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**Chair's Exchange: Richard E. Sorensen, 2005-2006 Chair, AACSB International**

**B-School Grads Become Leaders Who Facilitate Prosperity, Growth**



When a business enterprise is successful, it becomes a remarkably positive force. By hiring employees, offering benefits, and providing families with economic security, the successful business offers hope and optimism, while reinforcing a sense of purpose and well-being. In nations where societies enjoy a reasonable standard of living, access to education, and gainful employment, it is the enduring, positive stimulus of business that makes it all possible.

Achievement in business is not possible without imaginative planning, adequate resources, knowledge of the marketplace, and good customer service. Fortunately, business schools exist to provide the training skilled managers need to fine tune operations to optimum levels. Without a steady supply of talent to fill important managerial roles, the chances for a business to be successful are reduced significantly.

For the past eight decades, AACSB International has been entrusted with an important responsibility—setting standards for educating future business leaders. It is a responsibility that we do not take lightly. Our AACSB-accredited business schools are distinguished by their adherence to these rigorous standards, as well as by their product—highly skilled graduates who execute sound judgment, guided by an overall consideration for the important role that business plays in society.

Regardless of where you live in the world, when a business succeeds, the resulting prosperity becomes a catalyst for growth in cities, towns, and neighborhoods. In many cases, the business executives driving this success were trained at one of AACSB's 506 accredited institutions in 28 different nations. This is where the full power and value of management education, as well as AACSB's role in the process, becomes most visible.

In September, we will release "Why Management Education Matters," which articulates the value proposition for management education to a broad audience. The report was developed by a task force of the Committee on Issues in Management Education (CIME), a standing committee of the board of directors. The report explains how management education transcends boundaries, peoples, and traditions, not only to provide thrust for the economy, but to make a contribution to society as a whole.

Communicating the value of management education is only part of the process. AACSB has traditionally concentrated its efforts toward being a strong accrediting agency. While that commitment will not change, your board of directors is now focused on thought leadership and challenges within our industry and will issue a second CIME report, "The Business School Rankings Dilemma" in September. In addition to discussing media b-school media rankings, the report mandates that AACSB become a more vigorous advocate for business schools by speaking out through news releases, letters, and op-ed articles on key management education issues. The challenge is considerable; our success in communicating the value of management education depends upon support from deans, administrators, and faculty, whose schools will surely benefit from keeping this subject at the forefront of public attention.

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Since 1916, AACSB International has stood for unwavering, principled leadership. Our goal is to continue that long tradition by reaffirming our longstanding commitment to serving business schools around the world, a noble responsibility that we wholeheartedly embrace.

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**NEWSLINES**

**From Dirt Tracks to Madison Avenue: VCU Students Study NASCAR**

Two professors at Virginia Commonwealth University have come up with a class centered on professional stock car racing to give students a glimpse of the business side of sport. "From Dirt Tracks to Madison Avenue: The Business of NASCAR" is a new fall honors class created by R. Jon Ackley and Michael W. Pitts, both professors of management at the VCU School of Business.

Long-time graduates of business schools can only sit back and wonder why this kind of course did not exist when they were in school. The first class this fall began with an IMAX movie on NASCAR (National Association for Stock Car Racing), followed by a visit to the Richmond International Raceway Park. Guest speakers during the course will include well-known figures from sports journalism, marketing, and event sponsorship.



"We want to go beneath the glitz and look at the business side of this growing entertainment field," said Pitts, who grew up within the shadows of the Nashville Speedway. Ackley adds that although there are several universities that offer classes on NASCAR, "...none seem to have the slant that we bring to the course—the business end of the sport."

Class assignments include visiting and writing about race venues, visiting concession operations to learn about products and memorabilia for sale, and talking to NASCAR fans. "Students will be sharing all of their experiences in class at the end of the module," says Ackley.

**Texas A&M Business Students Learn about Material Transfer during Wartime**

A group of students at Mays Business School are learning firsthand how materials are transferred to countries at war. Details of procurement, transport, and accounting are subjects covered in a special Texas A&M student internship with Halliburton subsidiary KBR, a company that provides vital life support and logistical services to the U.S. Army and Coalition Forces in the Middle East.

In a 2004 visit to Mays, Halliburton Chief Executive Officer Dave Lesar said wanted to recruit the very best students to help the company in the Middle East. That's when 12 Aggie interns—nine of them Mays students—volunteered and became part of KBR's government and infrastructure crew on projects in Kuwait, Jordan and the United Arab Emirates.



"This isn't your typical 8 to 5, weekends-off internship," said Graham Gilkerson, a senior accounting major who spent his summer auditing employee records in Kuwait

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City. "You have to have a strong work ethic so you can deal with conditions that are out of your hands."

In addition to the ever-present danger of wartime insurgency, the KBR interns face natural hazards such as sandstorms and oppressive heat. KBR supplies everything that the military forces need, aside from weapons and ammunition. KBR has turned to students, among them Mays undergraduates and MBAs, to bring advanced knowledge and progressive ideas to the forefront.

"We're in the services industry, and our people are our most important asset," said Gary Gerber, senior staffing and college recruitment specialist for KBR in Arlington, Va. "We like to groom people like Mays MBAs and undergraduates, to bring their perspective and their learning to us. It's a mutual training process."

Many of the students spent 10 weeks during the summer working 60-80-hour weeks that mirror the pace of trade in the logistical capitals of Kuwait City and Dubai.

Joining four co-workers in a Dubai restaurant this summer, sitting amid white-robed Arabic men and western-garbed KBR employees, Trey Scott, a finance major, said: "I learned a lot about myself ... You have to be able to deal with people outside Texas and understand what that means. And you can't learn that in class."

"These bright Mays Business School students are working in the Middle East to get a flavor of what we're doing and add value and knowledge," says Gerber. "We see these folks as our next generation of managers."

### **University of Oxford Graduates First Executive MBA Class**

The Saïd Business School at the University of Oxford has graduated its first class of executive MBA students following completion of a 21-month program. A total of 28 participants from 11 countries studied a wide range of subjects, including automotive, construction, newspaper distribution, consulting, polymer chemicals, technology transfer, and mining.

Saïd's executive MBA program includes 11 courses, six electives, and two pieces of individual project work. The program, which begins in January each year, is delivered in 14 one-week sessions over the 21 months. The Saïd Business School was established in 1996.

### **Audencia Nantes Signs Partnerships with Nine International Schools and Universities**

The Audencia Nantes School of Management has doubled its academic partners in Asia with the signing of nine agreements with foreign schools and universities. Seven of the new partners are Asian institutions in Cambodia, China, India, Laos, and Vietnam.

The list includes the Faculty of Business at City University, Hong Kong and Korea University Business School in Seoul. The other agreements were signed with Cambodia's Royal University of Law and Economic

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Sciences, Beijing's University of International Business and Economics, Mumbai's Welingkar Institute, the National Organization for the Study of Policy and Administration in Laos, and the Franco-Vietnamese Management Centre in Hanoi.

Audencia also has partnerships with the European Business School (EBS) in Germany and Izmir University of Economics in Turkey.

### **San Diego State Spotlights Top Executive Alums in Key Corporate Positions**

What do leading San Diego companies Costco, Jack in the Box, SAIC, Union Bank of California, KPMG, and Sempra Utilities have in common? Their top executives are all alumni of San Diego State University's College of Business Administration.

The college plans to put the spotlight on its many successful graduates during the coming year as it celebrates the 50<sup>th</sup> anniversary of the business school with the theme "50 Years of Educating San Diego's Business Leaders." Among the prominent corporate executives who are graduates of the college are Jim Sinegal, co-founder of Costco Wholesale Corp.; Linda Lang, president and chief operating officer of Jack in the Box; Norman Brinker, chairman emeritus Brinker International (restaurant chains), Robert Barron, chief financial officer, Twentieth Century Fox; and Arthur Barron, retired chairman of Time-Warner Inc.

With a history of producing graduates who take their place in the local business community (it is estimated that 60 percent of the school's 40,000 alumni have remained in San Diego), Dean Gail Naughton has continued to forge new relationships with local companies, such as the school's new joint PhD/MBA in life sciences supported by Invitrogen and Pfizer. Naughton also has been instrumental in the start of a sports business management MBA program, which offered internships with various professional sports companies and teams.

The college is planning to celebrate the anniversary throughout the year. A kickoff luncheon was held in August, and future events—including a "welcome back" event and winter holiday party are scheduled. The school also is developing a special anniversary web site page.

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**ASSOCIATION NEWS****Schools Around the World Respond to Katrina Tragedy**

Wishes of sympathy and goodwill poured in from member institutions around the world following the catastrophic effects of Hurricane Katrina, which caused nearly 900 deaths and destroyed hundreds of millions of dollars worth of property in the southeastern United States.

"We were clearly moved by the expressions of grief and sympathy that were sent to AACSB on behalf of member schools affected by the storm," said John Fernandes, president and chief executive officer of AACSB International. "The swiftness with which schools volunteered their assistance (visit: <http://www.aacsb.edu/WXYZ/HurricaneAid.asp>) was nothing short of remarkable."

Representative of offers of help and support received from around the world are these from ESSCA in France, Babson College in Massachusetts, Rollins College in Florida, and Loyola University of New Orleans.

"I would like to express our sympathy to those of you who may have family or friends there ... if you have any suggestions as to how we could help—for example, those who may find their campuses closed and need to find places for their students, then please do not hesitate to contact us," wrote Michel Poté, director general of ESSCA in France.

Babson College offered to admit students from Tulane University and Loyola University of New Orleans who would be unable to attend classes on their own campuses, and authorized a two-week paid leave of absence for faculty and staff members who wanted to donate their time to the relief effort. Babson will accept students for fall 2005 semester who are enrolled in good standing at Tulane or Loyola. Tulane and Loyola students will be recognized as full Babson community members, with full eligibility for involvement in campus activities.

The graduate school of business at Rollins College in Winter Park, Fla., announced it would accept students from impacted institutions. "We just want to do our part to help students so they don't have to delay their education because of this natural disaster," said Craig McAllaster, dean of the Crummer Graduate School of Business.

According to Pat O'Brien at Loyola University of New Orleans: "We will keep all of our faculty and staff on the payroll for the fall semester and will try to place students in programs across the country. We are most appreciative of the overwhelming support received from universities in virtually every state in the nation."

Some Louisiana schools, while not dramatically affected by the storm, nevertheless felt the terrible impact of the natural disaster.

"Lafayette (Louisiana) was physically unaffected by the storm," said Paula Carson, business dean at the University of Louisiana at Lafayette. "But we bear deep emotional scars. Some of our faculty lost homes and many have evacuees now indefinitely residing with them. Many of our students have been mobilized for National Guard responsibilities, and many are medics."

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"We have made a decision as a state, university, and college that we will accept (under tuition deferred/exempt status and other financial concessions) transfers from the University of New Orleans, Loyola, and Tulane. We believe it is the right thing to do, but when you see the evacuees come into this office with nothing but the clothes on their back and a soul full of fear and uncertainty, this conclusion is easily reached.

AACSB is working with schools in the affected areas to grant extra reporting deadline flexibility because of the storm. Schools with scheduled visits for accreditation or maintenance of accreditation in 2006-2007 will be offered revised schedules. No accreditation visits have been scheduled in the affected areas for the rest of this year. Peer review teams will be encouraged to be flexible in dealing with student admission policies for schools who admit displaced students from the Gulf Coast region. Many schools plan to expedite the admission of students in response to the storm and the suspension of school operations in the region.

AACSB International expressed its concern in an open statement on its web site:

"With profound sadness and concern, AACSB International sends a message of heartfelt compassion to AACSB member business schools and their university communities affected by the terrible tragedy of Hurricane Katrina," the statement said.

"The destructive toll on lives and property in the states of Louisiana, Mississippi, and Alabama will create a significant challenge for the entire region. However, it is during the most difficult of times—when the need is greatest—that the kindred spirit of humankind becomes most visible. For this reason we are confident that the enduring character of historic cities like New Orleans, Biloxi, Gulfport, and Mobile, will enable these communities to rebuild and carry on.

"AACSB International joins its more than 1,000 member institutions in 74 nations to extend wishes of sympathy and support for the thousands of citizens who suffered in the storm's path. We sincerely hope that everyone experiences a safe, swift, and thorough recovery.

Donations to the Hurricane Katrina relief effort are being accepted by the American Red Cross at the following link: [www.redcross.org/donate/](http://www.redcross.org/donate/)"

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### **AACSB Response to HBR Article on B-school Relevance**

In "How Business Schools Lost their Way" (*Harvard Business Review*, May 2005), Warren G. Bennis and James O'Toole ignore the significant changes sweeping through today's modern business schools, which no longer run on the old-news scientific model.

Around the world, business schools are changing their curricula and forming corporate partnerships to imbue their students with practical knowledge. In fact, AACSB International requires the more than 500 schools it accredits to develop programs with corporate leaders and managers to make their curricula relevant to today's business environment. And in a recent AACSB survey, more than 40% of B-school respondents said that curriculum revision and program development were among the top three changes planned for the next three years.

Some schools have actually opened small businesses—from mini brokerage houses to full-blown consulting firms—where students gain hands-on experience. Retired CEOs teach classes; corporate executives sit on B-school advisory boards and committees. Success breeds success. Companies know that if they invest in B-schools, they will encourage many bright, new employees to join their ranks.

With the economy buzzing and earnings strong, surveys indicate that MBAs are being hired about as fast as they are becoming available. Applications are up for part-time MBA programs, which account for nearly 80% of all MBA offerings. The number of degrees awarded has risen every year since 1969. And once MBAs leave school, they are being rewarded for their efforts. MBA grads are expected to earn 40% more than their undergraduate counterparts.

In the ongoing discussion about business schools, someone is always lamenting that they are not scientific enough or that they are too scientific. Today's business schools are being forced to change with the times to seek the best balance between theory and practice. There is no one-size-fits-all approach to educating future managers. For a business school to be truly successful, it must find its own level by engaging all its key stakeholders—employers, alumni, and the local business community.

John J. Fernandes  
President and Chief Executive Officer  
AACSB International

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**AACSB Promotes Accreditation to College Admissions Convention**

Amid approximately 4,000 college admissions and high school guidance counselors, AACSB International staffers spread the gospel of business school accreditation Sept. 22-24 at the National Association for College Admission Counseling (NACAC) Convention in Tampa, Florida, USA. The goal was to expose the many attending delegates to the value of AACSB accreditation, as well as provide information on what the association does to promote business school education around the world.

An on-the-spot AACSB survey was designed to find out how much counselors knew about the 90-year-old association, what they perceived to be the mission of AACSB, and what types of information that students headed for business schools wanted and needed.

“If it doesn’t have AACSB on it, I tell students not to bother,” said Janet Elfers, a guidance counselor to 12th grade students at Mariemont High School (enrollment 500) near Cincinnati, Ohio. “We find that there is lots of demand for information about business schools. While the kids themselves don’t have a great deal of awareness of accreditation, their parents do.”



Elfers, a graduate of Butler University, said she would like to have a short summary of accreditation standards that she could present to students and parents. “There are a lot of schools (506) accredited by AACSB, so I am always looking for ways to help students narrow their choices.”

John Lisowski, a guidance counselor at Westlake High School in Westlake Village, Calif., said AACSB’s presence at NACAC was an eye-opener for him. While well aware of the accreditation process for high schools, he was not familiar with business school accreditation.

“I was aware that universities were accredited, but I did not know that there was specialized accreditation for individual colleges,” he said. “We have a good percentage of our students who think they want to go into business, but I find that they are not fully aware of the many opportunities that are out there for business school graduates.”

“From what I’ve learned today, I’ll keep a list handy and use it when I talk with students about choosing a business school,” Lisowski added. “There obviously is a big difference between those that are accredited and those that are not.”

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### AACSB Staff Changes Announced

AACSB has announced two internal staff changes. Kerri McManus has been named manager of member services and corporate relations, and Juliane Schutt has been named manager, accreditation services.



Juliane Schutt

McManus, who joined AACSB as manager, accreditation services in November of 2004, is responsible for identifying and establishing relationships with corporations, non-profit organizations, and governmental agencies. Before joining AACSB, she was a consultant for General Electric, and for 13 years held sales and marketing positions with Aetna Life Insurance Company's healthcare division. She earned an MBA at Texas Christian University and bachelor's degree from the University of Connecticut.



Kerri McManus

Schutt, who joined the AACSB staff in September of 2004, will manage both the maintenance of accreditation process and the accounting accreditation process. She will oversee the various accreditation process steps, as well as facilitate the exchange of accreditation information among accredited schools, peer review team members, and members of AACSB accreditation committees. She holds both a master's degree and a degree from the University of Florida.

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**DEANS CORNER****Are business schools the place to craft leaders?**

by Fernando D'Alessio, General Director, Centro de Negocios de la Pontificia Universidad Católica del Perú



Are leaders born or made? It's a never-ending discussion that will probably continue until the end of time. The marketing pitch from most business schools is that leadership is the most important aspect in their MBA programs. Through brochures, advertisements, and web pages, schools put the spotlight on this critical component of business success, convincing applicants that they will become leaders after graduation.

Leaders always have been important, and the act of leading is as old as humanity itself. Literature on leadership, although vast, has been produced mostly in the last 25 years. Many definitions, explanations, models, and styles of leadership have been presented by academicians, authors, and institutions. Today, the importance of strong leadership as a way of achieving business success receives unusually strong emphasis in the global business environment.

There is one question that always arises in academic discussion about MBA program structure. Which faculty members are responsible for teaching and crafting these important leadership traits so that they can be emulated by students? Have these faculty members ever been leaders themselves? Have all these great gurus who write books and articles ever stepped into a key leadership role? Can leadership be taught from books? The questions regarding this critical aspect of business and life go on and on.

As early as 1954, Peter Drucker, in his seminal work *The Practice of Management*, said: "Leadership is of utmost importance. Indeed there is no substitute for it. But leadership cannot be created or promoted. It cannot be taught or learned."

J.M. Burns' book *Leadership* (1978) distinguished two types of leadership— transactional and transformational. Transactional leadership occurs "when one person takes the initiative in making contact with others for the purpose of an exchange of valued things." Transformational leadership occurs "when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality."

The true leaders in society are clearly transformational. At CENTRUM Católica, we are attempting to measure our leadership crafting process in our Managerial (part-time) MBA program. When students begin the program, we measure their personal traits, such as personality, emotional intelligence, critical thinking, ethics, and leadership. This serves as a first stage of research, which is later followed by the addition of the principles of ethics and innovative thinking.

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This is a quantitative, longitudinal study using valid and reliable instruments. After one year, we take a second measurement to assess if any improvement occurred in students' personal traits because of their participation in the program. Leadership is being taken as the dependent variable, and a multivariable analysis is being performed.

If business school deans are willing to assert that leadership is the chief concern of the educational process, then they should have the courage to prove it by measuring and showing how their efforts helped students develop leadership traits. In my opinion, an ethical dean's responsibility is to fulfill students' expectations of their MBA programs.

Our rapidly expanding, constantly changing global economy needs leaders more than ever. Because leadership is a critical component to an organization's ability to reach its strategic goals, the attributes of a leader are important—not only to the organization, but to the people who are being led.

To be successful, leaders should be strategic-minded persons who can meet an organization's short-term needs, while inspiring and motivating colleagues to think longer term. Leaders must be willing to stand up and challenge the status quo—to shift paradigms, create new ones, and, in the process, cause fundamental, positive change.

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### AFFINITY GROUP WATCH

#### The Entrepreneurship Affinity Group Enhances B-school Programs, Centers

One of many affinity groups within AACSB International, the Entrepreneurship Affinity Group helps enhance the quality and reputation of business school entrepreneurship programs, centers, faculty, and students, while providing a forum to serve the programs' specialized needs.

Membership in the Entrepreneurship Affinity Group is open to AACSB International institutions that offer one of the following: an identified major, minor, or concentration in entrepreneurship; a dedicated entrepreneurship center, a faculty endowed position in entrepreneurship or entrepreneurship courses within programs.

"Recently, we have spent a lot of time trying to be more inclusive of entrepreneurship that is more broadly defined at AACSB schools," says Tim Mescon, dean of the Coles College of Business at Kennesaw State University and group co-chair, along with Patti Greene, dean of the Undergraduate School at Babson College.

"This includes everything from family business to franchising to small business. Through our group, many business schools that offer various entrepreneurship courses have an excellent opportunity to explore best practices that tie to financial development opportunities."

"We're also trying to formally connect deans with entrepreneurship discipline associations and leadership, such as the entrepreneurship division of the Academy of Management and the Family Firm Institute. We're specifically pulling in thought leadership to make our group as dynamic as possible."

The group has scheduled a seminar Oct. 1 during the first day of the AACSB Continuous Improvement Conference in Philadelphia. Members will gather from 1 p.m. to 2:30 p.m. for a panel discussion "Integrating Entrepreneurship across the Curriculum." Taking part in the panel discussion will be Ted Schoen of Rowan University, Patti Greene of Babson College, Richard Klimoski of George Mason University, Jamie Kraft of the University of Florida, and Sherry Hoskinson of the University of Arizona.

"This will be our first panel discussion format and we have five diverse, but very interesting participants from business schools that are doing very interesting things in entrepreneurship."

Schools interested in attending the Entrepreneurship Affinity Group meeting in Philadelphia can register by visiting the following link on the AACSB International web site:

<http://www.aacsb.edu/conferences/events/conferences/cic-oct-05-affinitygrp.asp>

In April of 2005, the Entrepreneurship Affinity Group published a research report *Endowed Chairs in Entrepreneurship: A Survey of Deans' Preferences*. The report discusses the history of endowed chairs, reasons for giving, and the effect of major donations to endowed chairs on a university. It also includes results of a survey that was mailed to all AACSB member school deans in the fall of 2002. Requests for copies of the report are should be forwarded to Mescon at [mescon@kennesaw.edu](mailto:mescon@kennesaw.edu)

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Other activities of the Entrepreneurship Affinity Group:

- Establishing and maintaining a database of group members (listing is available to AACSB International members and used to establish and maintain an affinity group listserv)
- Identifying and assisting in the preparation of specialized data, information, reports and resources on issues to support the affinity group and the goals and objectives of AACSB International
- Sharing information on professional and career development opportunities for entrepreneurship academic and professional staff
- Establishing mechanisms, as appropriate, for mentoring of current and potential affinity group members
- Creating appropriate linkages between AACSB International and other related associations or groups that support entrepreneurship education

For more information on the Entrepreneurship Affinity Group, visit:

[www.aacsb.edu/members/communities/affinitygroups](http://www.aacsb.edu/members/communities/affinitygroups)

**eNEWSLINE**

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**TRANSITIONS****Judy Olian Named New Dean of UCLA's Anderson School of Management**

The dean of the business school at The Pennsylvania State University has been selected as the new dean of the Anderson School of Management at UCLA. Judy Olian, a member of the board of directors of AACSB International, will be the eighth dean of the UCLA school. Her appointment is effective Jan. 1, 2006, pending approval by the University of California board of regents.

Olian has served as dean and professor of the Smeal College of Business Administration at Penn State since 2000. During her tenure, she helped raise a total of \$55 million from private donors and foundations, including working on a campaign that led to the opening of a \$68 million new business school facility this summer.

Other accomplishments at Penn State include leading revisions in the undergraduate, MBA, and PhD programs, and overseeing program expansion through the launch of the Smeal Trading Room, the eBusiness Research Center, the e-Incubator Lab, the Auctions Market Lab, and the Philadelphia-based Executive MBA program. Widely published in journals on human resource management and business management systems, she wrote a weekly, nationally syndicated newspaper column and hosted a monthly television show on current business topics.

Olian was the recipient of the American Council on Education Fellowship and the Maryland Association for Higher Education Award for Innovation. She chaired two key AACSB International projects—the Management Education Task Force and the Doctoral Faculty Commission, which addressed the future of management education and the crisis of business PhD shortage. Stemming from these commissions, she was the lead author of two influential white papers published by AACSB International.

A native of Australia, Olian holds a master's degree and PhD in industrial relations from the University of Wisconsin, Madison, and an undergraduate degree in psychology from Hebrew University in Jerusalem. Prior to her tenure at Smeal, she was senior associate dean and professor of management and organization at the Robert H. Smith School of Business at the University of Maryland.

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**Bordeaux Business School Names Philip McLaughlin Dean**

Philip McLaughlin, a specialist in the internationalization of business schools and former vice dean at the Toulouse School of Management, is the new dean of the Bordeaux Business School in France. "With his entrepreneurial spirit, Philip McLaughlin is the man that the Bordeaux School of Management needed for this new challenge," a press release issued by the Bordeaux School said.

The holder of a PhD from the University of Sheffield in Great Britain, McLaughlin has worked in many countries, including England, New Zealand, and France. His teaching interests include psycho-sociology, business ethics, intercultural management, and psychoanalysis. He has participated in numerous seminars and clinical sessions on themes such as the ethics of psychoanalysis, psychoanalysis as therapy, the father in the psychoanalytical process, and other topics.

**Carlson School at University of Minnesota Chooses Davis-Blake as New Dean**

The 11th dean of the Carlson School of Management will be Alison Davis-Blake, who will join the University of Minnesota from The University of Texas at Austin where she has been senior associate dean for academic affairs. She will become the Carlson School's first female dean effective July 2006.

Davis-Blake, who has been at The University of Texas since 1990, brings a broad portfolio of experience to the deanship, including faculty recruitment, retention, research, program development, career services, information technology, and budget management. Her research has focused on outsourcing, use of temporary and contract workers, employee leasing, and organizational salary and promotion systems.

A former auditor for Touche Ross and Co., she began her academic career in 1986 at Carnegie Mellon University. She has a doctorate in organizational behavior from Stanford and a master's in the same field from Brigham Young University. She replaces interim co-deans Michael Houston and Jim Campbell, who served in the role following the resignation of Larry Benveniste.

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**San Francisco State Selects 20-year IBM Veteran for B-School Deanship**

Nancy Hayes, who spent 20 years in the executive ranks of IBM, has become the new dean of the College of Business at San Francisco State University. Hayes joins the university from WISE Senior Services, a Southern California non-profit where she was president and chief executive officer.

Hayes brings a wealth of executive experience to the new position, including two decades at IBM where she was a general manager. As the general manager of IBM Northern California, she helped transform how the unit responded to customer concerns, a change that was later adopted by other IBM units around the world.

A native of Chicago, she earned an MBA from the University of Chicago and a bachelor's degree from the University of Dayton.

**James Danko Appointed Dean of College of Commerce and Finance at Villanova**

Villanova University has named James M. Danko, former associate dean at the Tuck School of Business at Dartmouth College, as the new dean of the College of Commerce and Finance. Danko's experience also includes time served as associate dean at the F. W. Olin Graduate School of Business at Babson College.

Danko brings a varied career from the corporate sector and business school academia to Villanova. A native of Cleveland, Ohio, he received his bachelor's degree in religious studies from John Carroll University, before becoming a successful entrepreneur as founder and president of Exercare Corporation. After earning his MBA from the University of Michigan, he taught at the school, and then he later served as director of the MBA Program at the University of Washington, and executive director of the MBA Program at the University of North Carolina's Kenan-Flagler School of Business.

During his five years at Tuck, Danko directed several key departments and led a reorganization of Tuck's executive education programs.

**eNEWSLINE**

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**Walck Named New Business Dean at Michigan Technological University**



Christa Walck has accepted a two-year appointment as dean of Michigan Technological University's School of Business and Economics. She replaces Keith Lantz, who will be on leave from the university for one semester.

Walck, a professor in the School of Business and Economics, has been on the Michigan Tech faculty for 19 years, with teaching and scholarship concentrated in organizational behavior. She is a member of the Academy of Management and the editorial boards of *Management Learning* and the *Journal of Organizational Change Management*. She received her PhD in history from Harvard University and has attended the Bryn Mawr Summer Institute for Women in Higher Education Administration.

**Southern University Names Igwe Udeh Dean of the College of Business**



Southern University of New Orleans has reached out to tap Grambling University's Igwe E. Udeh as the new dean of the College of Business. Udeh, a full professor of business and head of the Management and Marketing Department at Grambling, served on the faculty for 16 years. Prior to Grambling, he taught at Tuskegee University and Harris-Stowe State College.

The author of one book and numerous articles published in scholarly journals, Udeh's research has been presented at several regional and international conferences. He is the holder of a bachelor's degree from Kentucky State University, a master's degree from the University of Oklahoma, and a doctorate from Saint Louis University.

Udeh has worked with international faculty members and government officials from such countries as Armenia, South Africa, and Nigeria. He also has served as a consultant and proposal reviewer for the U.S. Government, as well as local and national business organizations, including Philip Morris USA, Wal-Mart Corp., and Miller Brewing Company.

**Oxford University Names Colin Mayer Dean of Saïd Business School**

Colin Mayer, holder of the Peter Moores Professor of Management Studies chair since 1994, has been named the new dean of the Saïd Business School at Oxford. Mayer, appointed following an extensive international search, will take up the post in October 2006, following the retirement of the current dean, Anthony Hopwood.

A part of the Saïd Business School since its inception, Mayer heads the Oxford Financial Research Centre (OFRC) and the school's finance department. He helped set up Oxera, one of the largest independent economics consultancies in the UK and has created interdisciplinary networks of academics through the Centre for European Policy Research (CEPR) and the European Corporate Governance Institute (ECGI).

Mayer has published more than 30 articles in leading academic journals and in five books. A member of the executive committee of the Royal Economic Society, he is also a Fellow of Wadham College (Oxford), an Honorary Fellow of St. Anne's College (Oxford), a Foundation Fellow of the European Corporate Governance Institute, and a Delegate of Oxford University Press.

**BRIEFLY—David R. Klock** has been named dean of the College of Business Administration at California State Polytechnic University, Pomona ... **Robert A. Herring, III** has been named interim dean at the School of Business and Economics at Winston-Salem State University ... **Rami Khasawneh** has been appointed dean of the College of Business at Lewis University ... **Richard Powers** has been appointed assistant dean and executive director of MBA programs at the University of Toronto's Rotman School of Management ... Veteran health care executive **Jon Lehman** has been named associate dean for health care at the Owen Graduate School of Management at Vanderbilt University ... Restaurateur **Vincent Orza** has been named dean of the Meinders School of Business at Oklahoma City University ... **Y. Paul Huo** has been named dean of the School of Business at Henderson State University ... **Mohammed F. Khayum** has been named acting dean at the College of Business at the University of Southern Indiana ... **Philip Rosson** has been named acting dean of the Faculty of Management, Dalhousie University in Halifax, Nova Scotia ... **Gregory P. White** has been named interim dean of the College of Business and Administration at Southern Illinois University Carbondale ... **John Voyer** has been named interim dean at the University of Southern Maine School of Business ... **Brian Lofman** has been named interim dean at the School of Business at Ramapo College of New Jersey.

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### GIFTS AND GRANTS

#### **SunTrust Contribution Establishes Richard E. Sorensen Professorship in Finance**

A \$250,000 contribution by SunTrust Banks, Inc. has established a professorship in finance named after Richard E. Sorensen, dean of the Pamplin College of Business at Virginia Tech.

The gift comes after a 25-year partnership between the business school and SunTrust. Two professorships in finance were established in the 1980s by banks that were later acquired by or merged with SunTrust. The new gift, Sorensen said, "underscores our long and close relationship and the bank's continued commitment to higher education."

Virginia Tech President Charles Steger praised Sorensen's deanship of the business school, which began in 1982. "The college's success as one of the best business schools in the nation can be partly credited to Dr. Sorensen's efforts in creating highly successful relationships within the business community."

Sorensen also was recently honored by Ferguson Enterprises and its employees with a \$250,000 pledge in combined individual contributions and a corporate match, to endow the Richard E. Sorensen Junior Faculty Fellowship.

A native of Staten Island, N.Y., Sorensen is chairman of the board of AACSB International and has been a longtime contributor to the association and its work with business schools around the world. SunTrust Banks, Inc., headquartered in Atlanta, is one of the nation's largest commercial banking organizations with total assets of \$159 billion. The company operates an extensive distribution network primarily in Florida, Georgia, Maryland, North Carolina, South Carolina, Tennessee, Virginia, and the District of Columbia.



Left to right:  
Bob Lawson, president and chief executive officer, SunTrust Bank, Western Virginia;  
Richard E. Sorensen, dean of the Virginia Tech business school,  
and chairman, AACSB International;  
C.T. Hill, chairman, president and CEO of SunTrust, Mid-Atlantic

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#### **AACSB International**

777 S. Harbour Island Boulevard, Suite 750  
Tampa, Florida 33602-5730 USA  
Tel: 813-769-6500 Fax: 813-769-6559

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### **Moore Foundation Awards Grant to Yale's Environment Management Center**

Yale University's Environment Management Center is the recipient of a \$1.5 million grant to support the joint master's degree program between the Yale School of Management and the Yale School of Forestry and Environmental Studies. The grant was awarded by The Gordon and Betty Moore Foundation.

The joint master's degree is a three-year program through which students earn both the MBA and a master's degree in environmental management. Established in 1982, it is the oldest program of its kind in the country. The grant will fund tuition, fees, stipends, and summer fellowships for six joint-degree students. Scholarship recipients will commit to working in the biodiversity conservation field in South America for at least three years following graduation. The grant also will support visiting scholars or practitioners from the Andes-Amazon region who are engaged in environment or biodiversity conservation issues. For more information about the Gordon and Betty Moore Foundation and their Andes-Amazon initiative, visit: [www.moore.org](http://www.moore.org)

## **AWARDS**

### **Arizona State's Pat Tillman Foundation Professorship to Michael Mokwa**

A distinguished professorship in marketing named in honor of football and military hero—the late Pat Tillman—has been awarded to Michael Mokwa, chair of the marketing department at the W. P. Cary School of Business at Arizona State University.

In addition to holding the Pat Tillman Foundation Distinguished Professor in Leadership and Marketing, Mokwa also will be the faculty director of the Leadership Through Action program, a joint project between the Pat Tillman Foundation and the W. P. Carey School. The program will launch this fall with the first class of 14 Tillman Foundation scholars enrolled in the W. P. Cary School and/or Barrett Honors College.

Tillman, a summa cum laude undergraduate at the Carey School, was a three-year All-American in football and went on to play four years with the Arizona Cardinals of the National Football League. Following the 9/11 tragedy, he gave up his professional football career to join the Army Rangers and in 2004 was killed in action in Iraq.

"Having Mike Mokwa as the first Pat Tillman Foundation Distinguished Professor in Leadership and Marketing is fitting because Mike knew Pat and was inspired by him," said Alex Garwood, executive director of the Pat Tillman Foundation. "Mike's background as a leading educator and marketing expert makes him the ideal choice to take this program forward."

The holder of MBA and PhD degrees from the University of Houston, Mokwa formerly served on the faculty of the University of Wisconsin. He is the author of three books and his research and writings investigate the strategic initiatives, competencies, and economic impacts of sports organizations

For more information on the Pat Tillman Foundation, visit: <http://www.pattillmanfoundation.net/pat/>

## eNEWSLINE

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### Loyola Marymount University B-School Faculty Members Earn Fulbrights

Four members of the business faculty at Loyola Marymount University have been awarded prestigious Fulbright Scholar Awards for the 2005-06 academic year. They are among 800 U.S. faculty and professionals who will travel abroad this year to lecture and conduct research.

**Kweku Ewusi-Mensah**, professor of computer information systems, will lecture and conduct research at the University of Ghana in Legon. **Edward Park**, director of the Asian Pacific American Studies Program and coordinator of American Cultures, will teach two American studies courses at Japan Women's University and the Institute for American Studies on the Komaba campus of the University of Tokyo. **Charles Vance**, professor of management, earned both a scholar award and a Fulbright Senior Specialist award. His scholar award will commence in February 2006 in China where he will conduct applied research on training methods to maximize employee learning. **Anatoly Zhuplev**, associate professor of management, will lecture at the Warsaw (Poland) School of Economics and conduct courses in international business, international entrepreneurship, and international trade.

The Fulbright Scholar Program, sponsored by the United States Department of State's Bureau of Educational and Cultural Affairs, increases mutual understanding between the people of the United States and the people of other countries.

### Smith School Faculty Member Earns Honorary Degree from Ethiopian University



**Lemma Senbet**, holder of the William E. Mayer Chair in Finance at the University of Maryland's Robert H. Smith School of Business, recently was granted an honorary Doctor of Letters Honoris Causa from his alma mater, Addis Ababa University, the oldest higher educational institution in Ethiopia. Senbet was honored for his outstanding contributions to the discipline and practice of finance.

Born in Ethiopia, Senbet is a well-recognized finance expert, as well as a frequent speaker on emerging markets. His research accomplishments are documented through his supervision of numerous doctoral students who have gone on to become professors at leading institutions such as Carnegie Mellon University, Vanderbilt University, the University of Wisconsin, and the University of Minnesota.

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**Babson Professor Receives Award from Organizational Behavior Teaching Society**

**Keith Rollag**, assistant professor in the management division at Babson College, has been presented with the 2005 New Educator Award from the Organizational Behavior Teaching Society. The society is a national academic organization focused on improving management education.

The award honors the teacher who has shown early promise in making a difference in the field of management education by demonstrating new ways of thinking about leadership, teamwork, and employee motivation. The award praises Rollag for his emphasis on student learning and his development of in-class management simulations, as well as his focus on the scholarship of teaching.

Rollag is the holder of bachelor's and master's degrees from Washington University. He also worked as a product development manager at Procter & Gamble before earning his PhD from Stanford University.

**APPOINTMENTS****Hoskinson New Director of Entrepreneurship Program at University of Arizona**

Sherry Hoskinson has been named director of the McGuire Entrepreneurship Program at the University of Arizona's Eller College of Management. Hoskinson has worked in the program since 1999, advancing through several positions to associate director, where she was responsible for outreach and development. Established in 1984, the McGuire program was among the first graduate entrepreneurship programs in the United States.

**Amey Joins Kenan-Flagler as Director of MBA Career Services**

Susan A. Amey brings 17 years of marketing and business leadership expertise to her new role as director of MBA career services at the Kenan-Flagler Business School at the University of North Carolina. Her experience includes 13 years of marketing and strategic planning at Black & Decker and Steelcase, both leading companies with global operations.

Amey's career spans business strategy development, product management and development, advertising and communications management, and sales strategy and training. She joined Steelcase Inc., the global office furniture company headquartered in Grand Rapids, Mich., in 1996. Amey has earned an MBA and a bachelor's degree in journalism from New York University.

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**NEW PROGRAMS****University of Chicago Announces New Women's Fellowship Program in Business**

The University of Chicago Graduate School of Business is making an effort to recruit more women business students by establishing the Chicago Fellowships for Women. The fellowships award each recipient with a \$50,000, two-year scholarship that pairs each woman with a sponsoring company that provides a mentor to work with the student.

"This program is about lowering the obstacles—both financially and in terms of career progression—for women who want to pursue an MBA at Chicago," said Edward A. Snyder, dean of the Chicago Graduate School of Business.

In 2004, women accounted for 26 percent of Chicago's entering MBA students. The new program is expected to raise that number in the coming years.

**Levin Graduate Institute Launches Center for Study of Science, Technology in China**

The Neil D. Levin Graduate Institute of International Relations and Commerce has announced a new center dedicated to the study of innovation, science, and technology in China. The institute is part of the State University of New York system (SUNY). Former network television news reporter Garrick Utley, president of the institute, said: "...there is a need for a deeper, more sophisticated understanding of the structure, operation, and performance of China's advances in these and related fields."

A press release said the institute plans to attract international scholars, including those from China, to examine the impact and implications of China's growth in science and engineering capabilities. An initial planned project is the creation of a talent index that will serve as a source of data and analysis on the supply and demand of high-level Chinese professional talent.

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**NEW MEMBERS**

PSG Institute of Management  
PSG College of Technology  
Peelamedu  
Avinashi Road  
Coimbatore, Tamil Nadu 641004  
India  
Web site: [www.psgim.ac.in](http://www.psgim.ac.in)

The PSG Institute of Management offers programs ranging from post graduate degrees in business administration, to options in fields like insurance and international business management. Most of the courses are structured around trimester durations, thereby enabling students to choose more electives and a greater number of subjects. Degree programs are viewed as only the beginning of the learning process – a constant interplay of classroom education and practical know-how.

Norwich University  
158 Harmon Drive  
Northfield, Vermont 05663  
United States of America  
Web site: <http://www.norwich.edu>

Norwich University offers 30 academic programs and numerous co-curricular activities designed to challenge students. With a 14-1 student-to-faculty ratio, students receive personalized attention from PhDs, not graduate students. Founded in 1819, Norwich was the USA's first private college to teach engineering.

Lagos Business School  
Pan-African University  
2 Ahmed Onibudo Street  
Victoria Island, Lagos  
Nigeria  
Web site: <http://www.lbs.edu.ng>

The Lagos Business School is a not-for-profit, non-governmental organization registered in Nigeria in 1973. The school, widely recognized as the first institution in tropical Africa to feature international class executive education, offers management programs aimed at improving the practice of general management.

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State University of New York  
Neil D. Levin Graduate Institute for International Relations and Commerce  
33 West 42nd Street  
12th Floor  
New York, New York 10036  
Web site: [www.levin.suny.edu](http://www.levin.suny.edu)

The Levin Institute offers a broad range of academic programs designed for both working professionals and traditional graduate students. It was established State of New York, under the auspices of the State University of New York, in memory of Neil D. Levin, executive director of the Port Authority of New York and New Jersey, who perished in the attack upon the World Trade Center on September 11, 2001.

Eastern Mediterranean University  
Faculty of Business and Economics  
Gazimagusa, North Cyprus  
Mersin 10  
Turkey  
Web site: <http://www.emu.edu.tr/>

Established in 1979, Eastern Mediterranean University offers programs fully recognized by the Council of Higher Education in Turkey. The university, with a campus of more than 2,200 acres, has established a multicultural environment that includes students from 68 countries and highly qualified faculty members from 35 different nations.

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### B-SCHOOL QUOTABLES

- A definition of ethics from the *CPA Journal* article "Incorporating Professional Ethics Throughout an Accounting Curriculum," by **Katrina Mantzke, Gregory Carnes, and William Tolhurst**.

"Educators face the daunting task of providing a clear account of what ethics is. The definition of 'ethics' differs depending on the situation. In some contexts, ethics is synonymous with moral philosophy ... In other contexts, it refers to morality, which is aptly described by the ethics theorist Michael Davis as "those standards of conduct that everyone (at their rational best) wants everyone else to follow, even if that means that they have to follow them too" (Profession, Code and Ethics, Ashgate, 2002)."

September 1—*The CPA Journal*

- **Robert Kraft, owner of the New England Patriots**, describing how the Patriots have become one of the most successful business operations in American professional sports.

"Just like our other businesses, I hire good people I can trust. No superstars. No Lone Rangers. If you keep the turkeys out of your life, then good things can happen."

June 8—*Pittsburgh Post-Gazette*

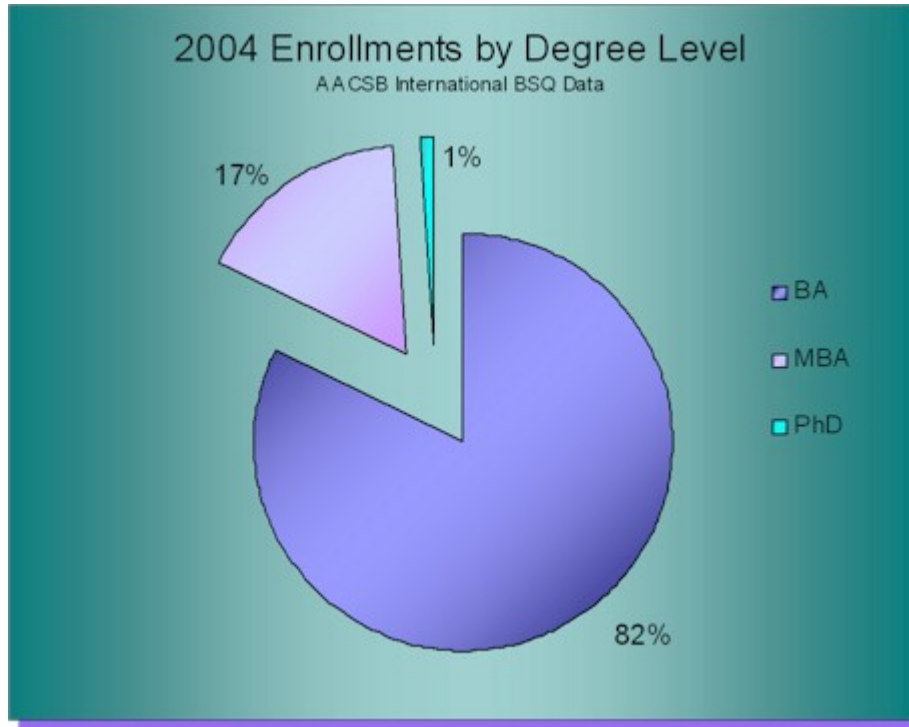
- **Billionaire Billy Joe "Red" McCombs**, for whom the business school at The University of Texas at Austin is named, on his earliest recollections of business:

"When I was 10 years old, I had a ready source of capital, my father. I had a labor source, meaning me. I had a market because I went right to the customers. What my business plan didn't include was figuring out how many bags of peanuts I had to sell to make a profit."

September 17—*The Rocky Mountain News*

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**DATA DIRECT**

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