities. Partners in volunteer programs include organizations such as the Association for Retarded Citizens, Camp Sunshine in Maine, and Habitat for Humanity in Mexico.

VISTA is a part of AmeriCorps, a U.S. government program that provides volunteers for service projects throughout the nation.

#### **Ashland's \$300,000 Gift to The Ohio State University Will Support MBA Fellowships**

Ashland Inc. has contributed \$300,000 to the Fisher College of Business at Ohio State, to support MBA fellowships and curriculum development in the areas of services and entrepreneurship. The Ashland Graduate Fellowships will be awarded to five MBA students who demonstrate outstanding academic and professional success.

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Support from Ashland, a transportation construction, chemical, and petroleum company based in Ashland, Ohio, will help develop new coursework dealing with business-to-business companies rather than just focus on companies that produce consumer packaged goods. The gift will also help the university's Center for Entrepreneurship develop cross-disciplinary coursework that allows any Ohio State student to explore entrepreneurship.

### NEW PROGRAMS

#### **Organizational Leadership Master's Degree to be Offered at Quinnipiac**

Quinnipiac University's College of Professional Studies will offer a new Master of Science in organizational leadership beginning this fall. The master's program will emphasize communication and leadership skills, strategic analysis and implementation, and business data to improve organizational performance.

A curriculum that includes a combination of classroom and online learning will be offered in seven-week terms. "Courses in the program will help people grow in these areas as they prepare to assume senior leadership positions in any organization," said Bill Clyde, dean of the College of Professional Studies.

A typical course involves meeting for six hours on the first Saturday of the term and for three hours on the fourth and last Saturday of the term. Students do reading assignments, watch online video presentations, and participate in simulations and discussions with faculty and students via threaded discussion boards.

#### **Fortune 500 CEOs Take Professorial Turn At Oregon's Lundquist College Of Business**

Students at the University of Oregon have a rare opportunity to learn from leaders in an experimental course that puts students face-to-face with the chief executives and key managers of top businesses. The experimental course, "CEO Leadership Series," is taught by Chuck Lillis, former chief executive officer of MediaOne Group, the Fortune 500 cable-broadband communications firm. Lillis and his wife, Gwen, a UO faculty member, donated \$14 million toward the Lillis Business Complex, which was completed in 2003.

"You can look at a company from afar and ... speculate about what might be going on within the organization. This class puts a human face on corporate leadership and gives our students a seat at the table of some of the world's most interesting corporations," said Rick Mowday, a professor of management who helps coordinate the class.

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The course features prominent business and industry executives who provide students with a penetrating look inside the boardroom. Business leaders taking part in the course this year were Tim Boyle, president of Columbia Sportswear; Jeff Fettig, president of Whirlpool Corporation; Steve Malcolm, chairman of The Williams Companies; and Jeff Noddle, chairman of SuperValu, Inc. This year's class included 20 students who were either working on an MBA or a master's in accounting, along with one honors undergraduate. Each was chosen through a competitive application process.

Student teams of five met individually with each CEO and other members of the company's leadership team at the company's office. Following the corporate visits, the executives visit campus for a lecture and meet with the entire class. "The students are taking it very seriously," said Lundquist College Dean James Bean. "They feel the weight of the responsibility to perform and to make the most of this opportunity."

### **Bloch School Partners with Chief Risk Officers for MBA Independent Study**

The Committee of Chief Risk Officers, a group of energy companies that handles approximately one-half of the USA's electricity and natural gas transactions, has made possible an experiential learning course for MBA students at the University of Missouri-Kansas City's Henry W. Bloch School of Business and Public Administration.

The independent study course provides MBA students with the opportunity to work with chief risk officers at major U.S. energy companies. The course covers a wide array of industry topics, including market clearing, governance and compliance and energy risk policy. MBAs meet with executives via a weekly conference call, and met face-to-face for the first time this spring.

The partnership allows Bloch MBA students to learn about cutting-edge practices in risk management, side by side with the chief risk officers. Students gain significant recognition among member companies, while contributing to work that has a material impact on the financial health of the energy industry overall.

The independent study course is highly selective. Students must adhere to very strict deadlines and are expected to be very responsive to the executives with whom they work. Along with the responsibility and workload, students gain exposure to business practice at the executive level.

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**eNEWSLINE****NEW MEMBERS****Effat College**

PO Box 42153  
Jeddah 21541  
Saudi Arabia  
Website: [www.effatcollege.edu.sa](http://www.effatcollege.edu.sa)

Effat College, a private and non-profit organization, takes its name from Her Royal Highness Queen Effat, whose concern for women's education culminated in the founding of the Kingdom's first school available for girls' education. Licensed by the Ministry of Higher Education, the college engages students in career-relevant education within a supportive learning community responsive to the needs of the 21st century.

**University of the Free State**

School of Management  
Nelson Mandela Drive  
PO Box 339  
Bloemfontein, Free State 9300  
South Africa  
Website: [www.uovs.ac.za/som](http://www.uovs.ac.za/som)

The University of the Free State, one of South Africa's oldest universities, celebrated its centenary in 2004. An important research center, UFS has six faculties that provide a full range of undergraduate and postgraduate programs to more than 20 000 students.

**Black Hills State University**

College of Business and Technology  
1200 University Street  
USB #9007  
Spearfish South Dakota 57799-9007  
Website: [www.bhsu.edu](http://www.bhsu.edu)

The College of Business and Technology at Black Hills State University provides individuals with the competencies necessary to assume responsible leadership roles and to be successful in an ever-changing business environment. It offers undergraduate programs in business and technology, from associate to bachelor's degrees, as well as a master's degree in business services management.

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### **The University of Birmingham**

Birmingham Business School  
University House  
Edgbaston Park Road  
Birmingham B15 2TX  
United Kingdom  
Website: <http://business.bham.ac.uk>

Founded in 1900 at the initiative of local citizens, The University of Birmingham is one of the largest in Britain offering degrees across a wide range of disciplines. It is a major institution of research and academic study with an international reputation for excellence. The university offers a unique combination of tradition, historic elegance and cutting edge facilities. The stately University House, built in 1908, is located near a new, multi-million dollar, state-of-the-art teaching and learning complex.

### **University of Indianapolis**

School of Business  
1400 East Hanna Avenue  
Indianapolis Indiana 46227-3697  
Website: <http://business.uindy.edu/>

The University of Indianapolis, a private, co-educational university established in 1902, is affiliated with the United Methodist Church and maintains a moderate size and a diverse student body to whom it offers a comprehensive set of general, pre-professional, and professional programs grounded in the liberal arts. The School of Business provides students with a broad background in general business and economics so that they are prepared to pursue graduate school and assume responsible positions in business, industry, government, secondary teaching, or in nonprofit institutions.

### **EOI Business School**

EOI (Escuela de Negocios)  
Gregorio del Amo, 6  
Madrid 28040  
Spain  
Website: [www.eoi.es](http://www.eoi.es)

EOI, the first business school in Spain and one of the oldest in Europe, is a non-profit institution founded in 1955. EOI postgraduate programs offer the student integrated training that mirrors the reality of business. Students receive training that is founded on a solid theoretical base and utilizes a practical approach with a global dimension.

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**eNEWSLINE****McKendree College**

Business Division  
701 College Road  
Lebanon Illinois 62254  
Website: [www.mckendree.edu](http://www.mckendree.edu)

Founded in 1828, McKendree College is the oldest college in Illinois. Known its personal attention to students, the college combines a classic, caring tradition with a modern, contemporary curriculum. Located on a 100-acre campus in Lebanon, Ill., the college is 25 minutes from downtown St. Louis.

**Universidad Panamericana**

School of Accounting, Economics and Administration  
Augusto Rodin 498  
Universidad Panamericana  
Col. Insurgents Mixcoac  
Del. Benito Juarez  
Mexico City 03920  
Website: <http://www.up.mx>

The Universidad Panamericana was founded as a business school by a group of educators and businessmen in 1967. , was originally founded as the Instituto Panamericano de Alta Dirección de Empresas (IPADE). The mission of IPADE was to create leaders and innovative entrepreneurs. The program lasts two years and requires full-time commitment. The program includes the Career Management Center, which links the objectives of students with the needs of companies. It takes full advantage of the close relationship between IPADE and its more than 17,000 graduate senior managers

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**eNEWSLINE****King Saud University**

College of Administrative Sciences  
Department of Business Administration  
PO Box 2459  
Riyadh 11451  
Saudi Arabia  
Website: [www.ksu.edu.sa/](http://www.ksu.edu.sa/)

Established in 1957 as Riyadh University, the school was originally housed in buildings in the central part of the city of Riyadh, with departments and colleges located in different quarters of the city. It was renamed King Saud University in 1982. As one of the first institutions of higher education in Saudi Arabia, it has on its register more than a quarter of all the Kingdom's university level students (male and female) and more than one-third of all the Kingdom's university and administrative staff.

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**eNEWSLINE****SURVEY NEWS****AACSB Knowledge Services Survey Schedule****2004-2005 Salary Survey**

Survey completed 1 Nov 2004 (US Members) – [report released](#)  
November 2004 – April 2005 (Canadian members) – report pending

**2004-2005 Business School Questionnaire**

25 February 2005 – deadline extended to 15 June 2005 (U.S.)  
20 March 2005 – deadline extended to 30 June 2005 (Outside the U.S.)

**[Accounting Programs Questionnaire](#)**

April 2005 – deadline extended to 20 June 2005  
AACSB members accredited in accounting

**Accounting Programs Questionnaire**

The purpose of the Accounting Programs Questionnaire (APQ) is to collect data to support the maintenance of AACSB International accreditation. All institutions with AACSB accounting accreditation are invited and expected to complete this survey. The data also will be used to provide accounting programs with benchmarking data for planning and decision making, study trends, and promote accounting programs to students and employers. An Email announcing the APQ will soon be sent to [AACSB accounting accredited members](#).

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