

**Chair's Exchange: Doyle Z. Williams, Chair, AACSB International****Business School Leaders to Converge on Orlando for Annual Deans Conference**

The annual AACSB International Deans Conference has proven to be a valuable event for deans of business schools. Limited to deans, the conference provides an excellent opportunity for both networking with peers and for discussing challenges facing management education. The 2005 Deans Conference scheduled for February 6-8, 2005, in Orlando, Fla., is shaping up to achieve a new high water mark in value to business school leaders from around the globe.

The program includes a line-up of engaging speakers. Edward Cornish, The Futurist author and editor, will delve into what the future means to management education. Mr. Cornish is the founder of the World Future Society. James Copeland, retired Chief Executive Officer of Deloitte & Touche, and its global parent, Deloitte Touche Tohmatsu, will share his experience in helping define the culture that contributed to Deloitte & Touche being recognized by Fortune as one of the "100 Best Companies to Work For."

The President's Panel Discussion will be a session deans will not want to miss. In this session, four distinguished educators will share their views on a wide variety of topics affecting business school deans. The panelists are William H. Cunningham, Former Chancellor and CEO, The University of Texas; James Doti, President, Chapman University; Alan G. Merten, President, George Mason University; and Larry Penley, President, Colorado State University.

Other sessions will include how to make an advisory council a strategic asset for your business school; how elite public business schools establish and sustain a competitive advantage; the integration of technology into the business school setting from concept development to implementation; tips on being an effective dean; strategies for providing development feedback to junior faculty and Ph.D. students; and much more.

In addition to an outstanding program, attendees will have the opportunity to socialize and network with each other. These off-line, informal interactions provide an excellent opportunity for deans to glean new ideas and learn about innovative initiatives. I urge all business deans to take advantage of this exceptional program.

In December, I had the opportunity to visit the new World Headquarters for AACSB International and meet the many new staff members. I believe all AACSB International members will be pleased with the new office setting and its functionality. The availability of a conference and training room and the connection to a first class hotel will be valuable assets to AACSB International.

I was most impressed with the background and enthusiasm of the staff members who have recently joined AACSB. They bring a set of rich experiences, including (give number) of languages, that when combined with the continuing highly qualified staff, will move AACSB to the next level of performance and achievement. I encourage you to visit the AACSB offices in Tampa, Fla. and meet those who have chosen to serve us as members. I believe you will be as optimistic about the future of AACSB as I am.

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**ASSOCIATION NEWS**

**Open House Signals Official Dedication of AACSB World Headquarters Offices**

More than 125 civic officials and business executives, including Tampa Mayor Pam Iorio attended the official Open House Jan. 11, signaling the opening of AACSB's new world headquarters office in Tampa. The Open House was held in conjunction with AACSB's first board meeting and committee meetings in Tampa.

The Tampa mayor officially welcomed AACSB, President and CEO John Fernandes, the board of directors, and the association's 38-member staff to Tampa. "We are extremely happy to have AACSB as part of the Tampa Bay community and look forward to working together with AACSB for future growth," she said.



(left to right) Doyle Williams, Pam Iorio, John Fernandes

Doyle Williams, chairman of AACSB International and dean of the Sam M. Walton College of Business Administration at the University of Arkansas said: "Our Open House culminated a long journey, one that began more than a year ago. It takes us from an era that began with our founding fathers back in 1916, and moves us into a new era that will prepare our international organization for even more growth and success."

The gala two-hour reception was held at the Wyndham Harbour Island Hotel, adjacent to AACSB's new world headquarters at One Harbour Place.

Fernandes welcomed all the guests and introduced Iorio, the Tampa mayor, to guests by describing her as a driving force behind the presentation that convinced the organization that Tampa was the right choice for its new world headquarters.

"Like the City of Tampa, AACSB International is steeped in deep tradition and success," Fernandes said. "We are both full of spirit and excitement about our futures. Likewise, we are both relatively new at the global game, but we have great potential to for success together in the months and years ahead."

Added Williams: "I'd like to echo John in saying that we hope the City of Tampa will let us officially join ranks with you to help promote and extol the marvelous virtues of your beautiful city – one that all of us at AACSB can now call our own."

The reception included tours of the AACSB offices, located in Suite 750 of One Harbour Place, a nine-story office tower located on Harbour Island in downtown Tampa.

**12 Schools Worldwide Gain Initial AACSB International Accreditation**

Twelve business schools from around the world have been awarded initial business accreditation by AACSB International, as announced in December by the AACSB International board of directors. AACSB International accreditation assures quality and promotes excellence and continuous improvement in undergraduate and graduate education for business administration and accounting.

The following schools were awarded initial accreditation:

**China**

City University of Hong Kong

**France**

E.M. Lyon

**Germany**

Johann Wolfgang Goethe University

**New Zealand**

University of Auckland

**Singapore**

Nanyang Technological University

**United States**

Bellarmino University

Bloomsburg University

California State University, Northridge

Christopher Newport University

University of Hawaii at Hilo

Indiana University Northwest

William Paterson University

**CLADEA Representatives Pay Visit to AACSB World Headquarters Offices**

Representatives of the Latin American Council of Management Schools (CLADEA) paid a recent visit to the new world headquarters of AACSB International in Tampa, Fla. Jorge Talavera, president of Universidad San Ignacio de Loyola in Lima, Peru (president of CLADEA) and Mariella Olivos, executive coordinator of CLADEA met with AACSB President John Fernandes and AACSB staff members to discuss CLADEA's Global Forum on Management Education to be held in Santiago in October of 2005.

**Slate of Candidates Announced for AACSB Board of Director Positions**

A well-balanced list of candidates has been selected by the Nominating Committee to participate in the election of the 2004-2005 AACSB International officers and board of directors. Balloting will be completed by Jan. 31, 2005, with the results to be announced soon after.

A total of 22 individuals representing the varied segments of AACSB membership appear on the ballot which has been sent to AACSB International Representatives, who can cast their ballot electronically on the AACSB web site.

One person each has been nominated to the top AACSB board positions of Vice Chair-Chair Elect and Secretary-Treasurer. Selected to appear on the ballot for the Vice-Chair-Chair Elect position is Arthur Kraft of DePaul University, while the Secretary-Treasurer ballot position will be occupied by Joseph A. DiAngelo of St. Joseph's University.

Four candidates have been nominated for two three-year terms on the board from U.S. accredited schools. They are Rita A. Jordan of the U.S. Air Force Academy, Betty Jo Licata of Youngstown State University, David L. Shrock of Marquette University and Otis A. Thomas of Morgan State University.

Two candidates have been nominated for one three-year term on the board from U.S. non-accredited schools—James Daley of Rockhurst University and Christopher P. Puto of the University of St. Thomas. Two candidates—Luis Campos e Cunha of the Universidade Nova de Lisboa and Andrea Gasparri of SDA Bocconi—have been nominated for one three-year term on the board of directors from outside U.S. non-accredited schools.

Nominated to serve on the board for a three-year term representing non-educational member institutions is Bette M. Kozlowski of KPMG.

## **DEAN'S CORNER**

### **Strategic Planning Helps Business Schools Deal with Higher Pressures, Smaller Budgets**

In an era of increasing pressure on business schools, deans from both public and private universities are confronted with introducing new programs in times of financial challenge. It's a tough balancing act—one that forces us to use creative measures to deal with the declining revenue base for public and private universities.



As a result, we're all faced with an impossible situation that requires us to introduce new programs, layer in new technologies, enhance faculty support, improve the quality of existing programs, improve access to programs, add fee-generating "entrepreneurial" programs, partner in consortium programs, phase out non-viable programs, bolster extramural and private funding streams, enhance graduation speed, improve student services, and increase the school's visibility. The situation is further exacerbated by conflicting demands from the primary stakeholders of the business schools: students, faculty and staff, administrators, advisory boards, and, for public universities like ours, the taxpayers at large.

Is there a way out?

Of course, there is. At the Indiana University Kokomo, strategic planning has become our key weapon in this defluctive battle against outside pressures. Although the traditional SWOT (or TOWS if you are at the South Pole) helps establish where you are and how you see your future, the true art of strategic planning lies in the art of engaging your constituents to develop goals, objectives, action plans, and time lines—and then pegging players to each action plan.

While there always is a strong lure for the dean to be a player of all action items, in my humble opinion we are better off avoiding that trap lest we be reduced to a situation where we are little more than pawns on a crowded chess board. Just as in strategic planning, the true power of being the dean comes from delegating responsibilities to trusted individuals who are proven stalwarts with the potential to stand tall during times of adversity.

Utilizing an outside consultant or an internal, unaffiliated advisor to the business school is often useful in facilitating conversations among constituents in an unbiased way. At our institution, it has been very gratifying to see how facilitated-brainstorming sessions generate unrestrained ideas and how a normally quiet faculty comes out of its collective shell to take full advantage of a chance to contribute.

Deans should never be “saints on seats,” but they should contribute and defend ideas they feel are important. Ideally, this is their best chance to ensure that their vision and ideas are included—not by always being a dominating member of the team, but by taking full advantage of differing perspectives, identifying priorities, and bringing pragmatism to the strategic management process.

Likewise, advisors and student groups are additional allied groups that can help validate a well developed strategic plan. They bring unique perspectives that go hand in glove with the strategic planning developed by the B-School faculty and staff. Once the strategic plan is aligned with the university’s initiatives, the buy-in from administration is easy. It builds synergies with other schools on campus, and is fiscally responsible. Suddenly, the previously impossible balancing act doesn’t appear so impossible and even begins to look achievable.

*Niranjan Pati, Ph.D. is the Dean and Professor of the School of Business, Indiana University Kokomo.*

## **NEWSLINES**

### **AACSB International, European Organization Agree to First-Ever Joint Annual Meeting in 2006**

AACSB International and the European Foundation for Management Development (efmd) will hold a precedent-setting event in 2006 when the two international organizations hold their joint annual meetings in Paris. It will be the fourth time that the world’s two largest business school accreditation groups have participated jointly in management education meetings since 2002, but the first time there has been a meeting on such a large scale.

“We are delighted that the two world leaders in management education are joining together to come up with a common global theme that will impact management education on all six continents,” said AACSB President John Fernandes. “It also will allow members the chance to meet, network, and share educational experiences with schools that they don’t normally get to see.”

The two organizations share a belief that strong collaboration will advance and improve business education given today's rapidly expanding global marketplace.

Eric Cornuel, director general of efmd, expressed strong support of the development, which brings the two organizations together at their largest member meetings of the year.

"We are extremely happy that the cooperation between our two organizations is going so well," he said. "We have had several events together – and 2006 will be the continuation of the maturation of our joint goals of advancing management education worldwide."

More than 1,000 business school leaders from around the globe representing both organizations are expected to attend. For AACSB International, founded in 1916, the event will mark the association's 90<sup>th</sup> birthday and will be the first AACSB International annual meeting to be held outside of North America. AACSB International will hold its 2005 International Conference and Annual Meeting April 21-23 in San Francisco.

AACSB International and efmd have held joint meetings three times in the past. The first took place in Bangkok in 2002, followed by a joint conference in Singapore in 2003, and a third meeting in Canada last November.

### **Asian Educator Expresses Appreciation for Worldwide Concern Following Tsunami Tragedy**

A number of educators sent their thanks and gratitude for the many expressions of concern for the well-being of people suffering in the wake of the recent tsunami that devastated much of Southeast Asia. Here is the text of the email sent to AACSB from Mr. Dakoju Nagbrahmam of the T.A. Pai Management Institute in India.

"It was indeed very kind and nice of you to remember us at this moment. Across Asia the suffering was untold . . . We hope that the worst is over and look forward to (hearing from) a great many well wishers and their support at this hour. I am indeed happy to receive your mail. The entire world has come to the rescue of the people who survived and who would start afresh. It is indeed heartening."

Dakoju Nagbrahmam, Director  
T.A. Pai Management Institute  
Manipal, India

### **Baylor's Hankamer School of Business Dedicates New Financial Center**

Baylor University officially dedicated its world-class investment facility—the Southwest Securities Financial Markets Center—will provide graduate students and senior finance majors hands-on learning in

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the truest sense of the word as they manage one of the largest student-run portfolios in the nation, currently worth \$6 million.

The center's opening marks the beginning of a new era in the finance program at Hankamer and enables the school to take its Portfolio Practicum class, which started in 2001, to a new level. The center is equipped with leading edge technology that replicates the equipment found in the nation's top investment firms and financial institutions.

"We now have one of the top facilities of this kind in the country," said Brian Bruce, the main instructor of the Portfolio Practicum class that manages the fund. "Now the students have access to real time financial data that they wouldn't have otherwise. With access to sophisticated tools, the students can function like any institutional investment manager."

"This new facility, coupled with the Philip M. Dorr & Alumni Endowed Investment Fund, is a very mission-driven program," said Terry Maness, dean of the business school. "Our mission calls for us to engage students in active learning—this program really does that. You can read about it and you can write papers, but until you are actually managing real money and being held accountable for it—there's just no comparison."

### **Kenan-Flagler Professors to help Beijing Prepare for 2008 Summer Olympics**

A three-day symposium to start planning for the 2008 Summer Olympic Games will be organized next month in China by several professors from the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill. The symposium, to be held at Tsinghua University, China's top technology institution, will center on the logistical challenge facing a country that plays host to the world's biggest sporting event.

"The Olympics represent a tremendous logistics challenge," Noel Gries, director of Kenan-Flagler's Center for Logistics and Digital Strategy told the Associated Press. "You have to ramp up very quickly and ramp down pretty quickly as well."

Getting ready for such a large event will include construction of infrastructure to house athletes, media and guests, plus transportation, food and other services. Kenan-Flagler planners estimate that the logistical effort during the games will include acquiring 1.2 million pieces of equipment weighing more than 75,000 tons, with more than 2,000 transport vehicles just to bring the equipment in and put it in place. China has allocated \$5 billion out of an Olympic planning budget of \$23 billion just for logistics expenses.

**The 'My School is Bigger Than Yours' Syndrome? Usually It's for the Students**

During the past 10 years, there has been a building boom at business schools around the world, with many institutions moving into bigger and more lavish surroundings. The Financial Times reports that these new buildings are expensive and heavy on running costs, but they perform several different functions by providing more space, meeting new lifestyle needs, offering the latest technology and, of course, "they are impressive."

But according to Ted Snyder, dean of the University of Chicago's Graduate School of Business, which opened its new building last fall, it's mainly for the students. "With 900 students, there were only 350 places for them (in the old school) to sit and relax when they weren't in class," he told the Times.

Two other European schools to move into new surroundings were the Imperial College business school in London, which moved into new digs last March, and the IEDC-Bled School of Management in Slovenia, one of the first business schools in central and eastern Europe. Faculty, too, need the support of a modern building, according to Danica Purg, dean and director of the Slovenia-based school.

"We had 14 years when we had good programs, but problems with the building," she said. "We couldn't grow. We had excellent professors coming from around the world but didn't have the technology—even simple things like breakout rooms—to support them."

**Monfort College of Business Named Winner of Prestigious 2004 Malcolm Baldrige Award**

The Kenneth W. Monfort College of Business at the University of Northern Colorado is the nation's first business school to be honored with the Malcolm Baldrige National Quality Award, announced by President George Bush and the National Institute of Standards and Technology, a non-regulatory agency of the Department of Commerce. As one of four recipients of the 2004 Malcolm Baldrige National Quality Award, the Greeley, Colo. college will formally receive the award at a ceremony in Washington D.C. in early 2005. In a statement from the White House, President George W. Bush offered the following congratulatory message:

"Congratulations to this year's recipients of the Malcolm Baldrige National Quality Award. The Baldrige Award celebrates the achievements of American workers, and honors the outstanding performance and accomplishments of American businesses, schools, and health care organizations. These organizations have been selected as exemplifying the qualities of excellence and ethics. They are being recognized for their continual improvement, their commitment to employees and community, and their enterprising spirit. Through their efforts, they help make America better and stronger." The Greeley, Colo. school earned the award after undergoing a rigorous review of its undergraduate-only business program. The review process covered seven key areas, which included leadership, strategic planning, student, stakeholder, and market focus, measurement, analysis, and knowledge management, faculty and staff focus, process management and organizational performance results.

"We are deeply honored to be named a recipient of the Malcolm Baldrige National Quality Award," said Monfort College of Business Dean Joe Alexander. "The college's decision 20 years ago to focus

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exclusively on undergraduate business education provided the impetus for continuous improvement and for the results we are seeing today. Our seniors now score in the top 5 percent on national exit exams, graduate placement rates routinely exceed 95 percent, and students, faculty, parents, and employers give the College high marks – among the best in the country – for satisfaction.”

University of Northern Colorado President Kay Norton said that the Monfort College has long represented quality and is thrilled with national recognition by the highly respected Baldrige organization.

“The College of Business has been a leading example on our campus and beyond for process management in higher education as well as for producing world-class learning results,” Norton said. “Its singular emphasis on undergraduate business education translates into excellent performance by its students, faculty, and staff, which also has a very positive effect on the University.”

The three other recipients of the Malcolm Baldrige National Quality Award for 2004 are The Bama Companies of Tulsa, Okla., Texas Nameplate Company, Inc., of Dallas, and the Robert Wood Johnson University Hospital Hamilton of Hamilton, N.J.. The Monfort College of Business, established in 1968, revised its mission and strategy in the mid-1980s to focus on undergraduate education. The school grants a Bachelor of Science degree in business administration, with emphases in accounting, computer information systems, finance, management, marketing, and general business. The school is one of five undergraduate-only business schools in the US to maintain accreditation in business and accounting with AACSB International.

With 1,200 undergraduate business majors enrolled, the school has been honored with several recent awards, including the first Timberline Award for Colorado Performance Excellence, the only Wall Street Journal Academic Partner in the Rocky Mountain region, and the first and only business school to be selected as a Program of Excellence by the Colorado Commission on Higher Education.

### **SEC Chairman Donaldson First Winner of Principled Business Leadership Award**

William Donaldson, chairman of the U.S. Securities and Exchange Commission, has been honored as the first winner of the Caux Round Table Principled Business Leadership Award on the 10<sup>th</sup> anniversary of the Caux Round Table, an international network of business leaders devoted to promoting and building principled, sustainable, socially-responsible business practices. The award was presented Nov. 30 by John Whitehead, a member of the Caux Round Table World Advisory Council.

The award is patterned after the Caux Round Table Principles for Business, originally written by a group of business leaders from Japan, Europe, and the US, which remain the most comprehensive global guidelines for ethical and socially responsible business decision-making.

Donaldson is a graduate of Yale and the Harvard Business School (with distinction), and was co-founder, chairman and chief executive officer of Donaldson, Lufkin & Jenrette, a noted Wall Street investment banking firm. He also helped found and was the first dean of the Yale Graduate School of Management, and has been chairman and CEO of the New York Stock Exchange and chairman, president and CEO of Aetna, Inc. For more information on the Caux Round Table, visit [www.cauxroundtable.org](http://www.cauxroundtable.org).

**Villanova Business School Takes on Ethics Topics in Inaugural Leadership Conference**

The issues of responsible leadership, ethics, and meeting the challenge of change were the subjects of a recent conference held at Villanova University's College of Commerce and Finance. Organized by the college's Center for Responsible Leadership and Governance, the meeting featured two key speakers: Anthony C. Zinni, retired U.S. Marine Corps general and former U.S. Envoy for Peace in the Middle East, and John J. Brennan, chairman and chief executive officer of the Vanguard Group.

It was the first-ever conference held by the center, which was organized in 2003 to promote the guiding principles of values-based leadership, ethical decision-making, and quality stakeholder relationships. "This conference provided participants an opportunity to squarely address the ethical challenges they face," said Dr. Jonathan P. Doh, founding director of the center. "Presenters and our audience engaged in a frank, open exchange about these challenges and shared ideas about how to address them in a very practical way."

Zinni explored the need to defend and reward responsible, ethical leadership influences and generates responsible leadership in others. Brennan said character, integrity, and ethics can set the tone for success in business and cited examples of how his company assesses employees based on the value of their character. A panel of four leaders from the private and nonprofit sectors discussed how the issue of corporate responsibility was addressed in their organizations. Panel members included Judy Samuelson of The Aspen Institute, Eric Pillmore of Tyco International Inc., Rosemary Crane of Johnson & Johnson; and Robert Knowing of the New York City Leadership Academy.

**Georgia State's Fazlollahi Named Honorary Citizen of Republic of Georgia**

Recognized for his work in business education and longtime service to his native country, Georgia State University Professor Bijan Fazlollahi has been presented with honorary citizenship by Republic of Georgia President Michael Saakashvili. A professor with the Institute of International Business at Georgia State's J. Mack Robinson College of Business, Fazlollahi, in 1998, led a partnership between Georgia State University, Tbilisi State University (Republic of Georgia) and Georgian Technical University (Republic of Georgia) to establish the Caucasus School of Business in Tbilisi.

As a result of the consortium's work, the new school offers undergraduate and graduate degrees in business administration, patterned after the Robinson College of Business program and also offers programs in management development and businesswomen's leadership training. In the past several years, Fazlollahi has received three honorary doctorate degrees from universities in Azerbaijan and Georgia.

**Sloan Foundation Grant Establishes Forest Industries Research Facility at Virginia Tech**

Virginia Polytechnic Institute and State University has become the 18<sup>th</sup> institution of higher learning to open an industry research center under funding from the Sloan Foundation. Virginia Gov. Mark Warner recently announced the opening of the Forest Industries Center, established at Virginia Tech to promote the global competitiveness and sustainable growth of America's diverse forest industries.

"We hope to link business processes to manufacturing, knowing that neither by themselves can be adequate for us to be competitive globally," said David Brinberg, center director and professor of marketing/psychology.

According to Brinberg, forest land owners, furniture manufacturers and retailers—to a large extent—see themselves as separate industry segments. "But we need to think in terms of the overall supply chain," he said. "When Lowe's or Home Depot say they will give preferential treatment to purchasing wood from certified forests, forests whose wood is harvested in a particular way, it reverberates throughout the supply chain and ultimately affects consumer interests."

"The center will bring together all the key stakeholders in forest industries to address the challenges facing this sector," said Michael J. Schewel, secretary of commerce and trade for Virginia Tech. "It will help the Commonwealth leverage its investment in worker training and research and development to attract new businesses and support our current industries."

**University of Maryland B-school Partnership Establishes 24-Hour Online Career Center**

Through a partnership with Drake Beam Morin, an international human resources consulting firm, the Robert H. Smith School of Business at the University of Maryland will be providing its students with their own virtual online career center. Utilizing the same technology that Drake Beam Morin uses for its corporate clients, the system will be customized for Smith students, providing them with 24-hour access to powerful databases, tools, and live webcast seminars on job-seeking topics.

**Southwest Deans Solicit Nominations for 2005 Innovative Achievement Awards**

Nominations for outstanding efforts by business schools to encourage innovation and continuous improvement are being solicited by the Southwestern Business Deans' Association. Business deans, program directors, and faculty are encouraged to nominate worthy programs in their business schools. The most innovative program will be recognized at the SWBDA Annual Meeting, Feb. 27 - March 1, in Dallas. Winners will receive a plaque and \$750 cash award. Applications must be received by Monday, Jan. 17, 2005. For more information contact Dr. Charlotte A. Jones, dean of the College of Business Administration, Louisiana State University at Shreveport ([cjones@pilot.lsus.edu](mailto:cjones@pilot.lsus.edu)).

**Babson College Research Study Says Woman-led Businesses Key to Economic Growth**

A research study released by Babson College and The Commonwealth Institute finds that woman-led businesses in Massachusetts are strong contributors to economic growth, despite today's challenging economic climate. Approximately 61 percent of Massachusetts woman-led businesses in the study expanded from 2002 to 2003, and 42 percent grew by more than five percent, far exceeding the national economic expansion rate. The 237 companies surveyed generated more than \$7.5 billion in 2003 with a payroll of 25,288 people.

The "2003 Woman-Led Businesses in Massachusetts" research study, which is being conducted for the third time, identifies the top 100 woman-led businesses in the state and includes quantitative and qualitative data from 237 woman-led organizations. According to the survey, the top five woman-led businesses in Massachusetts based on 2003 revenues are: Cumberland Farms Inc. and Massachusetts Electric Company (sharing the top spot), followed by Western Massachusetts Electric; Agar Supply Co., Inc.; and Garber Travel.

The full research report is available from Babson's Center for Women's Leadership and can be downloaded at [www.babson.edu/cwl](http://www.babson.edu/cwl).

**EDC to Present Third Ethics and Government Awards This Month in Paris**

The third ceremony of the EDC Ethics and Governance Award will be presented Jan. 20 by L'Ecole des Dirigeants et Créateurs de'Entreprise (EDC) at the Marigny Theatre in Paris. Created in 2002, the award honors the outstanding ethical initiatives of three entrepreneurs in business. The selection committee is chaired by Alain Dominique Perrin, chairman of EDC, a school founded in 1950 which is located in the heart of the Paris business district.

**UNC, Emory Join Efforts to Launch International Case Competition for Grad Students**

A joint collaboration by the Kenan-Flagler Business School at the University of North Carolina and the Goizueta Business School at Emory University has produced the first international case competition in the US for graduate business students.

Developed by the two schools for the Partnership in International Management, an international consortium of business schools, the competition centered on schools solving international case studies concerning multinational companies.

The first winner of the \$8,000 cash prize for 2004 is the University of Otago School of Business in New Zealand. Second place in the competition went to Goizueta Business School, followed by Copenhagen Business School, Kenan-Flagler and Università Commerciale Luigi Bocconi from Italy.

During the first round, 13 teams of business students engaged in a virtual competition that was reviewed by judges from Italy, Spain, Thailand, Chile, and the United States. Other teams in the competition were Nanyang Technological University in Singapore, China Europe International Business School, Duke University's Fuqua School of Business, University of Economics in the Czech Republic, York University in Canada, Instituto de Estudios Superiores de Administración in Venezuela, Stockholm School of Economics in Sweden, and Hong Kong University of Science and Technology.

### **Roger Martin Reappointed as Dean of University of Toronto's Rotman School**

The University of Toronto's Academic Board has announced that it has reappointed Professor Roger Martin as Dean of the Joseph L. Rotman School of Management. Martin's new five-year term will begin July 1, 2005.

A Canadian from Wallenstein, Ontario, Martin was formerly a director of Monitor Company, a global strategy consulting firm based in Cambridge, Mass. During his 13 years with Monitor Company, he founded and chaired Monitor University, the firm's educational arm, served as co-head of the firm for two years, and founded the Canadian office. He contributed articles to Harvard Business Review in 1993, 2002 and 2003 and published his first book in 2002: *The Responsibility Virus: How Control Freaks, Shrinking Violets - and the Rest of Us - Can Harness the Power of True Partnership*.

The current chair of the Ontario Task Force on Competitiveness, Productivity and Economic Progress, Martin received his bachelor's degree in 1979 from Harvard College, with a concentration in economics, and his MBA from the Harvard Business School in 1981.

"During his first term as dean, Professor Martin set a clear vision of what he wanted the Rotman School to become and mobilized the resources to get there," said Vivek Goel, vice-president and provost at the University of Toronto. "The School has made significant progress, including doubling the size of the full-time MBA cohort and its Executive MBA."

Under Prof. Martin's leadership the Rotman School has considerably enhanced its international profile by expanding programs, attracting world-class faculty and students, and revolutionizing business education through an innovative approach based on Integrative Thinking(tm) and Business Design(tm).

"It is a privilege to be reappointed for a second term at the Rotman School," Martin said. "Working together with students, faculty, staff, alumni, donors, and the business community over the past six years, we've been able to propel a great Canadian business school onto the world's stage. I look forward to the challenges we'll face together as we continue to reinvent business education."

**Indian Institute of Finance's J.D. Agarwal Honored by Republic of Uzbekistan**

The Ministry of High and Medium Special Education of the Republic of Uzbekistan has conferred the honorary degree of "Doctor of Economics" to J.D. Agarwal, professor of finance and chairman of the Indian Institute of Finance in New Delhi. Agarwal was honored for his achievements and academic contributions in the field of financial economics.

The award was presented in late December at a special ceremony organized by the Scientific Committee of Tasuhkent Finance Institute, attended by a large number of dignitaries and televised on the primary national television channel of Uzbekistan.

**University of Iowa Student Sets Up Ground Breaking Student Visit with Warren Buffett**

Jafar Azmayesh, a determined second year MBA student in the Henry B. Tippie College of Business at the University of Iowa, took networking to its highest levels when he was successful in setting up a special Dec. 3 meeting with Warren Buffett, one of the most famous and successful investors in American history. Azmayesh's tenacity paid off when Buffett agreed to meet with a group of 49-students, which traveled by bus from Iowa City to Omaha, Neb., for a 90-minute question-and-answer session.

Buffett covered a wide range of topics, ranging from his views on social security and the state of the U.S. dollar, to more personal thoughts on how he evaluates managers and leaders. The conversation continued through the lunch hour and the day concluded with tours of Buffett's businesses, the Nebraska Furniture Mart and Borsheim's Jewelers. As mementos of their visit, the students presented Buffett with a souvenir Iowa Hawkeyes football jersey.

The visit was sponsored by the Iowa State Bank and Trust, the Tippie School of Management, the office of the president at the University of Iowa, and the University of Iowa student government.

**CONFERENCE ALERT****Futurist Edward Cornish Highlights Deans Conference in Orlando**

*There still is time to save \$200 when you sign up for the Deans Conference Feb. 6-8 in Orlando, Fla. The pre-registration rate has been extended, which means extra savings as you take in an impressive lineup of speakers, led by futurist and author Edward Cornish, along with former Deloitte & Touche CEO James Copeland, Jr. Plus, you'll have the chance to network with deans from around the world and hear the latest from experts in management education. For more information on the Deans Conference, visit our web site at [www.aacsb.edu/conferences](http://www.aacsb.edu/conferences)*

"Thinking about the future is something we all do – we are just not very good at it."

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So says Edward Cornish, the widely published founder of the World Future Society and author of *Futuring: The Exploration of the Future*. Cornish is one of the featured speakers at AACSB International's annual Deans Conference.



"Everyone can become better at thinking about the future," Cornish told *eNEWSLINE* recently. "All businesses must deal with the future. All business schools have to deal with the future. All decisions in life have to do with the future. Most of us are just not used to looking that far ahead. We think perhaps tomorrow or next week, but generally we don't have a good way of looking further ahead. People need to know that making long range plans means looking further ahead than 24 hours."

So what does a futurist do and how does it tie in with AACSB's plans for thought leadership?

"What we try to do in futuring is to look further ahead in order to make better decisions," he said. "We need to know what we can know about the future and what we cannot know. A lot of people think futurists are in the business of making predictions. While there is some truth to that, you have to remember that people who make predictions can be wrong."

"One of the ways to think about the future is to learn from the past, manage the present, and have to work for the future. We learn from the past because all our knowledge comes from the past. We have no direct knowledge of the future. It is unknown territory. We must manage the present or we will not be around for the future. We want to have our eyes set on the future because it is coming ... whatever decisions we make now will shape the world ahead."

In his book, Cornish says people should think about the future for themselves and not allow others to do it for them.

"The question becomes, how do we think about it?" he said. "We are undergoing a global transformation largely due to advances in technology. Technology has generally been the factor that has separated humans from other animals in a major way. In recent centuries and in the past few decades, the pace of change has become truly extraordinary as we go through a global transformation, with technology as the driving force."

Economic progress, combined with technology, leads to increasing mobility of people, goods, and information, says Cornish. "And one of the things it does is to improve health for humans."

"This, in turn, leads to other sub-trends. Improving human health leads to a population explosion and an increase in human longevity. There is also an increase in mobility, which in turns leads to another super trend – deculturation. That is, people around the world have experienced a tremendous degree of future shock as their world changes due to new people and influences. The old ways of living have been drastically altered. Many are bewildered and uncertain on how to adjust to the world."

A former journalist with the Washington Star and United Press International, Cornish began writing about science for the *National Geographic Society* magazine. "As I wrote more articles about science and

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technology I became aware that they were drastically changing the world around us. This led me to my interest in the future.”

There have been major shifts in society that have had huge impact on the future, Cornish says.

“We have been switching from one communications medium to another throughout history. At one time writing and printing were limited to monks and monarchs. Eventually, we switched from an aural era to a print era. When print came in we had an influx of science and global discoveries, and people began to think in different ways. In about 1950, we switched into a broadcast era, which has created a very different environment. Now we are heading into a digital environment, and that will cause an enormously large number of shifts.”

Speaking of business, Cornish cites the dotcom crash as something that was easily predictable and anticipated by many. “If you know financial history, you shouldn’t have been particularly surprised about the dotcom crash,” he said. “This sort of craze has repeated itself through history, such as the tulip bulb craze of the 17<sup>th</sup> century in Holland (following their introduction from Turkey) and the Florida real estate craze in the 1920’s.”

## **GIFTS AND GRANTS**

### **Accounting Education Program Benefits from Leventhal Gift at USC**

Elaine and Kenneth Leventhal—for whom the School of Accounting is named at the University of Southern California’s Marshall School of Business—have increased their support of the school by \$10 million, to bring the total of their naming gift to \$25 million.

“We are deeply grateful to Elaine and Kenneth Leventhal for their continuing support and generosity to USC, the Marshall School of Business, and the Leventhal School of Accounting,” said Yash Gupta, dean of the Marshall School of Business. “This visionary gift at this crucial time in accounting education will allow our school to assure the support of excellence in accounting education.”

Ken Leventhal founded Kenneth Leventhal & Co. in 1949 and over the years it grew to be one of the world’s top accounting firms, specializing in complex real estate transactions. When it merged with Ernst & Young in June 1995, the company was the ninth largest CPA firm in the United States with 13 offices nationwide; and Clark Kenneth Leventhal & Co., the firm’s international affiliate, was the 15th largest in the world.

A member of the USC board of trustees, Leventhal chairs the university’s Building on Excellence campaign that during a 10-year period (1993-2003) raised nearly \$3 billion.

**Financial Firm Pledges \$1.25 Million To U. Of Pennsylvania Business School**

A Swiss-based financial firm has presented The Wharton School of the University of Pennsylvania with a gift of \$1.25 million that will name the MBA admissions suite in Jon M. Huntsman Hall as the “UBS MBA Admissions Suite.”

Several UBA executives are alumni of Wharton, including Robert Wolf, chief operating officer of UBS Investment Bank, Peter Wuffli, chief executive officer of UBS AG; Ken Moelis, joint global head of Investment Banking Americas; Barbara Cona Amone, head of global talent; and Joe Scoby, chief executive officer and global head of UBS O’Connor.

“UBS is proud to sponsor the UBS admissions suite at the Wharton School,” said Wolf.

“It allows us to strengthen the relationship between UBS and Wharton, and confirms our commitment to attracting top-tier MBA talent.” UBS is an active recruiter of Wharton School graduates.

“We are grateful for this support from UBS,” said Patrick T. Harker, dean of the Wharton School. “This gift is a testament to the partnership between Wharton and UBS.”

UBS, one of the world’s largest investment banking, securities, and global asset management firms, is a market leader in Swiss retail and commercial banking.

**Michigan Tri-Corridor Grant Helps Universities Streamline Patent Evaluations**

Evaluating the commercial viability of patents will become easier as a result of a \$1.26 million Michigan Technology Tri-Corridor grant that creates an organization to streamline the process. Four Michigan universities—Central Michigan, Michigan Technological, Oakland, and Eastern Michigan—will make up the newly created U-TEAMED Technology Asset Management and Marketing Organization.

The new organization will provide joint intellectual property management services, along with an infrastructure to manage and market facilities, expertise, and intellectual property assets. As a result, the four universities will be able to compete on a more level playing field with other major research institutions when it comes to evaluating and generating patents that could result in cash revenue.

As the lead institution for the organization, Michigan Technological University has one of the most productive intellectual property licensing offices in the United States. Central Michigan University filed eight patent disclosures last year alone.

With more people sharing expertise, the four institutions can more quickly evaluate the commercialization possibilities of products, according to James Hageman, vice provost and dean of graduate studies at Central Michigan. Hageman said that while lawyers can determine if something can be patented, they don’t evaluate its commercial success. “We now have access to people and expertise to help evaluate whether a product or process will be commercially useful,” he said.

The agreement among the four universities is expected to spur the development of Michigan's Technology Tri-Corridor, which is administered by the Michigan Economic Development Corp.

## AWARDS

*Dr. Glenda Glover*, dean of the College of Business at Jackson State University, will be among six honorees Feb. 26 at the fifth annual Mississippi Majesty Awards—a Celebration of African American living legends through Education and the Arts. Glover is one of only two African American females in the US who has earned a PhD (economics), a law degree, and is a certified public accountant.

Glover sits on the board of directors of CitiBank and participates in a leadership role with several other national investment firms. She also is a member of the boards of the Jackson Airport Authority, the Jackson Chamber of Commerce, and the local chapter of the NAACP.

The Mississippi Majesty Awards, created by Ben and Angelique Minnifield, each year honors selected individuals who have helped advance the cause of African Americans even in tumultuous times. The event also educates a younger generation by documenting the success stories of older community heroes whose stories would otherwise go untold.

She received her PhD in economics from George Washington University, her JD from Georgetown University, and her MBS from Clarke University.

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The University of Toronto's **Rotman School of Management** has won the 2004 Ted Freeman Award for Innovation in Healthcare Education from the Canadian journal, *Healthcare Quarterly*. The award, which this year honors Rotman's experiential, simulation-based, customized Health Care Executive Program, is presented annually to individuals or organizations that aspire, advocate, and enable healthcare education.

Recipients of the award are *Brian Golden*, holder of the Sandra Rotman Chair in Health Sector Strategy and founding director of the Rotman Centre for Health Sector Strategy; *Associate Dean Glen Whyte*, who holds the CCMF Chair in Integrative Thinking; and *Frank Markel*, executive director of the Joint Policy and Planning Committee (JPPC); and Experience Point Inc.

More than 130 healthcare leaders from Ontario hospitals and the provincial government took part in the simulation, held during the summer of 2004, in an effort to demonstrate that a new approach to determining hospital performance and related Ontario Ministry of Health and Long-Term Care funding was possible. It also helped to encourage the introduction of Accountability Agreements in the hospital sector and revealed substantial, but surmountable, obstacles to realizing their full potential.

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The Decision Analysis Society has recognized **The George Washington University School of Business** graduate prescriptive decision programs with the peer-review designation of "high quality." The honor award commends the school, along with the **George Washington School of Engineering and Applied Science**, for making significant educational and research contributions to the nation's intellectual resources in decision making.

After reviewing the teaching, research, and service activities of faculty in the decision field, the society recognized GW for its decision-oriented contributions to literature and graduate education, as well as for the number of doctoral candidates who graduated from a decision program. Included in the society's study were the nation's top 34 graduate decision programs, including such institutions as Johns Hopkins University, Ohio State University, the University of California, Berkeley, the University of Michigan, the University of Virginia, and the University of Wisconsin.

The Decision Analysis Society, a professional group of university faculty and professionals working in private and public organizations, is part of the Institute for Operations Research and the Management Sciences.

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*Marianne Bertrand*, a professor of economics at the **University of Chicago Graduate School of Business**, has been named the 2004 recipient of the Elaine Bennett Research Prize by the American Economic Association's Committee on the Status of Women in the Economics Profession. The prize was established in 1998 to recognize and honor outstanding research in any field of economics by a woman at the beginning of her career. It is given every other year.

Professor Bertrand is an applied microeconomist who has done work on racial discrimination, CEO pay and incentives, the effects of regulation on employment, and a host of other topics in labor economics and corporate finance.

## APPOINTMENTS

*Brian Silverman* has been named J.R.S. Prichard and Ann Wilson Chair of Management at the **Rotman School of Management at the University of Toronto**. Established in honor of J. Robert S. Prichard, former president of the university from 1990-2000, and his wife, Ann Wilson, the chair was created as part of a gift from Sandra and Joseph Rotman, for whom the school was named in 1997.

Silverman was a faculty member at the Rotman School from 1995-98 before moving to the Harvard Business School and then returning to Rotman in 2001. He holds a PhD in Business Administration. A leading expert on business strategy, Silverman's research focuses on the ways that strategies and organizational structures interact to affect performance. In particular, he has studied businesses' abilities to access and exploit technological capabilities.

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*Paul Cronan*, professor of information systems and director of the master of information systems program at the **Sam M. Walton College of Business, University of Arkansas**, has been appointed to the M.D. Matthews Endowed Chair in Business. A long-time resident of Houston, Matthews was chairman, president and CEO of Houston National Gas. A 1948 graduate of Walton College with a BA in business administration, he has served as commencement speaker, a member of the UA National Development Council, and served on the steering committee for the Campaign for the Twenty-First Century in 2000, and that same year was honored as a Tower of Old Main member.

“We are very grateful to (the late) M.D. Matthews for enabling us to endow this chair and continue to support the outstanding work of Dr. Cronan,” said Dean Doyle Z. Williams, who also is chair of AACSB International. “The field of information systems is one of our areas of excellence that is moving into national prominence, and having this chair will support that effort as well.”

Cronan received a BS in computer science from the University of Southwestern Louisiana in 1972, a master’s degree in economics from South Dakota State University in 1975, and a doctoral degree in information systems and management science from Louisiana Tech University in 1979. His current research focuses on ethics in the field of technology.

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*Viswanath (Venki) Venkatesh* has been appointed to the George M. and Boyce W. Billingsley Chair in Information Systems for the **Sam M. Walton College of Business** at the **University of Arkansas**. The chair was established in 2004 with a \$1.5 million charitable remainder trust from Boyce and the late George Billingsley of Bella Vista.

Regarding the appointment, Walton College Dean and AACSB Chair Doyle Z. Williams said: “Dr. Venkatesh will help the Walton College make significant progress toward its goal of becoming one of the top business schools nationally in the area of information systems. His innovative teaching programs and industry-leading research are already benefiting our undergraduate and graduate students as well as the business community.”

Venkatesh came to the Walton College from the University of Maryland in June 2004. Previously, he was the first Tyser Fellow, an associate professor, and director of MBA consulting in the department of decision and information technologies at Robert H. Smith School of Business.

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**Portland State University** has named *Carolyn McKnight* as the new director of MBA programs in the **School of Business Administration**. McKnight will be responsible for executing the coaching and assessing of full-time MBA candidates at PSU. She also will teach a new class in leadership and development and will lead the Office of Graduate Business Programs, which provides graduate placement and career services programs to round out candidates’ educational resumes as they prepare for full employment.

McKnight brings more than 25 years of public and private sector experience in leadership and organizational development. She previously was vice president of organizational and personal

development at Planar Systems of Beaverton, Ore. She holds degrees from Tennessee Temple University and Pacific Graduate Institute.

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*Chris Bones* has been named the new principal of **Henley Management College**. Bones brings 22 years of experience working for Shell, Diageo and, most recently, Cadbury Schweppes where he was director of group organization effectiveness and development. A leading practitioner in executive education and development, change and HR strategy, Bones succeeds Stephen Watson.

Bones joined Cadbury Schweppes, the world's largest confectionery company, in 1999 with responsibility for executive education and development, culture, communications, change, knowledge management, and capability development. His industrial relations experience includes working on the United Kingdom's largest oil refinery and progressed through management teams in brewing, retailing, and property, as well as serving on boards of directors covering Europe, Africa, and Asia Pacific.

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*Mary A. Gowan* has been named associate dean for undergraduate programs at **The George Washington University School of Business**. Gowan, who joined the school as a visiting associate professor in 2002 and became a full-time faculty member in 2003, has a doctorate in business administration from the University of Georgia. Prior to joining GW, she was a tenured associate professor at the University of Central Florida and the University of North Carolina at Charlotte.

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## NEW DEANS

### **Boston College Names Andrew Boynton Dean of Carroll School of Management**

Andrew C. Boynton, founder and program director of the executive MBA program at the International Institute of Management Development in Lausanne, Switzerland, has been named dean at Boston College's Carroll School of Management. A 1978 graduate of Boston College with a bachelor's degree from the Carroll school, he received his MBA and doctorate from the University of North Carolina-Chapel Hill. He began his academic career as an assistant professor at the Darden School of the University of Virginia before accepting a two-year visiting professor position at IMD.

In 1994 Boynton joined the faculty at the Kenan-Flagler Business School at UNC, where he was tenured in 1996. The following year he returned to Switzerland and founded the IMD Executive MBA Program, which in 2003 was ranked by *Business Week* as the sixth best executive MBA program in the world.

**Dina Dommett Joins NYU Stern School of Business as Dean of MBA Admissions**

New York University Stern School of Business recently hired Dina Dommett—former associate dean of executive MBA programs at Columbia Business School and director of special projects at London Business School (LBS), as assistant dean for MBA admissions. Dommett has held leadership positions in management development and education at renowned institutions in the United States and Europe, and most recently managed key initiatives in corporate and government relations for LBS Dean Laura Tyson.

In her new role, Dommett will lead both the full-time and part-time admissions teams in attracting, admitting, and enrolling top-quality students into Stern MBA programs.

“Dina’s breadth of experience in both the corporate world and in university administration will significantly contribute to the strength of our programs,” said Thomas F. Cooley, dean of NYU Stern. “We are delighted to have such an innovative thinker join Stern’s leadership team. Her proven effectiveness in raising the bar on student caliber and enrollment, as well as her ability to connect with students, will help take Stern to the next level of success.” For the past two years she has served on the senior staff of the London Business School. She holds a Ph.D. in Italian language and literature from Yale University and spent a year as a Fulbright Fellow at the University of Rome after earning her B.A. in Italian and German from Boston College.

**UK-based Open University Business School Appoints James Fleck New Dean**

James Fleck has been selected the new dean of The Open University Business School, which operates a series of regional offices and works with international partners to deliver courses in 44 countries. Fleck succeeds Roland Kaye who was dean at OUBS since January of 1999.

Fleck, formerly head of the Entrepreneurship and Innovation Group at the University of Edinburgh Management School, has first degrees in arts and mathematics from the University of Edinburgh and postgraduate education in the structure and organization of science and technology from the University of Manchester. He has held the Chair of The Organization of Industry and Commerce at the University of Edinburgh.

“I am really looking forward to contributing to the continuing success of the OUBS and Open University,” Fleck said. “OPU is a terrific global brand and—with increasing globalization and the further development of information and communication technologies—it is well placed to play an even more important role in the future.”

Brenda Gourley, vice-chancellor of the Open University, said: “As Europe’s largest business school, the Open University Business School continues to play a significant role in business and management education in the UK. The scale, reputation for quality, and specialized, supported open learning methods that the school boasts, all demand dynamic leadership. We believe Prof. Fleck will provide such leadership.”

**Fortino Named New Dean of Marist College School of Management**

Dr. Andrés Fortino has been named the new dean of the School of Management and professor of management at Marist College. He joins Marist after serving as the school's chief academic and fiscal officer. Prior to that, he was associate dean for academic development at George Mason University School of Management in Virginia, and director of both the Bioscience Management Graduate and Northrop Grumman MBA programs at George Mason.

A fixture on the worldwide technology lecture circuit and the author of seven books, Fortino has led more than 180 high technology seminars for Learning Tree International, a company specializing in worldwide hands-on training for management and technology professionals. He also worked for the IBM Corporation in its advanced technology division where he received IBM's first invention level award for his work in semiconductor research.

Fortino received his bachelor's and master's degrees in electrical engineering from the City College of New York and his PhD in electrical engineering from the City University of New York.

The School of Management consists of 910 undergraduate and 537 graduate students, with degrees offered in accounting, business, and economics and master's degrees in business administration and public administration.

**Moyer New Dean of College of Business and Public Administration at Louisville**

R. Charles Moyer, dean of the Babcock Graduate School of Management at Wake Forest University from 1996-2003, has been named the new dean of the College of Business and Public Administration at the University of Louisville. For the past 16 years, he has held the GMAC Insurance Chair of Finance at the Babcock school.

Prior to his service at Wake Forest, Moyer was professor of finance and finance area chairman at Texas Tech University. He also has held academic appointments in finance at the University of New Mexico, Lehigh University, and the University of Houston. Moyer received his bachelor of arts in economics from Howard University, and earned his MBA and doctorate in finance and managerial economics from the University of Pittsburgh.

**University of Melbourne picks Seybolt as New Dean of Melbourne Business School**

An intensive search has come to an end with the announcement of John Seybolt as the new dean of Melbourne Business School (MBS). He replaces Paul Rizzo who resigned last March due to ill health.



Seybolt takes the dean's position after serving as senior vice president and distinguished professor of management at Thunderbird, The Garvin School of International Management in Arizona. He has more than 20 years of experience in business school management positions with leading institutions in the US, Europe, China, Japan, and Latin America.

"This is an exciting opportunity and I am delighted to have been given the role," said Seybolt. "MBS has an unrivaled reputation and I am proud to be part of such a prestigious and growing institution."

After approving Seybolt's appointment with a unanimous vote, Board Chairman Ron McNeilly said: "Professor Seybolt brings an impressive mix of academic and management credentials that not only complement the School's culture and philosophy, but also will enable us to continue building Melbourne Business School as the pre-eminent provider of management and business education in the Asia-Pacific region."

Since 1988, Seybolt has been active in AACSB International as chair of the International Partnership Team for Continuous Improvement, as member and chair of the International Affairs Committee, the International Peer Review Marketing Task Force, the Accreditation Application Review Committee, and other AACSB groups.

From 1985-88, he was dean of the David Eccles School of Business at the University of Utah, where he also was a professor of management and adjunct professor of psychology from 1974 through 1998. He earned a bachelor's degree from Yale in 1966, an MBA in 1971 from the University of Utah, and a PhD in 1975 from Cornell. His research, teaching, consulting, and advising has been centered on issues of employee motivation, performance and retention, leadership skill assessment and development, organizational and job design, and effective team development.

Seybolt will be a featured speaker at the 2005 AACSB International Deans Conference, Feb. 6-8, 2005, in Orlando, Fla. His presentation topic will be: "Global Management in Turbulent Times."

**NEW PROGRAMS**

Leadership and negotiation courses will be added to the executive development program of the **University of Colorado** business school as a result of a new partnership with the NorthStone Group, a leadership development consulting firm in Louisville, Colo. Two-day courses will be offered to business executives who seek a better understanding of leadership and negotiation.

“This partnership represents a great opportunity to bring together the Leeds School of Business with one of the premier consulting firms in the Rocky Mountain West,” said Stephen Lawrence, dean. “This is clearly a wonderful opportunity for us to strengthen our executive development offerings for the business community.”

Rollie Heath and Adam J. Goodman, partners with the NorthStone Group, will teach the courses that are titled “The Six Questions of Leadership” and “Humanizing the Negotiating Process.”

Heath, the Democratic nominee for governor in 2002, will teach negotiations courses. His experience includes 17 years with Johns Manville Corp, where he managed businesses of approximately \$1 billion in annual revenue with 1,000 employees. Goodman, who has a doctorate in management, will teach the leadership courses. For 12 years he served as president and CEO of the University of Colorado’s Leadership Institute.

**The Melbourne Business School** has announced a new course commencing in January 2005 aimed to support the innovation and entrepreneurial need within business. The “Postgraduate Certificate in Innovation Management” program, the first offering in Australia designed for PhD graduates who want to connect business with science, combines an introduction to general management with specialist subjects in innovation and entrepreneurship.

According to Dr. Peter Cebon, course coordinator, the program meets three distinct market needs. It will enable scientists who pursue a laboratory career to become more effective in research management. It provides an opportunity to learn the business skills necessary to take commercial advantage of research findings. It opens a pathway for graduates to take their scientific skills into the business community.

“Innovation and entrepreneurship are the cornerstone of the successful and growing business and are essential for a vibrant economy,” said John Seybolt, dean and director of Melbourne Business School. “This unique program highlights our commitment to making sure our academic offerings address the most critical needs of our business community.”

A new MBA Biotech-Pharmaceutical concentration program has been announced by the College of Management at **North Carolina State University**. The program, available for full and part-time students entering the MBA program in the fall of 2005, will help prepare individuals for new career tracks in the biotechnology and pharmaceutical industries.

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The curriculum includes the MBA program's regular four-course concentration in one its traditional areas (entrepreneurship, finance, information technology, marketing, or supply chain management), as well as three additional courses that will provide in-depth coverage of issues faced by the biotechnology and pharmaceutical industries, including legal and regulatory issues.

"Students who complete this concentration will have in-depth knowledge enabling them to deal with both the scientific and management challenges facing this emerging industry," said Steve Allen, associate dean for graduate programs at the college. "As new industries grow and evolve, new managers need targeted knowledge if they are to become leaders in their field. Each of our concentrations was designed to provide our MBA students with the knowledge they need to bring real value to their companies."

English business school **Ashridge** has launched an experiential Future Leaders Program, aimed at high potential managers and based on the concept of what leaders in organizations wished they had known when they started their leadership careers. The new program allows participants to analyze critical events in a simulated situation through the context of their own behavior and how that behavior affects their interaction with others. In the process, participants grapple with the leadership challenges they are likely to face in the future.

The three-day program, includes executive coaching before, during, and after the program. Participants deal with both success and failure, delivering bad or difficult news, personal and work related staff issues, peer issues, change, and the acquisition of new skills and responsibilities. A pilot program was completed in November and the first official program run is scheduled for March of 2005.

**NEW MEMBERS****University of Hull**

Mike Jackson, Dean  
Cottingham Road  
Hull, East Yorkshire  
England, United Kingdom HU67RX  
[www.hull.ac.uk/hubs](http://www.hull.ac.uk/hubs)

Offering a range of full-time undergraduate programs, a graduate MBA and specialist Masters program, the University of Hull has more than 2,000 students at its Hull and Scarborough campuses, with approximately 500 enrolled in graduate or research programs. The school has approximately 130 academic, research and support staff in the school's six research centers.

**Northumbria University**

Newcastle Business School  
Paul Croney, Dean  
Northumberland Building  
Northumberland Road  
Newcastle Upon Tyne  
England, United Kingdom MNE1 8ST  
<http://northumbria.ac.uk/sd/academic/nbs/>

Part of Northumbria University, the Newcastle Business School is one of the largest and fastest growing business schools in the UK and has established a first-class reputation regionally, nationally, and internationally for dynamic, responsive business and management training and development. The university offers quality education at all levels, including bachelor's degrees to master's, MBA, DBA and PhD.

**Chulalongkorn University**

Sasin Graduate Institute of Business Administration  
Pattarake Sarajoti, Faculty Member  
Sasa Patasala Building  
Soi Chula 12, Phyanthai Road  
Bangkok, Thailand 10330  
[www.sasin.edu](http://www.sasin.edu)

Sasin was founded by Chulalongkorn University with the support and collaboration of Kellogg School of Management and The Wharton School. Its Chulalongkorn-Kellogg-Wharton management education collaboration pioneered the use of world-class visiting professors, complemented by full-time Sasin faculty and other experts in Southeast Asia and the school has long been recognized a leading b-school in Thailand.

**Victoria University of Wellington**

Tony van Zijl, Deputy Dean  
P.O. Box 600  
Wellington, New Zealand 6001  
[www.vuw.ac.nz/fca/](http://www.vuw.ac.nz/fca/)

The Faculty of Commerce and Administration at Victoria University of Wellington offers a wide range of programs to an increasingly diverse student population. In 2003, approximately 5,000 students were enrolled in 41 degree programs. Victoria's outstanding graduates have gained acceptance into postgraduate programs at leading universities throughout the world. There are 14 separate majors in the Bachelor of Commerce and Administration, the Faculty's largest program, while the Bachelor of Tourism Management is the second undergraduate degree program, with each new class limited to 120 students.

**University of San Martin of Porres**

Angel Velazquez Fernandez  
Head of Department of Self Evaluation and Accreditation  
Avenida Las Calandrias s/n  
Lima, Peru 49  
[www.usmp.edu.pe](http://www.usmp.edu.pe)

Founded in 1962, the University of San Martin of Porres, the largest university in Peru with more than 30,000 students, is comprised of nine colleges that offer majors in 18 undergraduate, 12 master's and three PhD programs. Through the university's College of Accounting Science, Economics, and Finance, it offers master's programs in accounting, finance and economics. The College of Administration Science and Industrial Relations offers an MBA and a master's program in Public Administration.

**B-SCHOOL QUOTABLES:**

- **Iain Cowell, fulltime MBA student, Cass Business School, City University, London**, describing the exhilarating feeling of attending classes in one of the many new business school buildings constructed in the last 10 years:

"The move was like breaking out a prison cell. The new building gave us open areas, breakout space and tiered classrooms." In the old classrooms, he says, students found it easy to "hide," but in the new building, they are unable to.

January 10—*The Financial Times*

- **John Seybolt, dean of the Melbourne Business School** on the fluctuating perceived value of today's MBA:

"The MBA and its anticipated results were over-inflated by the markets . . . not the least of which was Wall Street of the 1980s and 1990s." The notion an MBA was a ticket to a six or seven-figure salary . . . "went bang," but has since corrected. "In the long term there will be a good market for it. Having said that, the part-time and executive MBA markets have been accelerating."

January 10—*The Financial Times*

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- **Keith Lockhart**, music director of the Utah Symphony, on his participation in a Harvard Business School case study of the Utah Symphony & Opera merger of 2002:

“We had a blast. I never thought I could have that good a time at the Harvard Business School for three hours.” January 9—*The Salt Lake City Tribune*

- **Linda McQuaig**, a Canadian journalist, reported on the recent outpouring of financial support for victims of the tsunami tragedy:

“Maybe we’re not all just walking replicas of Homo Economicus—the robot-like character whose motivation revolves around his insatiable appetite for material gain that lies at the heart of modern economic theory . . . Despite our indoctrination in the joys of a life devoted to consumerism, there seems to be some deep human inclination to connect with our fellow human beings—an inclination that isn’t really part of the main script of capitalism.” January 9—*The Toronto Star*

- **Simon London**, British journalist, reviewed *Deep Smarts*, a book co-authored by Dorothy Leonard of Harvard Business School and Walter Swap of Tufts University, which discusses the dynamics of the Silicon Valley dotcom boom and its influence on structured approaches to learning:

“The dotcom bubble is presented as a giant test of our ability to transfer tacit knowledge from experienced managers (here, mentors and venture capitalists) to fresh-out-of-grad-school entrepreneurs. Indeed, the fact that so many dotcoms failed is taken to show just how hard it is for twenty-somethings—however bright and energetic—to grasp fully what it takes to run a company.” January 10—*The Financial Times*

- **Henry Mintzberg**, professor of management at **McGill University**, on the MBAs Without Borders program that would send MBA students abroad to Tanzania to assist as the country makes the transformation from a centrally planned economy to a market economy:

“I applaud their effort. What concerns me is . . . what they would carry to developing countries. (They) may be less able to discern what’s effective and what’s not. In other words, MBAs don’t know much about managing. They may know something about finance and accounting. But coming straight out of school, people, without the proper experience, are pronouncing on things they’re not very adept at.”  
January 9—*The Calgary Herald*

**SURVEY NEWS****AACSB Knowledge Services Survey Schedule****Corporate Governance Education**

Dec 2004 – deadline 14 Jan 2005

Accredited AACSB members

**2004-2005 Salary Survey**28 Sept – deadline 1 Nov 2004 (US Members) – report released  
Nov – deadline 15 Dec 2005 (Canadian members) – report pending**2003-2004 Business School Questionnaire**Jan 2004 – deadline Mar 2004 – report pending  
US members**2004-2005 Business School Questionnaire**Jan 2005 – deadline Mar 2005  
All AACSB members**Accounting Accreditation Questionnaire**Dates to be announced  
AACSB members accredited in accounting**Corporate Governance Education Survey**

The purpose of this brief survey is to gather information about corporate governance education at AACSB International accredited business schools. More than 170 business schools already have responded, but it's not too late—the survey will remain open until the end of January. The survey should be completed by the person(s) most knowledgeable about your school's undergraduate and MBA curriculum. It should take no more than 10 minutes to complete the survey. All responses will be confidential. A summary report will be provided to all participating schools. Results also will be shared at the AACSB International Conference and Annual Meeting. To participate in this survey, contact: [alice@aacsb.edu](mailto:alice@aacsb.edu) or [joe@aacsb.edu](mailto:joe@aacsb.edu)

**04-05 Salary Survey Report Available**

The 37th annual report includes data from more than 25,000 faculty salaries across all ranks in 28 business fields and 4,400 administrators in 25 positions. Participation in the survey was extremely high with 510 US members responding, including more than 95% of accredited members. Participating

schools received a link to download the **AACSB 2004-2005 Salary Survey Report** electronically on December 30, 2004. Contact [Knowledge Services](#) if you did not receive your copy.

Non-participating members and other interested parties can view the [Executive Summary](#) or purchase the full report [online](#) (look for the Report Catalog). The full report provides detailed statistical information (mean, median, maximum, minimum, percentiles) about the business school faculty and administration by rank/position, field, accreditation status and institutional control (public vs. private) and is available electronically in or print format.

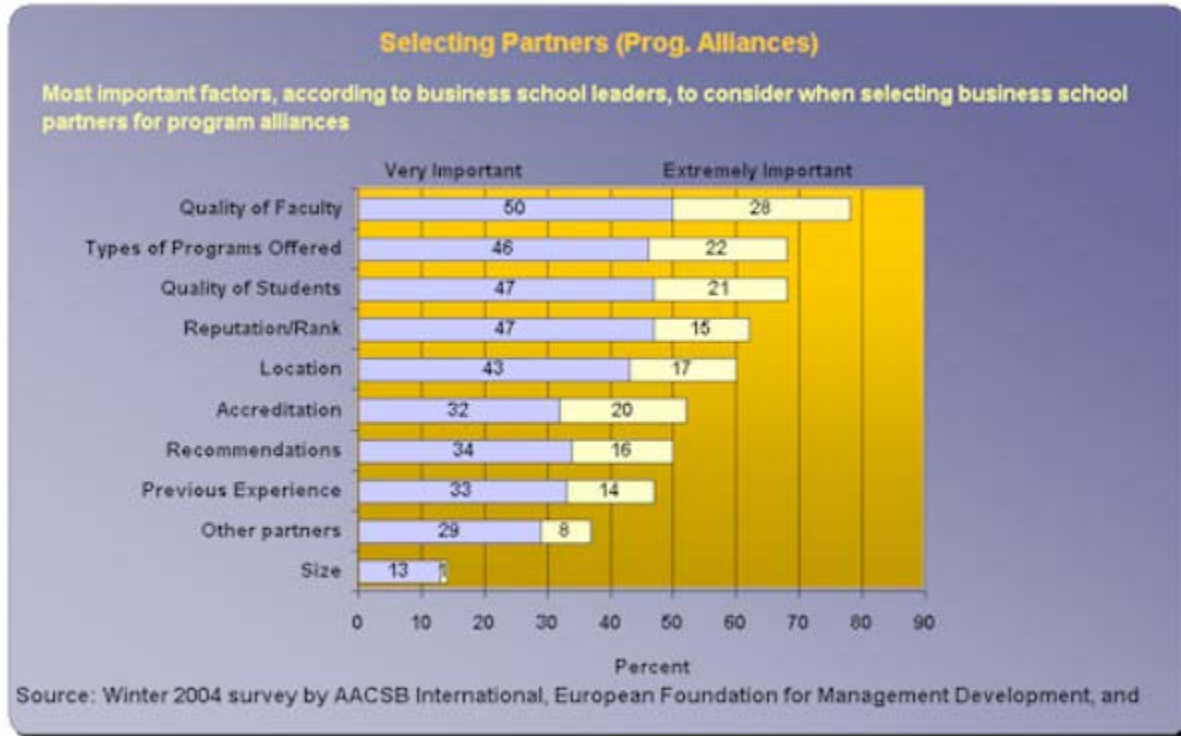
Participating schools also have access to create and purchase **Custom Salary Survey Reports** online utilizing the 2004-2005 data. Select "Custom Reports" on the AACSB Knowledge Services Web pages (password protected). Select the schools to include in your report (min 10, max 50). Contact [AACSB Knowledge Services](#) for more information.

The following table, from the executive summary, shows the mean salary for professors by field/discipline in 2004, the percent change from 2003, and the mean salary for new hires (only) from 2004. The executive summary has additional tables for Associate Professors, Assistant Professors, Instructors and Administrators.

Professor Salaries by Field/Discipline (\$'s in 000's)

| Field/Discipline   | Mean 2004 | Percent Change From 2003 | Mean New Hires |
|--|-----------|--------------------------|----------------|
| Accounting/Taxation  | 114.0     | 4.6                      | 134.2          |
| CIS/MIS  | 110.5     | 4.3                      | 116.0          |
| Economics/Managerial Economics   | 104.2     | 3.9                      | 119.0          |
| Finance/Banking/Real Estate/Insurance  | 129.6     | 4.3                      | 137.7          |
| Management/Behavioral Science/International Business/Strategic Management        | 112.9     | 4.4                      | 132.4          |
| Marketing  | 114.6     | 4.3                      | 136.6          |
| Production/Operations Management   | 116.0     | 3.6                      | -              |
| Quantitative Methods/Operations Research/Statistics                              | 111.4     | 3.6                      | 141.0          |
| Combined (All fields/disciplines, including fields/disciplines not listed above) | 113.7     | 4.4                      | 134.6          |

**DATA DIRECT**



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