

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

**Taking a Stand on the Rankings**



By now, most of you have probably read Dean Andy Policano's sobering assessment of the impact of business school rankings in the September /October issue of *BizEd* magazine. Dean Policano raises several concerns, including the enormous consumption of resources related to rankings and the hypersensitivity of the rankings to almost miniscule variances in measurements.

Last month, AACSB's Committee on Issues in Management Education also released a report by its Media Rankings Task Force. This document, [The Business School Rankings Dilemma](#), conveys great concern about the negative impacts of the rankings and calls for AACSB's leadership in returning sobriety to the process of evaluating the effectiveness of business schools.

In addition to the issues raised by Dean Policano, the report points out that the focus of rankings is almost solely on full-time MBA programs, even though these programs only account for about 20 percent of MBA students. Undergraduate business programs are omitted altogether, a fact that often goes unrecognized by consumers. Many deans lament that the paranoia over b-school rankings has caused them to significantly reduce their PhD programs so that senior faculty can teach MBAs in smaller classes. Unfortunately, these reallocated professors are also those who are most adept at developing new PhDs. As AACSB has continually warned, the steep decline in business PhD production, coupled with the increases in undergraduate enrolments, will have a significant negative impact on the development of future business leaders.

AACSB's Board takes these issues very seriously. It will continue to take positions and launch initiatives to mitigate the negative impact of b-school rankings and improve data quality. We will continue our long-term drive to increase PhD production and develop a bridge program to convert new non-business PhDs to business faculty. We will also implement a seminar that will help practitioners transition into competent, professionally-qualified faculty.

As AACSB continues its concerted efforts to address the challenges to management education and advocate the industry's perspectives, we need each and every business school leader to help carry the industry's message to stakeholders. We are developing resource packets for b-schools, including issues-oriented presentations designed for advisory board meetings, leaflets on the value of AACSB accreditation and management education, and web-based information to help business schools meet their challenges. We invite you to suggest areas of industry wide research and other initiatives you believe are appropriate strategies for addressing industry challenges.

I also urge you to consider participating in one or more of our many conferences and seminars this year. These events, designed by leading management educators, can help all of us to fully understand and meet the challenges to business schools on many fronts. A complete events listing is available at <http://www.aacsb.edu/conferences/>. I hope to see you soon at one of these upcoming events.

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**DEANS CORNER****The Power of Focus**

Our sun produces an average worldwide temperature of 60 degrees Fahrenheit. That same solar energy, concentrated through a simple magnifying glass, can produce earth surface temperatures in excess of 451 degrees Fahrenheit. The difference, of course, is the power of focus.



More than two decades ago, my b-school colleagues at the University of Northern Colorado sought to capitalize on this same principle when they decided to eliminate all graduate programs, including a PhD program and a highly-enrolled MBA program. The result was a singular focus on one undergraduate degree program—a long-term strategy that ultimately led to the Monfort College of Business becoming the nation's first business school to receive the Malcolm Baldrige National Quality Award.

In 1984, the Monfort College's deans and faculty decided that being the best at one thing was preferable to being mediocre at many things. And so began the college's version of *A Road Less Traveled*. At the time, signs were already pointing to declines in public funding, and when combined with a thorough competitive analysis, the dean and faculty reached an informed decision that the best long-term course of action would be to pursue a program strategy of high quality within a single undergraduate business market.

Over the next 20 years, the College would go from serving more than 2,000 students enrolled in a wide variety of undergraduate, masters, and doctoral degree programs, to serving 1,300 students enrolled in a single business administration degree program. Smaller was indeed better in this case, and the most recent results make for a compelling case—top 10 percent results by graduating seniors on the ETS Major Field Test, 98 percent student placement rates, and 96 percent student referral rates, to name a few. One dean's vision cultivated a culture of continuous improvement, one that was maintained through constant focus by successors over the next 20 years.

Such a dramatic shift from one form of program deployment to another certainly did not happen without growing pains. Opposition from some central administrators, faculty, and even a share of the business community had to be addressed and overcome. Changing market dynamics, shifts in market share, and adjusted revenue projections were constant challenges—especially early on in the process. Certainly the case for quality, in light of the anticipated drop in enrollments had to be sold and re-sold internally and externally.

As natural attrition occurred in the faculty ranks, replacements were recruited based on their perceived alignment with (and even passion for) the chosen mission, vision, and values. Also important were donors, who bought into a focused vision for quality and accountability. Overall, once the ship began to turn and progress could be measured on key metrics, the concerns became less frequent and less pronounced.

As is often the case, new leadership frequently yields new and innovative ideas. New thinking and a fresh perspective can indeed be healthy for any organization. But once a vision is set, a course change is not always in order—certainly not just because a new leader feels compelled to make his/her mark. Giving in

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to temptations of a "better way" or the latest program deployment wrinkle can lead to short-term fixes, but not necessarily long-term gains.

The proliferation of specialties and programs in today's business schools leaves many deans searching for the best competitive positions and growth strategies to take their schools into the next decade and beyond. Somehow as we navigate through these challenges, we must be sure that we keep in mind that an organization, though smaller, can be more powerful by concentrating 100 percent of its resources toward a singular goal. At the Monfort College of Business, we are strong believers in the power of focus.

**By Dean Joe F. Alexander, Kenneth W. Monfort College of Business, University of Northern Colorado**

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### NEWSLINES

#### **Engineers Earn Business Management Certification at Texas A&M**

So what are a bunch of engineering students doing over at the Mays Business School? They are collecting the first-ever certificates for business management, presented to engineers following an intensive, three-week crash course in basic business concepts at the Mays' Center for Executive Development.

The course is crafted to include key skills needed by engineers as they conduct everyday business. Students work through business case studies, are tested in financial and managerial accounting, and use the school's trading center to conduct finance simulations.

The program's genesis came from Clair Nixon, accounting professor, who in 2004 conducted research on the business needs of engineers. That resulted in his design of the curriculum as part of the first interdisciplinary effort to bring business basics to another college on the A&M campus. Because of its initial success, the program is expected to continue next summer.

#### **Audencia MBA Attracts Experienced Candidates Over the Age of 30**

Averaging 10 years of professional experience per student, the MBA program at Audencia Nantes School of Management in France has the most extensive executive profile since the program was first offered in 1984. Audencia requires at least three years of experience for its full-time MBA program, and its most recent graduating class of 2005 had an average of seven years of experience in management.

The new class of 2006, which began classes this month, shows wide ranging experience from four years to 18 years. More than 70 percent of the current crop of students is over the age of 30, while a total of 18 percent is over 40.

The current class also is international in scope, with French students comprising just half of the class. Foreign managers from such diverse countries as Chile, Iran, The Philippines, and Russia are enrolled. The program is designed to equip managers with the capability to set up and run business activities in new countries and markets.

#### **What Next? B-Schools Sign Company as Their 'Official Digital Entertainment Network'**

In what undoubtedly is a sign of the changing times, Babson College, Wesleyan University, and Bridgewater State College have signed with a digital entertainment company to allow their students to download music, access movies, create a personal file, and legally exchange and share downloaded tracks.

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The three schools join Stonehill College in offering students the service "Ruckus," which provides enrolled students, faculty, and staff access to more than a million licensed musical tracks from music companies for a price each semester that amounts to less than the cost of buying a CD. It helps address the problem of illegal file sharing that is common on college campuses

### **Virtual College Fair Connects Historically Black Colleges for Recruiting Session**

Recruiting students to business schools doesn't always have to be in person. Using two-way, interactive videoconferencing, recruiters from 47 colleges and universities recently discussed higher education with more than 450 high school students at 15 different high schools.

Sponsored by the Indianapolis-based Center for Interactive Learning and Collaboration, the recruitment session was designed to teach students about school tradition associated with the White House Initiative on Historically Black Colleges and Universities (HBCUs). It was part of the Circle City Classic, a celebration of cultural excellence and educational achievement of America's HBCUs

Although HBCUs make up only three percent of the USA's 4,084 institutions of higher learning, they award approximately one-quarter of all baccalaureate degrees earned by African Americans in the United States.

### **Grenoble's Master in International Business Program Celebrates 10th Anniversary**

The first English language program to be taught by the Grenoble Graduate School of Business has celebrated its 10th anniversary. The program, offered by the international school of Grenoble Ecole de Management, has consistently attracted students from around the world, with its graduates from more than 50 countries.

The two-year program, a year of coursework followed by a one-year project during an internship or employment, usually includes about 100 students each year, representing approximately 30 nationalities. The program also is taught by Grenoble professors at the school's offsite campus in Belgrade, Serbia.

### **Maryland B-School Professor to Join Infrastructure Advisory Council Study Group**

The National Infrastructure Advisory Council (NIAC) has invited Lawrence A. Gordon, a faculty member of the Robert H. Smith School of Business at the University of Maryland, to participate in its study group on risk management. The NIAC, established by executive order of President Bush, advises the president on security systems to support banking, finance, transportation, energy, manufacturing, and emergency government services.

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Gordon's appointment follows recognition received for his research on the economic aspects of information and cyber security. He is a pioneer in developing the field of cyber security economics and is one of the authors of a survey conducted with the participation of the Federal Bureau of Investigation that examines computer network crime and its effect on business.

Gordon and Martin Loeb, a Smith School professor, are co-authors of a forthcoming McGraw-Hill publication: "Managing Cyber Security Resources: A Cost-Benefit Analysis."

### **Entrepreneurship Professor Len Green Keys Creative Push for Babson Athletics**

Students in Len Green's classes reflect the high energy and passion to win needed for success in the business world. Green, a popular entrepreneurship professor at Babson College, also has put his creativity to work in support of the college's sports programs.

Figuratively speaking, he's putting his money where his mouth is by offering to match, dollar for dollar, every gift designated for athletics up to \$1 million. The Len Green Athletics Challenge is a four-year challenge grant of up to \$250,000 per year to build the endowment for future sports programs, while helping current athletic teams at all levels—intercollegiate, intramural, recreational, and club.

According to Babson Director of Athletics Judy Blinstrub, this is the first time that a professor has challenged the alumni in a fund-raising effort. "Len clearly sees the parallels between business and sports, and is always impressed with the work ethic of our student athletes."

A former soccer and tennis player in his college days, Green says his competitiveness comes from those early days, long before he got into business. "I have been competitive all my life and success often comes when you push yourself beyond what you think you can do."

Green is president and chief executive officer of the Green Group, a family business associated with 14 ventures and foundations. He brings hands-on business knowledge to Babson students in the classroom.

"His classes always are top-rated by students," said Babson student entrepreneur Andrew Bachman, who credits Green with providing the mental toughness he needed to begin four of his own entrepreneurship ventures. His latest—a retail athletic business—is appropriately named, Viktory Fightwear.

"I don't run all my companies on a day to day basis," says Green, a strong advocate of delegating responsibility. "I have always tried to surround myself with a good team and let it run from there."



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While delegation is important to Green, he laments that many chief executives feel like they must micro-manage their operations because, as he says, “their egos won’t allow them to let go. When you empower your people to make decisions, that’s when the real success occurs. Of my 14 companies, seven of them are run by my former administrative assistants.”

Green teaches that those who are the heads of businesses need to get out and talk to the employees. “They can’t stay in their offices and wait for employees to come to them,” he said. “Because the problems won’t come to them—the disasters will. You have to get out and experience what your people are doing. I learned that years ago from watching my father walk around the factory.”

Green’s activities have sparked other sports fund raising at Babson. There will be an auction of sports memorabilia this month, with the proceeds going to athletics, 9/11 charities and other worthwhile projects. “You have to take advantage of the momentum,” he said.

“I think Babson athletes are a notch above and very special,” says Green. “They also are athlete entrepreneurs who understand about winning under the toughest of business conditions, and humble enough to learn from their defeats.”

## ASSOCIATION NEWS

### ***Why Management Education Matters Report Goes to AACSB Members***

A report that is the beginning of an advocacy initiative to define the value of management education to a broad constituency soon will be in the hands of AACSB International members. The report “Why Management Education Matters: Its Impact on Individuals, Organizations, and Society” was prepared by an AACSB International Task Force from the Committee on Issues in Management Education.

“We encourage our members to read the report, circulate copies to constituents, and use the messages within to reinforce the long-term contributions that management education makes to the overall health of the business environment,” said Rich Sorensen, chairman of AACSB International. “We thank the members of the task force for all their hard work in crafting this important message.”

Copies of the report were being mailed from the AACSB International offices during the second week of October. For additional copies of the report, members are asked to contact María Pazmiño via email: [maria@aacsb.edu](mailto:maria@aacsb.edu).

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**AACSB Response to Article on Accreditation in *The Australian***

Alex Millmow, ("International Rankings a Tricky Business for Management Schools," *The Australian*, 14 September) asks the question: "Who monitors the quality processes of these self-appointed accreditors?" The answer is, simply, the educational marketplace, which mandates that accreditors be relevant to students, employers, and the schools themselves. Without relevance, a global accrediting association cannot exist.

AACSB International first began to accredit business schools in 1919, and since that date has granted accreditation to a total of 506 schools in 28 nations. Our association is governed by a 26-person, global board of directors made up of business school deans, administrators, and business executives. An Accreditation Council, also made up of accredited schools, approves all changes in accreditation standards. Accreditation processes are managed through a well organized committee structure composed of experienced accreditation reviewers.

In addition to being closely scrutinized by our member schools, AACSB is a voluntary member of the Council of Higher Education Accreditation (CHEA) and is subject to periodic review in order to maintain its status as a viable accrediting body. Further, AACSB International seeks to be recognized and be held accountable as an accrediting organization by other international accrediting bodies in various parts of the world.

There are costs associated with global accreditation, that are connected to the reviewing of credentials, analyzing resources, and sending out peer review teams for initial and maintenance of accreditation reviews. In addition to monetary costs, the initial accreditation process may take from three to seven years, requiring schools to contribute significant hours preparing for the process and review team evaluations.

Despite this commitment of money and time, the value of AACSB accreditation—becoming part of an elite group that comprises less than 15 percent of the world's business schools—is a compelling goal that most of the world's business schools aspire to reach. There continues to be strong demand for AACSB accreditation from schools in Australia, New Zealand, and South Asia, as well as steady growth of our membership base that includes more than 1,000 affiliate members in 72 countries. This strong demand provides ample evidence that business schools perceive value from being associated with AACSB International.

For students who seek the very best business education, and for corporations seeking outstanding employee candidates, AACSB International accreditation is one of the most important affirmations of the right choice of a business school.

Accreditation standards are thorough and demanding, with schools required to develop a thoughtful, strategic plan and a vibrant, relevant mission. Likewise, the development of curricula must be based on outcomes assessment of student learning. AACSB standards also require that teaching be delivered by highly qualified faculty, a certain number of which must hold doctoral degrees. Eighty-six percent of faculty members at AACSB-accredited schools have earned PhDs, compared with 75 percent at non-accredited schools. The standards also require that there be meaningful interaction between students and faculty.

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What if accreditation for business schools did not exist? First, there would be no standards. Each institution would be left to its own devices. There would be no means of comparing one institution with another, creating a complex environment where it would be virtually impossible for students to make a well-informed choice about their educational future.

AACSB International accreditation challenges the individual business school to perform at its highest level. As a result, prospective employers are assured that graduates come from programs where the content and quality are held to the highest standards. Every five years, AACSB accredited business schools must undergo a rigorous peer review that includes an evaluation of curricula, faculty composition, delivery of curricula, and assurance of learning.

Mr. Millmow unfairly minimizes the value of accreditation to dollars and cents, when it means so much more. AACSB International accreditation stands for excellence and quality assurance at the world's most prestigious business schools. Accreditation upholds the requisites that are critical to a business school's success—continuous improvement, rigorous peer review, and an unflinching desire to produce graduates who are ready to become the world's future business leaders.

**CORPORATE MEMBER NEWS****Goody Clancy Design Captures Contract at Hungarian University**

AACSB corporate member Goody Clancy has been chosen to provide design services for a 90,000-square-foot expansion at The Central European University of Budapest, which expands the business school by 90,000 square feet and includes a light-filled atrium. The project will be completed within the interior space of an historic city block.

The Goody Clancy design uses the interior faces of the two existing buildings to house the business school's more secluded functions, such as faculty offices and quiet study rooms. Two wings line a grand atrium and contain the more public areas such as classrooms and gathering spaces. Also included in the design is optimal natural lighting without excessive heat gain, with circulation corridors offering shade to the classrooms. The expanded building breaks through the historic facade with a six-story glass bay providing views down the street to the Danube River.

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**CONFERENCE ALERT****Conferences, Seminars Highlight Tampa Education Week Nov. 14-20**

It will be Education Week at the AACSB World Headquarters the week of November 14-20 as five different professional development programs are held in Tampa, Florida, USA.

Conference attendees can take in three conferences for a single registration fee when they sign up for the Friday-Sunday, 3-in-1 conference program at the Renaissance Tampa Hotel International Plaza. Our seminars, designed for your accreditation and assessment teams, are set up so that you can bring multiple members of your staff and attend both events at the AACSB International Education Center.

Here's your best opportunity to take in a great deal of management education information in one, complete week of professional development. And by the way, just in case you were curious, the average temperature in Tampa in November is 78 degrees!

**AFFINITY GROUP WATCH****PRIME Affinity Group Serves B-school PR, Marketing Pros**

The proliferation of public relations programs in management education has not only created a demand for expertise, but has firmly established an AACSB International affinity group devoted to the craft. The PRIME (Public Relations in Management Education) Affinity Group was formed three years ago and continues to be a central gathering point for public relations and marketing professionals associated with business schools.

"Ten years ago, a group of this type would be a hard sell," says Gary McKillips, director of communications and external affairs at the J. Mack Robinson School of Business at Georgia State University. "Deans and other administrators are much more willing to listen to the advice of public relations and marketing professionals because they realize how important good PR and marketing programs can be to the recruitment of students and faculty and building the school's image."

McKillips, along with Margaret Garrison, director of marketing and communications at Indiana University, organized the initial PRIME group, which during the last three years has grown to about 65 members. The group holds two primary meetings each year-at the International Conference and Annual Meeting, and at the annual Branding-Public Relations Conference. The ICAM meeting is a pre-conference affair that includes a discussion of a pre-designated topic or a simple open discussion.

"Our goal is to foster the public relations profession within the business colleges and help communicate what good PR can do for the schools," McKillips said. "In addition to our two main meetings, we hope to expand and have more activities throughout the year."

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One of the benefits of the PRIME group, and other AACSB affinity groups, is being exposed to schools from many different countries and cultures. McKillips says that schools, while operating differently in all corners of the world, still share some of the same challenges.

"There are some countries where all the television and radio stations are state run," he said. "At first glance, this might seem a hindrance, but then you find out that the school might be given its own full hour or half-hour of airtime to promote its programs."

"Some schools are new to the idea of public relations, but it is amazing that they all recognize that they need to speak with their constituencies with some level of sophistication."

While the group usually has some organized program at meetings, the main activity is networking. "Actually, a lot of the good that happens doesn't take place at the meetings," he said. "It's the ability to call someone after the meeting and compare notes. It's always good to talk to someone that you know about a project that you have coming up."

McKillips is in the process of forming a steering committee to plan the future for the group. Also on the drawing board are expanded programs that include possible presentations at AACSB events.

For more information on the AACSB International PRIME Affinity Group, contact Gary McKillips at [mckillips@gsu.edu](mailto:mckillips@gsu.edu)

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**GIFTS AND GRANTS****Cornell Business Program Receives \$3 Million Grant from Indian Shipping Company**

A new senior professorship in international trade policy at Cornell University's Undergraduate Business Program has been made possible through a \$3 million gift from the Tolani Shipping Co. Ltd. of Mumbai, India.

Nandlal P. Tolani, chairman and co-founder of Tolani Shipping, received his master's degree from Cornell in the field of agricultural engineering and agricultural economics in 1947, and earned a doctorate in agricultural economics in 1964. In addition to being well-known for his business activities, Mr. Tolani is a pioneering benefactor of higher education in India.

The endowment, which includes funds for a graduate fellowship from India, is expected to establish significant ties to academic, business, and government leadership in India, as well as further strengthen the Cornell Undergraduate Business Program's offerings in international business and trade.

**University of Central Florida Receives \$2.5 Million Gift for School of Real Estate**

A \$2.5 million donation from Dr. Phillips Inc. will establish the Dr. P. Phillips School of Real Estate in the University of Central Florida College of Business Administration. The gift, combined with state matching funds, will create a \$5 million endowment that will support the Howard Phillips Eminent Scholar Chair in Real Estate, the Dr. P. Phillips Institute for Research and Education in Real Estate, and the Dr. P. Phillips scholarship program for real estate students.

Although there are several real estate programs offered at private and public universities in Florida, the Dr. P. Phillips School of Real Estate is unique because it will be the first named program. As a result of the new program, UCF's finance department is developing a proposal to create a bachelor of science in business administration with a major in real estate. The college also plans to add a master of science in real estate by the fall of 2007.

Previous gifts from Dr. Phillips to the College of Business Administration created the Dr. Phillips Institute for the Study of American Business Activity and the Della Phillips-Martha Schenck Chair in American Private Enterprise. One of the oldest buildings on the UCF campus is named after Howard Phillips, the son of Dr. P. and Della Phillips.

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**Chairman's Gift Supports SMU Financial Reporting Center, Business Journalism Course**

The chairman and chief executive officer of *Investor's Business Daily*, William J. O'Neil, has provided financial support to establish a chair in business and financial reporting at Southern Methodist University's Cox School of Business, as well as a chair in business journalism at SMU's Meadows School of the Arts.

The amount of the gift was not announced, but will include the establishment of a new undergraduate major in business and financial reporting, with strong emphasis on finance and accounting. The Meadows Division of Journalism will offer a concentration in business journalism for journalism students, as well as journalism courses for business students. The program also will include sponsor guest lectures in business journalism and scholarships for journalism students.

A native of Los Angeles, O'Neil is the founder and chairman of William O'Neil and Company, the institutional investment research firm that in 1963 compiled the world's first daily securities database. Today, the database is utilized by 400 of the world's largest banks, mutual funds, and insurance companies. O'Neil launched *Investor's Business Daily* in 1984, and is the author of *How to Make Money in Stocks*. He is a 1955 graduate of SMU with a degree in marketing, and in 1998 was named a distinguished alumnus of the Cox School of Business.

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**AWARDS****Kevin M. Murphy Becomes First Business Professor to be Named MacArthur Fellow**

A University of Chicago economist has been named the first business professor to receive a “genius grant,” a \$500,000, no-strings-attached grant from the John D. and Catherine T. MacArthur Foundation. It is the first time in the 25 years of the awards that a business school professor has been named a MacArthur Fellow.

Kevin M. Murphy, professor of economics at the Graduate School of Business, was selected for “revealing economic forces shaping vital social phenomena, such as wage inequality, unemployment, addiction, medical research, and economic growth.” The criteria for the MacArthur Foundation awards, popularly known as “genius grants,” include exceptional creativity and promise for important future advances based on a track record of significant accomplishment.

Murphy, the George J. Stigler Distinguished Service Professor of Economics, is one of 25 recipients of this year’s awards, which include winners in such diverse fields as documentary filmmaking and neurobiology. He teaches Advanced Microeconomic Analysis in the full-time MBA program and the part-time evening MBA program. Later this year he will join University of Chicago colleagues to teach Economic Analysis of Major Policy Issues.

Early in his career, Murphy identified how wage inequality affects labor demand in studies that considered work experience, education, race, and gender. He also considered the phenomenon of addiction from an economic perspective, showing that contrary to popular belief, addiction does not always distort economic judgment. Along with colleagues, he developed a model of “rational addiction,” in which consumers anticipate the expected future consequences of their current actions.

More than 60 of Murphy’s research papers have been published in various journals, and he has authored two books: *Measuring the Gains from Medical Research: An Economic Approach*, and *Social Economics: Market Behavior in a Social Environment*. He earned a bachelor’s degree from the University of California, Los Angeles and a PhD from the University of Chicago.

**Eller College's H. Brinton Milward Elected Public Administration Fellow**

The associate dean and director of the School of Public Administration and Policy at the University of Arizona's Eller College of Management has been elected a fellow of the National Academy of Public Administration (NAPA).

H. Brinton Milward joins a group of 550 scholars, officials, and leaders who are among the 2005 fellows—among them Julie L. Gerberding, director of the U.S. Centers for Disease Control and Prevention; Douglas Holtz-Eakin, director of the Congressional Budget Office; and Kenneth P. Moritsugu, deputy surgeon general of the United States.

Milward served as founding director of the Eller College School of Public Administration and Policy from 1988 to 2000. He is best known for his research on the "hollow state" of the world of privatized public services where private firms and nonprofit agencies deliver taxpayer funded services under contract, often several times removed from the original funding source.

NAPA is an independent, nonprofit, non-partisan corporation chartered by Congress in 1967 to provide advice on issues of governance and public management to government leaders at every level domestically and internationally. Along with co-author Keith Provan he has spent the last 15 years conducting research on how these networks of service providers operate and which types of networks are more effective.

Milward earned a PhD from The Ohio State University, and serves as a faculty associate at the Udall Center for Studies in Public Policy, jointly appointed in the Eller College Department of Management and Policy and the Departments of Political Science and Sociology.

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**APPOINTMENTS****Temple's Fox School of Business and Management Tabs Names Rajiv D. Banker to Chair**

The first professor to hold the Stanley Merves Chair of Accounting and Information Technology at Temple University's Fox School of Business and Management will be Rajiv. D. Banker. The chair is named after Merves, one of the founding shareholders of The Franklin Mint.

Temple University President David Adamany cited Banker's "outstanding accomplishments as a teacher and accounting scholar" in making the announcement. Banker is expected to help further Fox ties between the fields of accounting, one of the school's largest areas of specialization, and information technology.

Banker's career includes professorships at Carnegie Mellon University, the University of Minnesota, and The University of Texas at Dallas. He held chaired professorships at the latter two universities. A well-published author of articles in professional journals, he has received numerous awards, including the Emil B. Limbach Award for excellence in teaching (1984) at Carnegie Mellon, and the Outstanding Teaching Award (1993) at the University of Minnesota.

**BRIEFLY—Stephen E. Haag** has been appointed associate dean of graduate programs for the Daniels College of Business at the University of Denver ... **Delphine Manceau** has been named associate dean of the master's program of ESCP-EAP European School of Management.

**NEW PROGRAMS****New Programs, Taxation Policy Research Center to Begin at Oxford**

A group of 72 students from 24 countries has begun the inaugural Masters in Financial Economics program at Saïd Business School at the University of Oxford. Designed in consultation with leading financial institutions, it is being delivered by leading Oxford academics and senior practitioners.

Additionally, Saïd and The Institute of Chartered Accountants in England and Wales have announced a new program in Financial Strategy for accountancy professionals. It is designed to equip those who wish to extend their knowledge and develop senior management skills.

Oxford also announced its intentions to establish a research center that focuses on taxation policies and policy options affecting business in the United Kingdom. The new Oxford University Centre for Business Taxation will feature a program of multidisciplinary research, while drawing expertise from economics, finance, and law. To be based at the Saïd Business School, it is expected to be fully operational by September of 2006.

**Weekend Professional MBA Program Launches at Georgia State University**

A professional MBA program designed for working professionals with at least three years of experience has been announced by the J. Mack Robinson College of Business. Students can maximize their time by attending classes on Saturdays, combined with one night meeting per week and online coursework.

"We've taken the core curriculum ... and combined it with the weekend format of our executive MBA program to make going back to school even more convenient for students who are pressed for time during the week," said H. Fenwick Huss, dean of the Robinson College.

The program, which lasts 24 months, includes a Boot Camp, where students start the program with an intensive, four-day orientation that includes an introduction to accounting, finance, economics, and statistics. Students are grouped into teams for a Cohort Learning phase during the first year that includes sharing professional knowledge.

**New MBA-Accounting Degree Program Announced at Rochester Institute of Technology**

A new MBA in accounting that meets New York State's 150 semester hour CPA education requirements has been announced by Rochester Institute of Technology. It provides the enhanced broad business education recommended by the American Institute of Certified Public Accountants.

Emphasizing information technology, the RIT MBA-Accounting degree program covers the areas of information systems risk assessment, control, and assurances services. Candidates with an undergraduate degree in accounting may be able to complete the program in nine months of full-time study, but it also is available to part-time students.

**Wisconsin-Oshkosh Begins Global MBA Program with Schools in Germany, India**

Representatives from universities in Germany and India have signed an agreement with the University of Wisconsin-Oshkosh to begin a global master of business administration program. UW-Oshkosh will join the University of Applied Sciences, Darmstadt, Germany, and the T.A. Pai Management Institute, Manipal, India, in the new program.

Designed for working professionals, the 15-month global MBA program will begin in June 2006. Sixty percent of the coursework for the program will be completed online, while the rest will be delivered on-site, requiring students to travel to each country.

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**Butler Business Accelerator Designed to Enhance Business in Central Indiana**

The largest gift ever received by Butler University has created the Butler Business Accelerator, an initiative to enhance undergraduate and graduate business education at the institution and aid business growth throughout the state of Indiana.

The Accelerator, made possible by a \$22 million gift from The Lilly Endowment, will utilize mature Central Indiana businesses as both laboratories and classrooms, giving students the opportunities to develop strategies to promote state economic growth. The Accelerator will target companies that have been in business for at least five years, have \$5 million to \$50 million in annual sales, and are poised for growth.

"To be a successful economic center, you must have two things: thriving businesses and a well-trained, well-educated workforce," said Indianapolis Mayor Bart Peterson following the announcement of the gift. "This grant will advance both causes by supporting the growth of local businesses and giving Butler students yet another outstanding educational opportunity."

"Lilly Endowment is pleased to see Butler focus its considerable energies on an area of the business spectrum that has not received much attention recently," said N. Clay Robbins, president of the Endowment. "The state's economic revival depends upon the participation of a wide range of businesses ... It should be a win-win situation for Butler students and the businesses."

Both Butler University and the Lilly Endowment are based in Indianapolis, Indiana. The Lilly Endowment is one of the United States' largest private philanthropic foundations, created in 1937 by three members of the Lilly family -- J.K. Lilly Sr. and sons J.K. Jr. and Eli -- through gifts of stock in their pharmaceutical business, Eli Lilly and Company.

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### NEW MEMBERS

#### **Dixie State College of Utah**

Udvar-Hazy School of Business  
225 South 700 East  
Saint George, Utah 84770  
Website: [www.dixie.edu](http://www.dixie.edu)

Dixie State boasts an enrollment of more than 7,200 students. The spectacular setting on the site of the first pioneer encampment in St. George provides the backdrop for outstanding academic programs. Students can earn four-year bachelor degrees in business, computer and information systems, and elementary education. Associate degree programs in the liberal arts, sciences, business, and computers also are available. The expanded campus makes the college a major academic and cultural center.

#### **California State University, Monterey Bay**

School of Business  
100 Campus Center  
Seaside California 93923  
Website: [www.business.csumb.edu](http://www.business.csumb.edu)

The California State University, Monterey Bay School of Business offers innovative graduate and undergraduate programs encompassing all facets of business administration. The undergraduate program offers a bachelor of science degree in business administration with concentrations in agribusiness, management and international business, hotel resort management, hospitality management, information technology/e-commerce, entrepreneurship, and marketing. The graduate program, offered in conjunction with the school of information and communications design, offers a master of science in management and information technology .

#### **Alta Direccion**

ADEN Business School  
Rioja 460  
Mendoza 5500  
Argentina  
Website: [www.altadireccion.org](http://www.altadireccion.org)

ADEN Business School's mission is to develop a Spanish speaking business professional's community devoted to the study of the most advanced tools and strategies of management education. ADEN offers MBA programs at 19 locations in Latin America and Spain, including the cities of Madrid, Panama City, Buenos Aires, Bogota, Tegucigalpa, San Pedro, San José of Costa Rica, Quito, Guayaquil, and others. Sixty percent of the classes at ADEN are elective, which enables students to choose a greater number of subjects.

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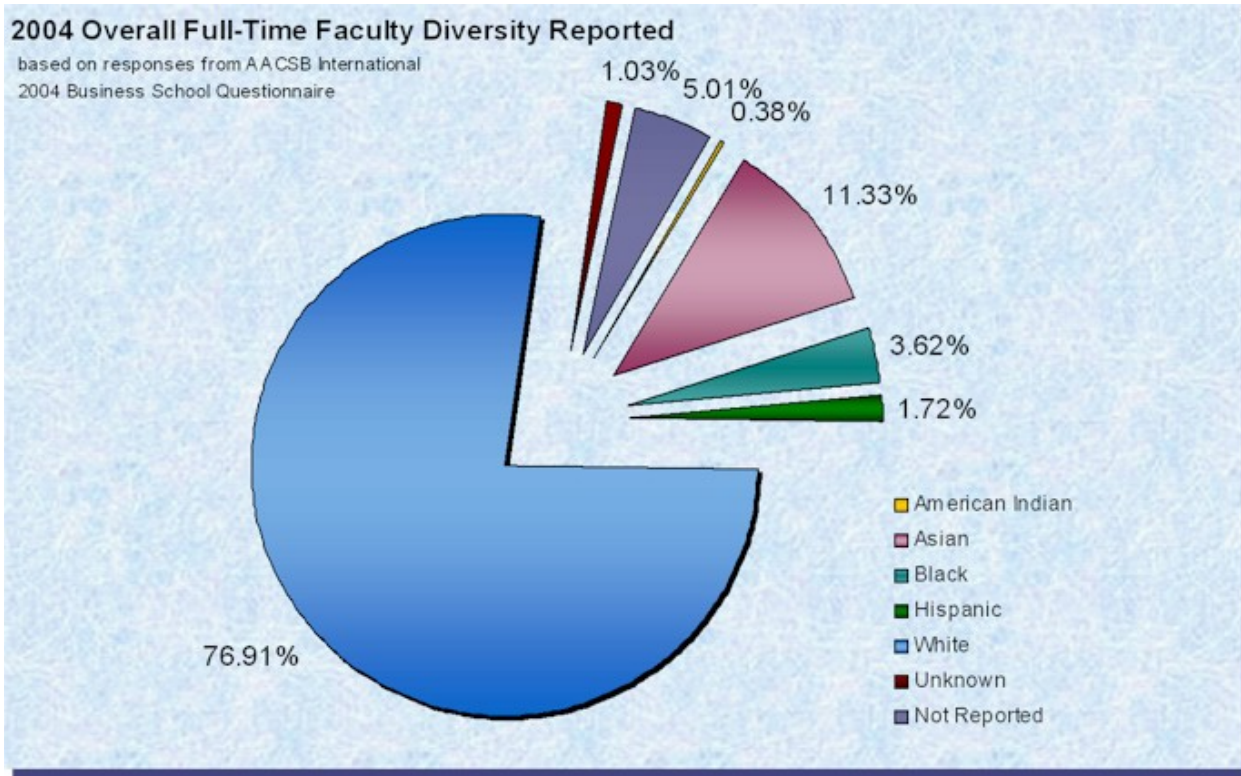
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