

**Chair's Exchange: Arthur Kraft, 2006-2007 Chair, AACSB International****AACSB Means Much More to Business Educators than Just Accreditation**

For 90 years AACSB International has been in the business of granting specialized accreditation to business schools. Because we are best known for accrediting schools, many aren't aware of the full array of services to schools that AACSB makes available through its Knowledge Services department. Each type of service is designed to provide the management educator with valuable tools to enhance productivity and performance.

Perhaps our best known and longest running offering is the annual business school Salary Survey Report, which includes salary trends for faculty and administrative staff members. Another is the annual Business School Questionnaire (BSQ), which made its debut in 2000 and has been responsible for AACSB creating the world's largest database of information on business schools.

The Knowledge Services department also is charged with providing data to support AACSB thought leadership and internal program review reports. In addition, the department creates specialized resource centers on the AACSB Web site. In the last five years, Knowledge Services has been a virtual one-stop-shopping spot for b-school information of interest to deans, administrators, and faculty members.

Ten years ago obtaining specific data on business schools was a drawn-out, school-centered process. If a school needed information, it could contact another school and ask some questions. Sometimes the school would share information and other times not. Today, every member school receives the annual Business School Questionnaire and more than 90 percent of AACSB's 528 accredited schools respond each year. As a result, schools have information at their fingertips for instant access when preparing a report, forecast, or planning document.

Looking ahead toward 2007, the Knowledge Services department has three major challenges. The first is to create a more global version of the annual Salary Survey Report by inviting a wider range of schools to participate. For much of its 39-year history, the report has centered on schools in the United States and Canada; but this year it will be expanded as AACSB solicits responses schools from business schools around the world.

Second, we hope to make our data more valuable by offering information that applies to a greater range of schools. Then we hope to mine that data for trends that will help schools in their future planning.

Third, Knowledge Services will work hard toward acquiring more qualitative data on best practices. It's one thing to analyze how schools perform in certain areas, but another to actually give them practical suggestions on how to improve. Our goal is to help schools not only identify performance gaps, but take the information and put it to good use for continuous improvement.

2007 also will mark the end of our first year of offering DataDirect, a subscription service that provides business schools with the ultimate in flexibility to collect and utilize AACSB facts and figures. DataDirect provides immediate information 24 hours a day, seven days per week that allows faculty and administrators to compare their schools with other institutions, select and manage multiple comparison groups, analyze individual group data, create sorted lists, Excel charts, and examine trends.

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Knowledge Services has grown by leaps and bounds over the past five years, as evidenced by the many calls received per week from schools around the world seeking data on business schools. In the past five years, schools have learned that they have a place to call for information to help develop a strategic plan or some other project. Schools looking for information on such varied topics as endowments, female graduates, and faculty teaching loads can usually find what they need in Knowledge Services, an extremely valuable asset for the organization and its membership.

It's all part of AACSB trying to create value for all of our members—educational and corporate. The database of information on business schools held by AACSB is unmatched around the world. We'll be working hard in the coming years to make it available to more schools, groups, and organizations who are interested in business schools.

For more information, visit [Knowledge Services](#) or [DataDirect](#).

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DEANS CORNER

Four Critical Factors for B-School Success

By Timothy S. Mescon, PhD, dean, Coles College of Business, Kennesaw State University (USA)



The graveyards of both business and business schools are full of enterprises that ignored competitive threats and market changes. To their detriment, they became complacent and learned the hard way that while getting to the top is a long and arduous process, falling from grace can be a swift, steep decline.

Today's business panorama is all about innovation, creativity, and strategic agility. It's really about knowing your business, your competitors, your market and your customers. It can be argued that enterprise success is the result of a combination of four critical factors:

Dogged Commitment to Innovation and Creativity. One of the most useful, compelling business concepts to emerge in recent years is that of "disruptive technology" a term coined by Harvard Business School Professor Clayton Christensen a decade ago that describes a new technology that unexpectedly displaces an established one. While much early research has focused on companies that invest heavily in research and development to create disruptive technologies (e.g. Intel), the real opportunities emerge for entities that focus on incremental innovation, building competitive advantage by listening to the customer, and responding in real time with products and/or services.

Does your B School review its current mix of products and services by questioning courses, programs, technologies, pricing, time of delivery, and other complex issues that might incubate novel or modified approaches?

Responsiveness to the Marketplace. Rob Landley of the financial advisory firm The Motley Fool says that many companies lose out by being slow to move with the times. Thus is the oft-repeated story of business history, such as when steamboats replaced sailing ships or when transistor radios supplanted vacuum tubes. It's happened repeatedly in the computer industry with the shifts from mainframes to minicomputers to desktop PCs to laptops to PDAs.

In the competitive marketplace of today's business school—fraught with the challenges of the Internet, "for profits," and traveling traditional university programs—responding to the marketplace is key. How long does it take for your school to adjust to a changing market? Are you a victim of program paralysis that reduces responsiveness from real time to no time?

Strategic Agility. The old business model, which permeated global enterprises for years, argued that "big beats small." Historically we always believed that size mattered and that critical mass was essential to business success. This was the norm not the exception. *Big beats small* was the rallying cry in so many industries, where unrestrained, unfocused growth was the *raison d'être* for corporate existence (see the travails of General Motors and Airbus).

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Today that model is different. In a hyper-demanding, hyper-competitive global marketplace, speed matters. Successful companies understand the importance of strategic agility, as well as the concept that customer loyalty is built by responding to the market in real time. In a market awash in corporate consolidations, operational inefficiencies lead to devastating conclusions (See Ford Motor's family of acquisitions and current market state).

Great businesses are driven by strategic agility. How nimble is your B-school? How alert are you to changing demographics that could profoundly alter your menu of programs?

Strong Financial Operating Principles. Ultimately, success is predicated not only on building a market for products and services, but even more profoundly on putting the metrics and controls in place to assure maximum return on investment. At Time Warner, Steve Koonin, president of Turner Entertainment Networks, broached a most complicated scenario to senior management. He suggested that TBS should migrate from sports toward repositioning itself in a crowded, tough cable market. His pro forma projection that made the case for a new TBS that played to a very different market was compelling. The results have been astoundingly successful and financially rewarding. It's all about risk and return, something stressed by business deans around the world.

Is your B-school too risk averse in our changing global educational environment? Can you make a clear financial case for new program/product development? Cash flow is king and strong operating principles are essential for public universities that have gone from state-supported, to state-assisted, to state-residing.

Successful organizations, though, will never forget the most important ingredient for their success—people. People are the fifth critical factor in organizational success, so critical to exceptional financial performance and market response. While goals and structure provide the makeup of organizations, at the end of the day, people drive success.

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NEWSLINES**Students Fly HEC Flag At Nepal-Tibet Border**

Two 24-year-old HEC Paris graduates—Axel de la Forest Divonne and Thomas Grenier—recently completed a 25-day trek that included scaling Cho Oyu, the world's sixth highest peak on the border of Nepal and Tibet. But their dramatic climb is but a part of a 10-month excursion that serves as a personal challenge outside academics to prepare them for the world of work.



School officials say that the students' description of their travel experiences through regular student Web site blogs has inspired other HEC students to embark on similar character-building experiences that are both mentally and physically enriching.

"It is fantastic to see HEC students achieving and accomplishing such great feats," said Hervé Crès, associate dean at HEC. "Axel and Thomas have proved that they can push themselves to the limit, both in an academic and non-academic context."

De la Forrest Divonne and Grenier reached the top of Cho Oyu Oct. 1, enjoying the view from 8,201 meters (26,906 feet). According to de la Forest Divonne, the climb was similar to challenges he expects to face in his professional life. He said it included "making fast decisions, finding you face-to-face with yourself, and dependent on your rope companion." Grenier similarly described the rare opportunity "to observe and analyze my reactions in precarious situations, where much is at stake for my rope companion, as well as for myself."

Before ending their 10-month trip, the students will visit Latin America, arriving home at the end of the year.

Thunderbird Oath of Honor Draws Attention of Ethics-minded Business Community

The adoption of a Professional Oath of Honor by Thunderbird—The Garvin School of Management has drawn the attention of the global educational and business communities. A student-led initiative, the oath was drafted by the student-run Thunderbird Honors Council at the urging of the Thunderbird President Ángel Cabrera. It has been formally assimilated into the school's overall educational experience by including it in the application process, the curriculum, and at graduation when students are asked to sign it.



"Global management is an honorable profession that requires technical competence, professional skill, and a non-negotiable commitment to ethical professional practice," said Cabrera. "The presence of the oath will help remind every member of our community that as professional global managers, we remain committed to a responsible exercise of our duties and to having a positive impact in our communities."

The oath was presented and discussed with leading management scholars, business executives, civil-society leaders, and government policy makers from around the world during a recent joint UN Global Compact and Academy of Management conference at Case Western Reserve University in Ohio. In addition, Cabrera presented the oath last month in a presentation titled "Management as a True Profession: A Hippocratic Oath for Business."

15 Afghani Women Making New Start through Thunderbird's Project Artemis

Fifteen businesswomen from war-torn Afghanistan are changing their lives this month by attending Thunderbird—The Garvin School of International Management as participants in the school's second annual Project Artemis. The program provides entrepreneurial training, coaching, mentoring, and access to resources to help rebuild Afghanistan by starting small businesses.

The women will return to Afghanistan Nov. 18 to put their training into action. Despite much adversity and personal risk, the success stories of last year's participants are heartwarming and a mirror image of their spirit, resolve, and hard work.

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Twenty-eight-year-old Rangina has accomplished much since completing her Thunderbird fellowship. She is the owner of a business that exports embroidered shawls, pillows, and wall hangings and employs more than 500 workers.



Project Artemis fellow Rangina (right) employs 500 at her Afghani embroidery company, Kandahar Treasure

"The other women and I dedicated to this project know that working is the only real alternative to insecurity," she said. ". . . We women have taken it upon ourselves to stitch the future of peace for our children. Embroidery is the skill we have. Love and patience is what we can give to our families and our country. We will work to help rebuild this war-torn nation."

Project Artemis participants are selected for the program based on the strength of their business ideas, level of business knowledge, experience, personality, and perceived ability to do well in the program.

"Courageous Afghan women such as these can make an impact in their country if they are given the tools to succeed," said Kellie Kreiser, director of Thunderbird for Good, a program that leverages Thunderbird's expertise in international business and provides learning experiences for non-traditional students.

Local women business owners and Thunderbird alumnae are serving as mentors to the Afghan women, while the local business community will serve as hosts. Tayeb Jawad, Afghanistan ambassador to the United States, will preside over the graduation ceremony at the program's conclusion Nov. 17.

Project Artemis is the result of Thunderbird working with the United States Agency for International Development (USAID), the Center for International Private Enterprise (CIPE), the U.S.-Afghan Women's Council, the Business Council for Peace, and the Afghan Women's Business Federation (AWBF).

Entrepreneurship Conferences Popular Attraction at Top Business Schools

Entrepreneurship continues to be a hot topic at business schools, spawning new programs and conferences. A pair of entrepreneurship conferences—one held in October and one scheduled this month—highlight ongoing entrepreneurship activities at the Tuck School of Business at Dartmouth College (USA) and The Wharton School at the University of Pennsylvania (USA).

The Center for Private Equity and Entrepreneurship at Tuck was the venue for Greener Ventures 2006, Dartmouth's fifth annual conference on entrepreneurship. Themed "Risk: Winning and Losing in Entrepreneurship," the conference explored entrepreneurial risk, including how to recognize it, manage it, and deal with failure. The one-day event attracted entrepreneurs from across the United States.

According to the Tuck School, the conference helps encourage entrepreneurship in the Dartmouth community by bringing together students, faculty, researchers, alumni, and staff at Dartmouth and the Dartmouth-Hitchcock Medical Center to discuss how you turn a good idea into a successful business.

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David Mott, vice chairman, chief executive officer and president of MedImmune, delivered the keynote address.

Included in the festivities was the official opening of the Dartmouth Regional Technology Center (DRTC), a business incubator located in Lebanon, N.H.

This month in Philadelphia, the 10th Annual Wharton Entrepreneurship Conference, sponsored by the Wharton Entrepreneurship Club and the Wharton Graduate Association, is expected to attract more than 700 entrepreneurs, business leaders, and students.

This year's theme, "Start Small, Finish Big," emphasizes entrepreneurial success stories of humble beginnings leading to great successes. The day-long, independent, conference run by students of The Wharton School at the University of Pennsylvania will feature headline speakers, an array of panels covering the foundations and different paths to entrepreneurship, and industry trends.

Chinese Executives Return to Grenoble for World Trade Organization Program

Seventeen Chinese executives are going back to school in Grenoble this month, following one of the World Trade Organization programs developed by Grenoble Ecole de Management. Since 2003, the Grenoble school has developed and delivered four of these training programs in association with World Trade Organization centers in China. The current program is being organized by the Beijing World Trade Organization Center.



Chinese executives benefit from Grenoble WTO program

The training provides Chinese executives with the necessary knowledge to work in an international environment with a focus on trade in Europe. Programs vary from one week to three months and consist of lectures and conferences, including courses on cultural orientation, international trade, comparative trade models and the European Union.

Complementing the program are visits to WTO headquarters, national embassies, chambers of commerce, and other organizations. More than 100 Chinese executives have been trained by Grenoble since the launch of their WTO programs.

"Further to China's recent WTO membership, it has become essential for Chinese agencies, administrations, and businesses to familiarize themselves with international trade regulations and protocols," said Christopher Cripps, associate dean for international affairs at Grenoble Ecole de

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Management. "This is a fantastic opportunity for Chinese executives to see for themselves how Europeans think and act in their international trade environment."

Upon completion of the program, participants receive a Grenoble Ecole de Management certificate of achievement.

Gangs, Warlords, Drug Barons Topics of The George Washington University Conference

The Center for Latin American Issues at The George Washington University recently held a conference on "Transnational Crime in the Western Hemisphere," which discussed some of the key sources of crime in Latin America—gangs, warlords, drug barons, and insurgency leaders.

The increased sophistication and power these groups acquire over time leads to an instability continuum, where once localized threats can grow to have international impacts," said Max Manwaring, research professor of national security affairs at the Strategic Studies Institute of the U.S. Army War College. "We need to be aware of and concerned with [failing states] before it becomes too big of a concern to deal with."

Manwaring said a major concern is that the sum of the criminal elements is much greater than the individual threats, a situation that erodes both democracy and governance. He suggested that the way to deal with the problem is with "a holistic approach that unites all the instruments of state and international power. The piecemeal/ad hoc approach is not working," he said.

The event also included speakers Luis Bitencourt, professor of national security affairs at the Center for Hemispheric Defense Studies, National Defense University; and Dan Erikson, senior associate for U.S. Policy at the Inter-American Dialogue.

Bitencourt provided insight on crime in Brazil where prisoners rely on cell phones to conduct criminal activity outside prison walls. He suggested that local efforts must be used to stop crime, but added: "This is where my concern rises; I do not see the ability locally. [Criminals] have access to weapons (grenades, missiles, etc.) that police do not. If we can not control local issues, our own prisons, how can they deal with international problems?"

Erikson offered a four-part approach to dealing with transnational crime that includes: military support; revamping and fixing the police; addressing social issues such as poverty; and looking at political issues within nations. He also cautioned that nations must be aware that some responses actually could exacerbate the problem versus solving the issue.

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Babson Launches Research Project on Women's Business Enterprises

The Center for Women's Business Research and its academic partner Babson College (USA) have launched a multi-year United States study—Accelerating Growth and Success of Women-of-Color Entrepreneurs—to uncover and overcome barriers facing women of color in their pursuit of business growth.

The research will culminate in a 2008 national meeting where public- and private-sector policy recommendations generated by the research will be announced. The study is funded by corporate/association sponsors and leading women business owner organizations.

"Although the number of businesses owned by women of color is increasing at six times the U.S. national rate for all businesses, these owners do not grow their businesses at a correspondingly high rate for revenues and employees," said Majorie Alfus, chair of the Center for Women's Business Research. "There is great untapped potential for economic and social impact in these businesses, which can only be realized once we clearly identify their challenges and develop targeted programming and policies to remove those barriers."

The core of the project is four regional research forums and two focus groups bringing entrepreneurs together to identify key issues. The sessions, planned for 2007, will take place in Philadelphia, Atlanta, San Francisco, and Dallas.

Washington State University Announces Partnership with Swiss University

The Washington State University College of Business (USA) has announced its latest global initiative in partnership with the University Centre Cesar Ritz in Brig, Switzerland. Beginning in fall 2007, Washington State University students will be able to complete course requirements for an international business major or minor degree during one semester in Europe.

The initiative reflects the college's continued commitment to develop globally competitive graduates, which includes doubling the number of business students studying abroad from 60 per semester to 120. Since 2002, approximately 500 WSU business students have studied at such varied locations as Thailand, Vietnam, and Norway.

Microsoft Donates Technology to Walton School at University of Arkansas

The Sam M. Walton College of Business and its information systems department at the University of Arkansas and Microsoft Corporation have formed a joint venture to form a consortium of universities to leverage large-scale datasets from Sam's Club and Dillard's Department Stores on an enterprise-level, SQL Server 2005, donated by Microsoft.

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The consortium, to be composed of information systems and computer science departments from universities around the world, will make its instructional materials available to all members for use in teaching and research.

The gift from Microsoft includes basic software, MS SQL Server 2005, Microsoft Visual Studio Team Systems and Microsoft Visual Student.NET 2005, analysis & design/project development software, data warehousing software, and Great Plains enterprise resource planning software. Datasets housed on the system are real business data that have been donated by such organizations as Wal-Mart Stores Inc., Dillard's, Acxiom, and others.

Announcement of the joint venture was made in early November by Tom Casey, general manager of Microsoft SQL Server, and Bradley Jensen, Microsoft academic relationship manager.

"Microsoft is pleased to be working with the Walton College and the University of Arkansas," Casey said. "The goal of our academic program is to keep academic labs, faculty, and students on the leading edge of technology. For students, the availability of curriculum based on real business data and real enterprise software will help prepare them for greater success in business."

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ASSOCIATION NEWS**AQ, PQ Papers to Discuss Faculty Deployment Issues**

Two documents—designed to facilitate understanding and discussion of business school faculty deployment—are available for download. A paper on academically qualified (AQ) faculty and a second paper on professionally qualified (PQ) faculty can be accessed by visiting [AQ-PQ](#) on the AACSB Web site.

Comments on the papers, which will form the basis for presentations at upcoming AACSB events, are welcome and should be forwarded to [Jerry Trapnell](#), executive vice president and chief accreditation officer.

AACSB's Annual Business Education Salary Survey Under Way

The annual AACSB International Business School Salary Survey is being compiled this month and for the first time the annual survey will be available outside of the United States and Canada. The U.S. version will be available in January, while the Canadian version and a slightly abbreviated International version will be available no later than February.

The popular survey, in its 39th year, collects data on faculty and administrative salaries for fields/disciplines, ranks, and positions commonly found in business schools. Among the sections included in the survey are compensation practices, part-time faculty salaries, and survey of doctoral faculty demand.

All AACSB member schools participating in the survey receive a free aggregate report, as well as access to create and purchase custom salary survey reports. The report includes detailed statistical information (mean, median, maximum, minimum percentiles) about faculty salaries by rank/position and field. Non-participating schools and others can purchase the full salary survey report online.

TRANSITIONS**Rex Fuller Named Business Dean at Eastern Washington University**

Rex D. Fuller, formerly the dean of the business school at Colorado State University-Pueblo (USA), takes over this month as dean of the College of Business and Public Administration at Eastern Washington University (USA).



Fuller spent six years as dean of the Hasan School of Business, and from 1981-2000 he held a variety of positions at the University of Wisconsin-La Crosse, including professor of economics and dean of the College of Business Administration.

A member of the AACSB International Board of Director, Fuller brings to Eastern a strong background in accreditation, having served as chair of peer review teams. He successfully led the University of Wisconsin-La Crosse (USA) and Colorado State University-Pueblo (USA) through their AACSB accreditation processes.

A successful fund raiser, Fuller established new programs at both his previous institutions. At UW-La Crosse, he established several international education programs, notably an MBA exchange with the University of Caen in France, training programs for managers from East Central Europe, and exchange relationships with universities in China and Mexico.

The holder of a doctorate in economics from the University of Utah, he earned a bachelor's degree from California State University, Chico.

BRIEFLY— David H. Roberts, former vice president of Global Risk Management for Citibank N.A., and 1973 Thunderbird alumnus, has been appointed chairman of the **Thunderbird** board of trustees ... **Henry Hein** has been named interim dean of the School of Business at **Southern Connecticut State University** ... **Dana Edberg** has been named interim dean of the College of Business Administration at the **University of Nevada, Reno** ... **Paul Prabhaker** is the new dean of the School of Business and Economics at **Fayetteville State University** ... **Robert L. Greenfield** has been named interim dean of the Silberman College of Business at **Fairleigh Dickinson University** ... **F. Trener Dolbear, Jr.** has been named acting dean of the International Business School at **Brandeis University**.

AWARDS**Institute for Public Relations Honors Tuck's Paul Argenti with Pathfinder Award**

The Institute for Public Relations has announced that Paul Argenti, professor of corporate communication at the Tuck School of Business at Dartmouth (USA), will receive its 2006 Pathfinder Award. The award, which recognizes "outstanding scholarly research and contributions to professional knowledge," was presented to Argenti this month in New York City.

"Professor Argenti is a true thought leader in his field and his work has shaped the way corporate America handles communications today," said Tuck Dean Paul Danos.

A member of the Tuck faculty since 1981, Argenti pioneered the concept of communications as a distinct functional discipline in business education. He previously held faculty appointments at the Harvard Business School and the Columbia Business School, and in the past 25 years he has provided communication consulting and training for such organizations as Goldman Sachs, Sony, Nokia, and Ernst & Young.

He is the author of *Corporate Communication* (now in its 4th edition), *The Power of Corporate Communication*, and other influential books and articles. Argenti is a board member of the Arthur W. Page Society and associate editor of the *Journal of Business Communication* and *Corporate Reputation Review*.

Hispanic MBA Society Recognizes University of Texas at San Antonio B-School

The University of Texas at San Antonio College of Business (USA) has been awarded the Brillante Award for Educational Excellence by the National Society of Hispanic MBAs. The award recognizes educational institutions that strive for a diverse student population and have a proven track record of success in programs targeted to Hispanics.

Institutions receiving past Brillante honors were Bentley (USA), Cornell University (USA), Rice University (USA), University of Michigan (USA) and the University of Texas at Austin (USA).

"We are honored to receive this award," said Lynda de la Viña, dean of the UTSA College of Business. More than 30 percent of the school's MBA students are Hispanic, far above the average United States national average of 4.5 percent. The college's faculty is diverse as well, with minority faculty representing 20 percent.

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Richmond Professors Honored by Templeton Foundation for Writing

Johnathan Wight

Two University of Richmond professors—one an economist and the other a leadership studies and religion professor—have earned the Templeton Foundation's top award for editorial and opinion writing about human virtues.

Jonathan Wight, economics professor at the Robins School of Business, and Doug Hicks, who teaches in both the Jepson School of Leadership Studies and Department of Religion, were honored last month at the Library of Congress in Washington D.C. Their article, "Disaster Relief: What Would Adam Smith Do?" was published Jan. 18, 2005 in the *Christian Science Monitor*.



Doug Hicks

The award recognizes the editorial treatment of the ordinary human virtues and their importance in American life, including such qualities as courage, generosity, humility, honesty, tenacity, and modesty.

Penn State, Temple Recognized for Entrepreneurship Excellence

Penn State University (USA) and Temple University (USA), both AACSB-accredited institutions, have been recognized by the National Consortium of Entrepreneurship Centers (NCEC) with the organization's national award for "Exceptional Activities in Entrepreneurship Across Disciplines." The awards were presented at the 2006 NCEC annual conference last month in Cincinnati.

With nearly 150 university members, the National Consortium of Entrepreneurship Centers is the vehicle through which top new and established entrepreneurship centers share information, develop special projects, and assist each other in advancing and improving their centers' impact.

APPOINTMENTS**Muller, Charroin Named to Directorships at Audencia Nantes**

Jean-Philippe Muller has been named vice-dean and director of strategy/ development at Audencia Nantes School of Management (France), while Jean Charroin will succeed Muller as director of the Audencia Master in Management (Grande Ecole) program.

The position of vice-dean is a new directorship created in conjunction with the application of the school's strategic plan, which projects that the size of the Audencia student body by 2010 will double and the school's budget will reach €50 million. Muller, a marketing professor and doctor of management science, has done research on

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innovation and competitive strategies.

Charroin has spent time as an associated researcher at Massachusetts Institute of Technology (USA) and held finance and management control positions in a number of large companies.

Eller College Names Milward to New Chair in Public Administration, Policy



The Providence Service Corporation Chair in Public Management, which will support ongoing management research at the Eller College of Management at the University of Arizona (USA), will be filled by H. Brinton (Brint) Milward, associate dean and director of Eller College's School of Public Administration and Policy.

Milward, whose work has been recognized in the area of public management research, is best known for his contributions in the areas of collaborative networks, privatization, and mental health policy. In September 2005, he was named a Fellow of the National Academy of Public Administration, and was the first president of the Public Management Research Association.

Eller College said the new chair was made possible by a gift, spearheaded Providence Chairman Fletcher McCusker, a University of Arizona graduate.

BRIEFLY—Christine McClatchey, associate professor of finance and director of the School of Finance at the **University of Northern Colorado's** Monfort College of Business (USA), has been named the college's 2006 State Farm Fellow ... **Melinda Formica** has been appointed director of development and alumni affairs, and **Jill Ferrall** has been appointed assistant dean for career services at the Quinnipiac University (USA) School of Business ... The **University of Texas at San Antonio** College of Business has named **Dana A. Forgione** as the Janey S. Briscoe Endowed Chair in the Business of Health.

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NEW MEMBERS**Educational****Bridgewater State College**

School of Business
Harrington Hall, Room 104
95 Grove Street
Bridgewater Massachusetts 02325
Website: <http://www.bridgew.edu>

Bridgewater State College was founded in 1840 by Horace Mann as one of America's first teacher preparation institutions. The campus is situated on 235 acres in the heart of the town of Bridgewater, Massachusetts.

West Texas A&M University

College of Business
2501 4th Ave.
Box 60768
Canyon Texas 79016
Website: <http://www.wtamu.edu>

West Texas A&M University, dating back to 1910, is the northernmost senior institution of higher learning in Texas. As the only bachelor's and master's degree-granting state university within a 100-mile radius, it also serves students from neighboring states of Colorado, Kansas, New Mexico and Oklahoma.

Presidio School of Management

36 Lincoln Boulevard,

Presidio Building 36, Suite 120
San Francisco California 94129
Website: <http://www.presidioMBA.org>

Presidio School of Management offers an MBA program in sustainable management, integrating social and environmental values within every course. Since 2003, the program has succeeded as a collaborative learning community committed to human, natural and financial sustainability.

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European Business School Ltd

15, Andreasstrasse
Zurich CH-8050
Switzerland
Website: <http://www.european.ch>

The European Business School is a private business school providing study courses for the internationally recognized bachelor of business administration degree within the framework of the Bologna Declaration.

Cardiff University

Cardiff Business School
Aberconway Building
Colum Drive
Cardiff, South Glamorgan CF10 3EU
United Kingdom
Website: <http://www.cardiff.ac.uk/index.html>

Cardiff is one of Britain's major teaching and research universities. Located in the center of the capital city of Wales, it has an international reputation for the quality of its work and attracts staff and students from around the world.

Universiti Putra Malaysia

Faculty of Economics and Management
Serdang, Selangor 43400
Malaysia
Website: <http://www.econ.upm.edu.my>

The Faculty of Economics and Management was established in 1974 as the Faculty of Resource Economics and Agribusiness, the fourth faculty of Universiti Pertanian Malaysia.

Fundação Dom Cabral

Av Princess Diana - Alphaville Lagoa Ingleses
Nova Lima, Minas Gerais 34 000-000
Brazil
Website: <http://www.fdc.org.br>

Fundação Dom Cabral, dating back to 1976, is a center to develop executives, businessmen, and companies. FDC is focused on forming teams to interact critically and strategically in companies.

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Non-Profit**International Fraternity of Delta Sigma Pi**

330 S. Campus Avenue
Oxford Ohio 45056

NEW PROGRAMS**Human Resources Bachelor's Degree Debuts at Rutgers-Camden**

The importance of human resource professionals was underscored by a recent announcement of a new undergraduate degree in human resources from the Rutgers University School of Business at Camden to be offered in the fall of 2007.

The HR major was established to provide students with a comprehensive background in the theory and practice of both the traditional and evolving aspects of the human resources profession. Students will be prepared for a variety of careers related to the human and social capital that drives organizations.

Rutgers-Camden becomes one of only two schools in the metropolitan Philadelphia area to offer a human resource major. The other is another AACSB-accredited school, Temple University.

The New Jersey school, which offers five upper-division undergraduate majors as well as an MBA for the working professional, has also announced plans to launch Rutgers IMED (Institute for Management Education and Development), which will focus Rutgers resources on behalf of promoting business growth in the region and the state.

Vanderbilt University to Offer Master of Accountancy Degree

Vanderbilt Owen Graduate School of Management will expand its degree offerings to include a master's degree in accountancy beginning in fall 2007. The 10-month program is intended for non-accounting undergraduates who aspire to launch their careers with top accounting firms.

Historically, the demand for certified public accountants has outstripped supply. The additional scrutiny of accounting practices, prompted by the Sarbanes-Oxley Act, has only increased the need for well-trained CPAs. The new program helps meet that need by training students in business fundamentals, communications and leadership. In addition, students will receive intensive on-the-job training through a paid 10-week internship. Graduates will be expected to take the CPA exam the summer following graduation.

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"Today's public accounting firms are large, dynamic organizations that provide a wide array of services designed to help businesses run better. Our graduates need to be prepared to succeed in this environment," said Karl Hackenbrack, faculty director for the program. "In addition, public accounting is a wonderful training ground or gateway for those who want to enter the business world. Our ... graduates will be prepared to take their careers as far as they want to go ..."

University of Evansville Announces New Executive-Style MBA Program

A 20-month executive MBA program at The Schroeder Family School of Business Administration at the University of Evansville was recently announced by the school's board of trustees.

Beginning in the spring of 2007, the degree is designed for individuals from any undergraduate background with five or more years of progressive professional experience. The curriculum will be delivered in five consecutive terms with classes on alternate weekends (Friday evening and Saturday) and will include a 10-day international "immersion" component.

In addition to core courses, the weekend sessions will include material emphasizing global themes, such as foreign language instruction and cultural awareness.

Carnegie Mellon's Computational Finance Degree Meets Market Demand

Carnegie Mellon University's undergraduate degree in computational finance has been a big hit in 2006, achieving 100 percent placement of graduating students, with several students receiving multiple offers well before graduation. The program also achieved 100 percent placement of rising seniors seeking internships.

The computational finance degree is described by the school as meeting an increasing worldwide demand for people who can develop math-based tools for the finance industry.

Believed to be the first of its kind, its curriculum was developed by the university's math department together with the Tepper School of Business. Tepper provides courses in finance and financial engineering, while the H. John Heinz III School of Public Policy and Management contributes courses in communications and organizational design.

The new program gives Carnegie Mellon interdisciplinary quantitative finance programs at every degree level — bachelor's, master's, and doctorate. Graduates from the new program are mathematicians with business acumen, which enables them to pursue careers in pricing and trading derivatives, quantitative portfolio management, market and credit risk management, and related software development.

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GIFTS AND GRANTS**Gifts Worth \$5.5 Million Boost Real Estate Studies at DePaul University**

Two gifts totaling \$5.5 million will create the Michael J. Horne Chair in Real Estate Studies and fund a new real estate professorship at DePaul University in Chicago (USA). The new chair was made possible through a \$4 million gift from the Michael J. Horne Education & Healthcare Assistance Foundation and the professorship was created by a \$1.5 million gift from real estate executive George L. Ruff.



James D. Shilling, a noted scholar in real estate economics, finance, and investment, will occupy the new chair when he joins the university's finance department in January from the University of Wisconsin-Madison. He will do research for the Real Estate Center at DePaul, teach in the MBA program, and help the university connect to Chicago's real estate community.

The Michael J. Horne Education & Healthcare Assistance Foundation was formed by family and friends of the late Michael J. Horne, a Los Angeles real estate professional, after his death in 1985. The foundation has previously donated scholarship funds and helped finance housing facilities for DePaul students.

Ruff, a New York hotel investor, and DePaul alumnus, is co-founder of Trinity Hotel Investors. He graduated cum laude from DePaul with a bachelor's degree in business in 1974, and credits his DePaul education with helping him become a success in real estate.

B-SCHOOL QUOTABLES

- **Andrew Garner**, chief executive officer of Garner International, commenting that it takes more than qualifications to be hired into the best jobs:

"My message to parents is ... those of you who have offspring scheduled to come out of university in the summer of 2007, make it clear to them that the possession of a qualification will not get them a job. The decisive factors will be those other aspects that they bring to the party: their character, their interests, their communication skills, their behavior, their appearance. Some of these issues may well appear to be politically incorrect. Make no mistake, they are real."

November 9—*Accountancy Age*

- **Dexter Dunphy**, writing about the threat posed to Australian business schools from growth in other neighboring countries:

"The good news is that, overall, international student numbers continue to grow. The bad news is that student enrollments in MBA programs have been declining since 2003. Why is this?"

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The most significant reason is that the growth of Asia-based MBA programs threatens the viability of our home-grown product. For example, the tiny island of Singapore offers 50 MBA programs and the leading business school at the National University of Singapore draws 75 per cent of its students from overseas."

November 13—*The Australian Financial Review*

- **Arthur Kraft**, chairman of AACSB International, commenting on MBA trends:

"Because of recent scandals in the U.S. and abroad, students and schools are placing a greater emphasis on morals and ethics. We are going through a cycle where some people want to use their MBA for the betterment of the world."

November 6—*The Financial Times*

- **Nick Binedell**, director of the Gordon Institute of Business Science in Johannesburg, South Africa and head of the Association of African Business Schools:

"Determining how to enlarge the scope and role of business schools in the continent is the main challenge now. The debate goes from there to the economy. But for us as an organization, that's the key objective. How do we develop the capacity of African business schools?"

November 3—*BusinessWeek Online*

- **Greg Unruh**, director of the Lincoln Center of Ethics in International Management at Thunderbird, on the school's new Oath of Honor (see [Newslines](#)):

"It's not the solution to all the problems in the world, but it's a step in the right direction."

November 5—*The Times-Picayune*, New Orleans (USA)

- **Saikat Chaudhuri**, assistant professor of management at the Wharton School, commenting on the influence of Indian business culture on western lifestyles:

"I expect Indian philosophy to enter into Western lifestyles much more, since professionals here are increasingly interacting with Indian businessmen and executives."

November 13—*The Times of India*

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CONFERENCE ALERT

Two Conferences in One Set for Charlotte December 7-9

Associate deans and data managers know how important strategic planning is to the achievement of success in today's business school environment. The Associate Deans Conference and Data Management Conference offer associate deans, assistant deans, department chairs and data managers the opportunity to experience two AACSB events at one location.

A keynote speaker at the conferences will be Robert S. Sullivan, dean of the Rady School of Management at the University of California, San Diego. The session will include a brief historical framework of business education by tracing the roots of today's criticisms of business schools. Among the issues to be covered are relevancy, impact, and value of business schools, as well as the attributes of good business school programs. Further discussion will encompass stakeholder expectations, new business education models, and the need for accountability and impact.

Effective data management is crucial to the success of any business school. The Data Management Conference will allow administrators to maximize benefits from data sources and show them how to use that data to their advantage, as well as benchmark, learn, plan, and move their school toward success. The Data Management Conference explores the systems and processes for collecting, storing, and applying data, as well as data sources to support planning and decision making.

For more information visit: [Associate Deans Conference and Data Management Conference](#)

SEMINAR ALERT

Faculty Management Events Offer January, April Dates

When budgets are tight and faculty resources limited, meeting or exceeding standards can be challenging. AACSB's Managing for High-Performing Faculty Seminar, scheduled Jan. 22-23 and again April 21-23 in Tampa, Florida, USA, is designed to help schools effectively leverage faculty resources to achieve those important milestones. Attendees utilize hands-on case studies and group exercises to discover new approaches, as well as share challenges and learn with colleagues.

The seminar, held at the AACSB world headquarters offices, is especially for deans, associate

deans, assistant deans, department chairs, faculty, and accreditation committee members. Learning outcomes include an analysis of case studies of institutions with new faculty strategies, reviewing AACSB accreditation standards related to faculty, practical advice for motivating faculty members, familiarization with the AACSB faculty salary survey for effective planning, and identification of new ways to develop faculty.

For more information visit: [Managing for High-Performing Faculty](#)

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SURVEY NEWS**2005-2006 Business School Questionnaire**

AACSB Knowledge Services is pleased to announce that in addition to the the custom Accreditation Statistical Reports based on the 2005-2006 BSQ data, subscribers also now have access to many of the other variables on finance, school characteristics and undergraduate statistics for use in the regular benchmarking area of DataDirect. If your school has not yet subscribed to DataDirect, please visit <http://www.aacsb.edu/datadirect> for more information. The benefits of your subscription include the most up-to-date access to the custom reports and benchmarking features of our website.

2006-2007 Salary Survey

The AACSB International Salary Survey is underway. The survey has been opened for data collection in the United States and Canada and will be released this week to all other member schools. This is an exciting year for AACSB International! This will be the first year that all members of AACSB International will be invited to participate in our annual faculty and administration salary survey. The primary representative for your school will be receiving an announcement with further information on the annual Salary Survey later this month. All participating schools will receive a copy of the salary survey overview report.

Deadlines for Data Entry -

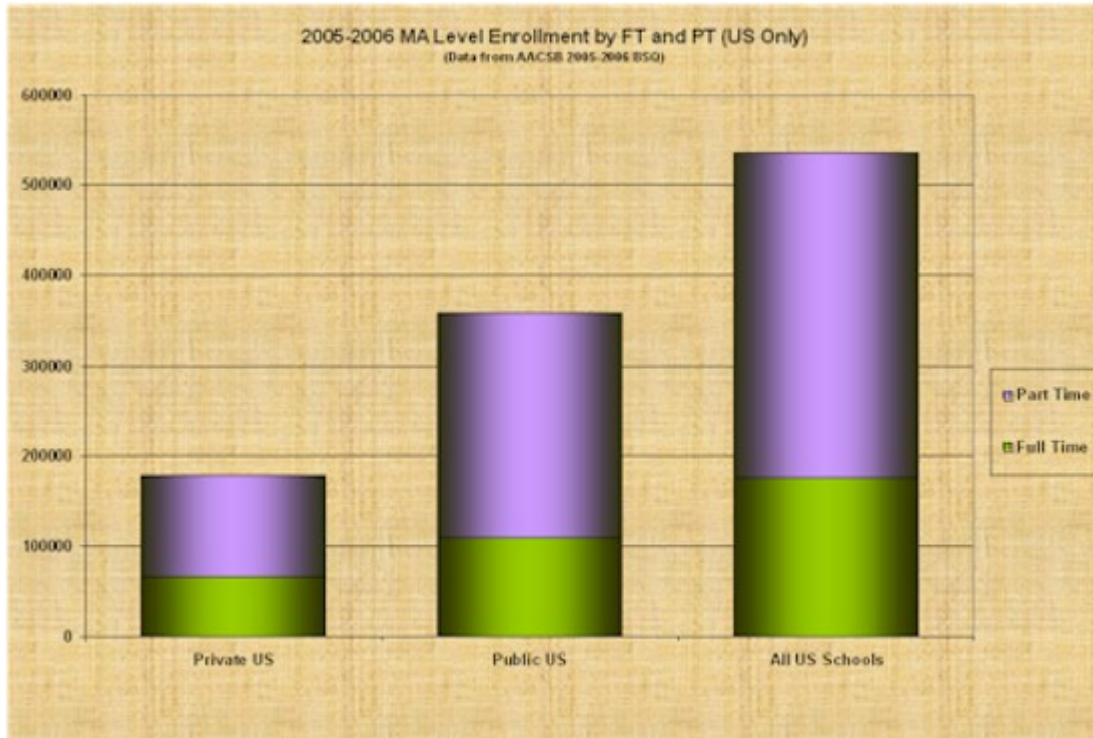
United States: December 1, 2006

Canada: December 15, 2006

Outside of US and Canada: December 15, 2006

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DATA DIRECT



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