
eNEWSLINE

The Power of Peace

As we approach the end of the calendar year and several religious holidays, many of us are wondering what is happening to our world. Perhaps some feel differently, but I cannot recall such a disruptive period as we have experienced over the past five years. Tsunamis, hurricanes, earthquakes, poverty, disease, and armed conflict are some of the recurring maladies that have beset our troubled world. Of these and other natural and manmade disasters, none are as malevolent and intolerable as terrorism.

There are many arguments as to the root causes of terrorism, but I do not wish to debate them here. What I would like to express clearly, however, is that business and business schools can be catalysts of a new generation of peace. Many of you already are aware that the AACSB International Board of Directors, through the Committee on Issues in Management Education (CIME), has established the Peace Through Commerce Task Force. The task force is chaired by Carolyn Woo, Dean of the Mendoza College of Business at the University of Notre Dame. Its mission, in summary, is to: *consider, plan, and execute strategies that will enable staff, faculty, students, and alumni to understand and engage in internal and external activities that harness the connection between business and peace.*

The task force membership includes a diverse group of business and business school leaders as well as representation from the United Nations' Global Compact Office and the Initiative for Global Development led by Bill Gates, Sr.

AACSB subscribes to the concept that there is strong linkage between peace and commerce. We believe that the world's business schools already are key contributors to the advancement of their countries' strength and leadership. Successful economic relationships are strong deterrents to conflict and terrorism. Healthy economies help reduce poverty and human hardship. Business schools can make a difference!

The AACSB Peace Through Commerce Task Force plans to examine appropriate roles for business schools in advancing peace through commerce. It will work to identify ways that AACSB may be able to energize this movement, primarily through its members and alliances with similar initiatives, such as the European Foundation for Management Development's corporate social responsibility effort.

The Peace Through Commerce Task Force met in November at the George Washington University School of Business and considered potential initiatives and tactics that could increase the effectiveness of business schools and enhance AACSB's leadership in advancing this initiative. As a first action, the task force is conducting a survey of AACSB member business schools to identify peace-inspiring initiatives that already are underway or planned by our 1,034 members in 72 countries on six continents. The results of that study will be shared with all of you, and I am confident that we will be pleased to learn how much already is being done.

If you are interested in learning more about issues facing management education, and specifically, what business schools and AACSB are doing to advance peace through commerce, please consider joining us at the upcoming Deans Conference, February 5-7, 2006, in San Diego, California, USA, and also at the AACSB and EFMD International Conference and Annual Meetings, April 23-25, 2006, in Paris, France.

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In the past, we have not published an edition of eNEWSLINE in the month of December. However, in an effort to ensure that we continually keep close contact with our members, we have decided to publish the newsletter 12 months a year. We hope that you enjoy this slightly abbreviated, but just as informative "extra" newsletter for 2005.

May the year 2006 be a year of peace for all of us.

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DEANS CORNER**Advisory Boards— A Critical Element of Your School's Success**

By Lynne Richardson, dean, Miller College of Business, Ball State University



Advisory Boards have become a valuable resource for today's modern business school. With deans mandated to keep curricula relevant, create partnerships with the business community, and generate additional revenue, advisory boards—though challenging to manage—are an essential part of your business school operation. What is your relationship with your advisory board?

When I arrived at Ball State University's Miller College of Business four years ago, there were two active program advisory boards, as well as an alumni board. Four months later, I was inspired at a regional deans meeting by Steve Hallem of the University of Akron, who pointed out that he worked with different advisory boards in most of his academic programs, plus a college-level executive board. We were encouraged to increase the role of advisory boards at Miller College and, in the last three years, we took up the challenge.

What a difference three years makes! Our advisory board list includes a college-level executive advisory board, nine programmatic boards, a student advisory board, and the alumni board. While the role of each board has been clearly identified, the three primary roles particular to the external advisory boards are advocacy, relevancy, and philanthropy.

These well-attended groups usually meet two times a year for a minimum of four hours, while the executive advisory group meets for a full day. Each has its own separate set of by-laws and there are no minimum gift levels required—although most members do contribute to the university.

I mentioned that advisory boards can be a challenge to manage. From the beginning, the roles of all of our boards were clearly defined. They understand that their groups make suggestions, not decisions. Having said that, we understand that our board members are passionate about Miller College, and when they offer suggestions in a unified, loud voice, we listen carefully. We pick their brains for new initiatives. These dedicated participants have become our best sounding board.

To manage advisory boards well requires huge time commitments from administrators and staff. We do everything possible to keep our members engaged, making sure that we contact them during the intervals between meetings. Our goal is to keep them interested and enthusiastic about helping. Effective advisory boards require an efficient, clear pipeline of essential information from the school to each board member.

Just how proactive our boards become is determined by internal board leadership—the dean's office, department chairs, or staff. As with any advisory board, some staff members can feel burdened by the work required for successful advisory boards, others enthusiastically embrace the project and constantly look for ways to keep the board active.

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So what advice can I offer for those of you who may be organizing or reconstituting your boards? First, ensure that the makeup of your board is as diverse as possible. Include men and women from many types of organizations, industries, locations, ethnicity, and positions within the firm. Ask them to serve regular terms (ours are three years, with the option to renew). Keep recruiting, because there always will be members who won't be able to participate for one reason or another. Create a plan to engage them—and then keep them engaged. Be methodical on how often you communicate with the group.

One suggestion I've shared with my leadership team is to pick one day per month where you send board members an email update. It can be a combination of regular happenings and good news from the college or university. Think of ways for board members to interact with students. We've found that to be very popular. Jam-pack your board meetings with a variety of topics, but build in time for discussion. It shouldn't just be show-and-tell.

Make sure you send out an agenda a couple of weeks before the meeting, and request RSVPs. Even though we communicate on a regular basis through various publications and mailings, my board still wants to "hear it from the dean." So I make it a point to spend the first 15 minutes of each meeting reporting all the good things that have happened since we last met.

Appointing the right internal managers for these boards also can be a challenge. For example, if you have chairs involved who may not be comfortable in this role, find a faculty member who is. As I tell my team, it would be better to go without a board than to try and maintain one that is not engaged. That responsibility typically falls back to college personnel.

In the Miller College of Business, we believe that advisory boards are critical to our future success. In just three years, we can point to numerous examples of how they've helped make us a better business school. For example, the executive advisory board provided the impetus for us creating and implementing an undergraduate business core curriculum integration project.

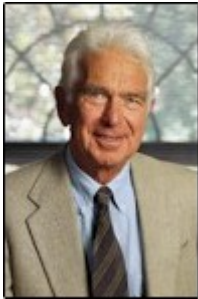
As you continue to work with boards, make them a priority. They want to help. Find ways that they can.

Editor's Note: AACSB International will sponsor a professional development seminar "Getting the Most from a Business Advisory Council," Feb. 23-24 in Tampa, Florida, USA. For more information, visit: [Advisory Council Seminar](#)

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ASSOCIATION NEWS**Power-packed Speaker Program Highlights February Deans Event**

A dynamic program of management education speakers—highlighted by leadership scholar and author Warren Bennis—will be featured at the AACSB International Deans Conference Feb. 5-7 at the Rancho Bernardo Inn in San Diego, California, USA.



Bennis, a distinguished business professor and founding chairman of the USC Leadership Institute at the University of Southern California, will be among several high profile industry personalities who will address the heads of business schools around the world. Bennis is well known for his writings that identify critical factors for strong leaders, such as adaptive capacity, engaging followers around a common goal, a strong moral compass, a set of principles, a belief system, and a set of convictions. His topic will be “Judgment: The Essence of Leadership.”

Also on the program is noted Harvard Business School Professor Clayton Christensen, who believes there is mounting evidence that the same kind of disruptive forces that toppled leaders in industry are also having an impact on management education. If allowed to continue, he predicts many of today’s business schools could be dinosaurs in 20 years, replaced by new institutions or mega-conglomerates that will dilute the value of management education.

Lyman Porter, professor of management and former dean of the business school at the University of California, Irvine, will revisit the topic of his 1988 book “Management Education and Development: Drift or Thrust into the 21st Century?” and discuss what has happened since the book came out and provide a look ahead toward the next 10-15 years..

A discussion about “The Relevance of Management Education—A Corporate Perspective,” will feature panelists Phil Francis, chief executive officer of Petsmart and Craig Weatherup, former chief executive officer at PepsiCo. Concurrent sessions include the topics of accreditation, assessment, and the longevity and survival secrets for business deans. Jerry Trapnell, chief accreditation officer at AACSB International, will speak at two sessions involving AACSB accreditation.

Attendees who register by Jan. 5, 2006 will save a total of \$200 toward registration. Included in this year's event is a day-long guest program that includes a tour of picturesque La Jolla and surrounding area, as well as lunch. Attendees also can purchase tickets so their guests can attend two cocktail receptions at the conference.

For more information, including registration details, visit: [Deans Conference](#)

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NEWSLINES**Lehigh Offers First Dually Accredited Business-Computer Science Program**

Reflecting the importance that future business leaders have a combination of business and technical experience, Lehigh University has become the only university in the United States to offer a single program that offers specialized accreditation in both business and computer science. The degree program offers students a business computing degree and a full fledged technological computer science degree.

“Because there is an increasingly stronger relationship between technology and virtually every other field of endeavor in today’s complex business environment, the combination of these two disciplines provides an excellent platform for a longer term career in high level general management,” said Peter Bennett, president of Liberty Trust, who is an advocate of the program.

The program is accredited as a computer science degree by the Accreditation Board for Engineering and Technology/Computing Accreditation Commission (ABET/CAC) and AACSB International—The Association to Advance Collegiate Schools of Business.

“Earning the dual accreditation confirms the importance and uniqueness of our program,” said James Hall, the Peter E. Bennett chair in business and economics.

While the dual accreditation was recently achieved, the program was implemented in 2001. Lehigh surveyed 38 consulting companies, software development organizations and public accounting firms before developing the program.

Audencia Nantes Embarks on Study to Measure Impact of Ethics Teaching

As courses on ethics and global responsibility become more a part of global MBA programs, a team from Audencia Nantes School of Management will undertake research on the school’s MBA program to study the possibility that ethics modules have altered student views and behavior.

Headed by ethics specialist Jean-Luc Castro and not-for-profit expert Graeme Lindsay, the research will measure students’ ideas about ethics at the start and completion of the ethics modules. The research will utilize a technique known as “Q-Methodology,” which is employed in the social sciences to measure views on abstract concepts.

Audencia’s support of ethics in business includes its signing of the United Nations Global Compact initiative, as well as setting up its own research center for global responsibility. Students in the school’s Master in Management program have the opportunity to follow a global responsibility study track.

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Babson Joins Nankai University for April China-U.S. Entrepreneurship Symposium

Babson College has signed an agreement with the Nankai University Business School to launch the first China-U.S. Symposium for Entrepreneurship Research and Education in April 2006. To be held at Nankai University, the new collaboration is designed to improve entrepreneurship teaching and research in China.

The symposium includes two events: a two-day entrepreneurship research and education conference, and a three-day session on entrepreneurship education for business faculty from China's major universities. It will be held at Nankai University, which is located in Tiajin, about 70 miles southeast of Beijing.

Babson Provost Michael Feters signed the agreement in November with Zhang Yuli, Nankai's associate dean. Leading the symposium on behalf of Babson will be Stephen Spinelli, vice provost for entrepreneurship and global management; and Jeffrey Timmons, entrepreneurship professor.

Arizona Business Students Volunteer for Numerous Tucson Community Projects

More than 250 students from the Eller College of Management at the University of Arizona recently volunteered within the Tucson community to paint houses, organize food drives, box books, or assist in creating business plans. It's all part of the Eller College Philanthropy Day that took place this month. Students, faculty, staff, alumni, and friends of the college fanned out across Tucson to work with 18 non-profit organizations for the day.

While the event's focus was meeting community needs, it also was designed to strengthen relationships within the school, including those between students and faculty. Among the organizations that benefited from the event were Our Town Family Center, A Place to Call Home, Casa de los Niños, A Blissful, Care Home, and World Care, and the Community Food Bank.

BRIEFLY—Pamela L. Reiland has joined the Jones Graduate School of Management at Rice University as director of alumni affairs after 22 years in the field of corporate finance. She is a former president of the school's alumni association ... **HSBC France**, an international banking institution, has signed a three-year patronage commitment with Audencia Nantes School of Management to help with internships and business coaching for students, as well as participating at Audencia's annual company forum ... According to *Entrepreneurship Saïd*, a newsletter published at the **University of Oxford**, one in 10 students from the Saïd Business School have set up their own "alumni companies," which have raised more than \$43.4 million and employ approximately 800 ... **Florida International University** held a ground-breaking ceremony for its planned \$45 million business school complex, to be built with a combination of private and state funding.

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TRANSITIONS**Darden School Extends Bruner's Term to Five years at University of Virginia**

Less than four months into his one-year appointment as dean of the University of Virginia's Darden School of Business, Robert F. Bruner has been appointed to an additional five-year term.

After being chosen from among 150 applicants, Bruner said he accepted the position with a "feeling of deep honor" and a belief in the "fundamental goodness of the legacy we're undertaking." With some humor, he added: "I've had the 15-week internship and I finally got the job."

A mergers and acquisitions expert, Bruner joined the university faculty in 1982. From 2000-2004 he was executive director of The Batten Institute, an endowed foundation within the Darden School that focuses on entrepreneurship, innovation, and corporate growth. He earned a bachelor's degree from Yale in 1971, as well as an MBA and PhD from Harvard in 1974 and 1982, respectively.

Ofong Named First Dean of Business Administration at Harris-Stowe State

Harris-Stowe State University has named Chigbo Ofong as the university's first dean of business administration. Ofong brings considerable credentials to his new position, which includes overseeing the new Busch Business School, which recently opened on the St. Louis school's south campus. He joins Harris-Stowe from Rust College in Holly Springs, Miss., where he was chair and associate professor of management.

Ofong earned a bachelor's degree from the University of Buffalo, and master's and PhD degrees in international relations from The Johns Hopkins University. His resume includes serving as associate professor of management at Savannah State University, where he taught international management, global business issues, economics, entrepreneurship, and labor-management relations. He also held positions at the University of Maryland and Howard University.

BRIEFLY—Lilly Lancaster has been named acting dean of the School of Business Administration and Economics at the **University of South Carolina Upstate**.

AWARDS**Wharton's Catherine Molony Honored by Executive MBA Council**

The Executive MBA Council has presented Catherine Molony, a senior associate director of admissions at The Wharton School, with the 2005 Bud Fackler Service Award. The award is named after the late director of the executive MBA program at the University of Chicago, who also was one of the council's founders.

"Cathy has been a global visionary for the council," said Penny Oslund, executive director of Executive MBA Programs at the University of North Carolina at Chapel Hill and past chair of the council's board of trustees. "She embodies the soul of the international Executive MBA Council."

In 1999, Molony collaborated with a European colleague to coordinate the council's first European regional meeting. She also began discussions on future collaborations with the European Foundation for Management Development (EFMD), which led to EFMD joining the council as a strategic partner.

Babson Professor Wins Teaching Award from the Society for Marketing Advances

Dhruv Grewal, marketing professor at Babson College, was named winner of the 2005 Sherwin-Williams Distinguished Teaching Competition by the Society for Marketing Advances, whose members teach at colleges and universities around the world. Grewal holds the Toyota Chair in Commerce and Electronic Business at Babson and is co-editor of the *Journal of Retailing*. The award is the second of the year for Grewal, who in November received the 2005 Fordham University/Lifetime Achievement Award in Pricing. In 2003, he won the American Marketing Association Award for Innovative Excellence in Marketing Education.

**Virginia Tech's Business School Researchers Win Grant for Internet Privacy Work**

Business and engineering researchers at Virginia Tech have won a \$450,000 award from the National Science Foundation's Cyber Trust program to continue their work on new technology to protect children's internet privacy. The technology will help protect children who use the internet for casual web surfing, games, interactive learning, and other applications.

The team from the Pamplin College of Business developed POCKET (Parental Online Consent for Kids' Electronic Transactions), a technology to obtain verifiable parental consent. The program is described as easy to use, cost effective, and protective of children even without a parent's direct supervision.

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The technology is designed to protect children who engage in online transactions. Parents can set up a customized disclosure policy that enforces the accountability of the merchant handling a transaction. Once the parent has created privacy preferences, only minimal future participation required from the parent and none from the child. The grant will enable researchers to build a prototype that can test and verify the program's effectiveness.

Mid-Atlantic B-Schools Honor Temple's Samuel Hodge for Teaching Innovation

Samuel D. Hodge, Jr., professor and chairman of Legal Studies at the Fox School of Business and Management at Temple University, has been honored by the Mid-Atlantic Association of Colleges of Business Administration (MAACBA) with its 2005 Gold Prize for Innovation in Teaching. Hodge also serves as the Fox School's Director of the Center of Innovation in Teaching and Learning, which helps Fox professors enhance their teaching skills.



Hodge is a strong proponent of engaging students through humor, technology, and student involvement. His success was acknowledged in a May, 2003 survey by *The Chronicle of Higher Education*, which listed his "Law and Society" course under the category of "Large but Loved."

The recipient of multiple teaching awards, his interactive teaching style also has been the subject of stories in the *New York Times* and broadcast on radio and television. He also is a well-known lecturer on anatomy and trauma.

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NEW PROGRAMS**Rice University Adds Flexible 22-month MBA Program for Working Professionals**

The Jones School of Management at Rice University has added a third MBA degree program that allows a working professional to earn a master's degree in 22 months. The program is for professionals who want to remain employed while earning their MBA, who cannot attend on weekends, or who want to accelerate their career before reaching the executive level.

The program, which includes two evening sessions per week, is the Jones School's second part-time MBA program, following the first one established in 1998. The school has offered a full-time, two-year traditional MBA program since 1976.

MBA Leadership Development Program Launched at Vanderbilt

The Owen Graduate School of Management at Vanderbilt University has begun a pilot program to develop and measure skills in core leadership areas. The new, two-year Leadership Development Program was created based on a study of leadership qualities most valued by worldwide businesses. It is among the first to measure actual progress of student skill development in five core areas—executive presence, cultural awareness, teamwork, communication, and structured thinking.

Approximately 40 MBA students are participating in the program. The first year is focused on identifying the strengths and weaknesses of each student, with more of the training taking place during the second year. It includes extensive one-on-one and team coaching from second-year students, faculty members, and industry professionals. Reflecting Owen's personalized education tradition, the goal is to refine skills and address individual weaknesses.

"While there is no universal definition of what makes a good leader," said Dean Jim Bradford, "we believe that by focusing on the five key areas of leadership, the (program) will provide the most effective training available at the MBA level."

New MBA Program in Full Swing at University of California, San Diego's Rady School

The Rady School of Management has launched a new two-year, full-time MBA program with a curriculum focused on management and leadership, particularly in the areas of science and technology.

A total of 60 students, one-third from countries outside the United States—have begun the new program. Twenty-eight percent of the class have earned advanced degrees in other disciplines (including eight PhDs), 58 percent have science or technology backgrounds, and 35 percent are women. On average, class members have four years of professional experience.

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"The Rady School is UC San Diego's newest professional school, yet it already has made its mark on our campus and the community" said Chancellor Marye Anne Fox. "The full-time MBA students will be here on campus daily, adding a new and exciting dimension to the entire campus community."

The Rady School also has a FlexMBA class designed to meet the needs of working professionals who primarily are from science or technology-driven organizations.

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B-SCHOOL QUOTABLES

- **Jean Talbot**, director of MBA programs for HEC Montréal, on the recent formation of a Canadian consortium to lure top students to Canadian business schools through the web site CanadianMBA.com:

"We did something many business schools wouldn't dream of doing, worked together to create a gateway to the Canadian institutions which recruit MBA students from around the world."

December 5—*Financial Times*

- **Joseph M. Pastore, Jr.**, professor emeritus, Lubin School of Business, Pace University, describing the challenges of fixing a failing business:

"Management experts say the key steps are getting rid of all the bad actors, putting strict accounting rules in place, and changing the company's reputation with employees, customers, and investors. You have to fix the business, culture, and image. The more pieces you have to fix, the harder it is."

November 21—*BusinessWeek*

- **Hermoz Ahmadzadeh**, corporate development manager, Manchester Business School Worldwide, on the need for quality MBA programs in the United Arab Emirates:

"The Middle East region, with Dubai at its hub, is rapidly emerging as an important business center and the establishment of our third international center in Dubai is recognition of this. We also are working to facilitate students into our MBA programs here, so we are offering scholarships covering 25 per cent of the program costs to selected students enrolling at the Dubai center."

November 23—*Mideast Company News*

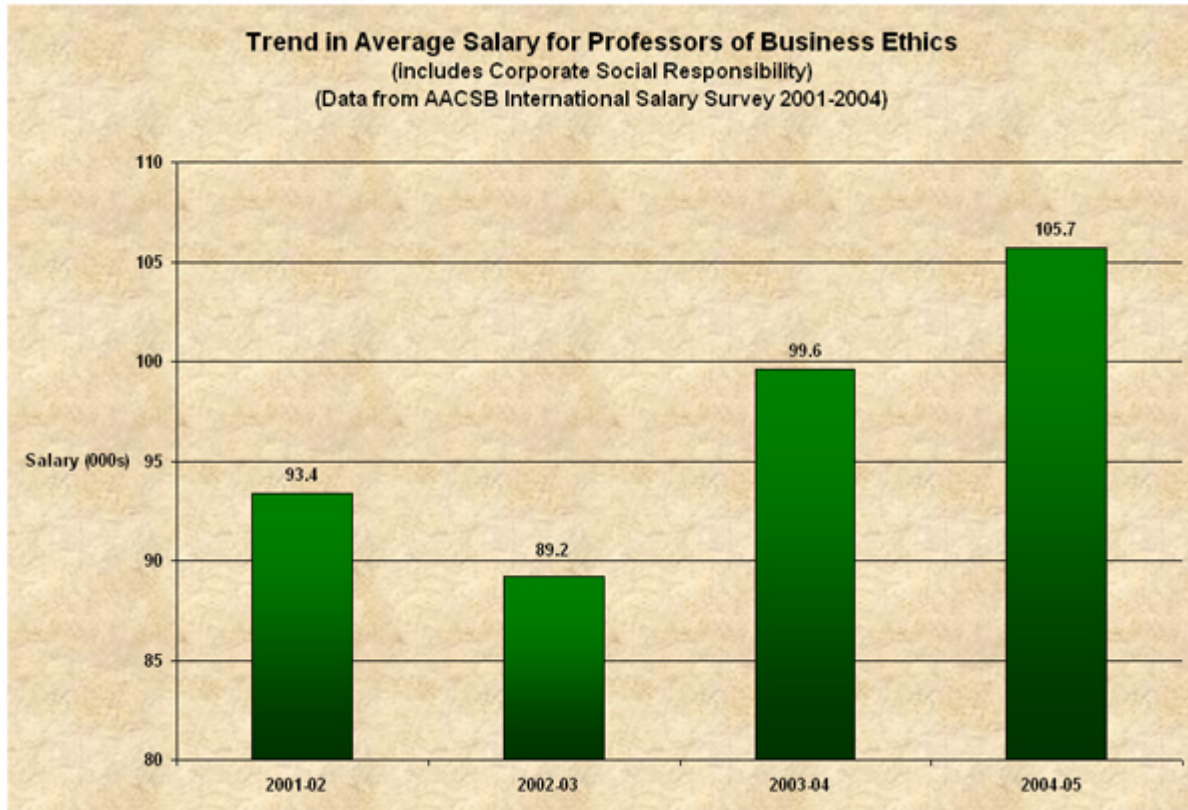
- **Robert D. Galliers**, provost and vice president for academic affairs, Bentley College, on the reasons for launching a new PhD program in business:

"Our research shows that business schools need specific talents in their new faculty members, including a publication record, teaching experience, and subject domain and methods expertise ... Our goal is to produce a new generation of scholar-teacher-practitioners who will be eminently prepared for rewarding careers in academia, business, or both."

November 18—*Market News Publishing*

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