

**Chair's Exchange: Arthur Kraft, 2006-2007 Chair, AACSB International****CIME Develops Member Suggestions into Thought Leadership Initiatives**

In recent years AACSB has been more active in identifying the business education trends and challenges facing our member schools. As a result, AACSB has released a number of "thought leadership" reports that communicate AACSB's views on topics of critical interest to both the membership and general public.

Thought leadership initiatives begin with ideas generated by member schools. Some involve the everyday challenges faced by deans, faculty and administrators, while others are more far-reaching, and look beyond the horizon for industry trends that affect our schools and the world in which we live.

Studying these ideas and evaluating them is the primary role of the Committee on Issues in Management Education (CIME). Made up of AACSB board members and others appointed by the board chairman, CIME makes the final selection of an initiative, appoints a task force that nurtures it through careful study, and prepares a report that suggests what AACSB should do about it and makes recommendations for action. Once the report is approved by the board, a champion is appointed to take the lead in the implementation of steps suggested in the report.

Over the past four years, CIME has been the driving force behind AACSB thought leadership initiatives on business school rankings, the value of management education, the connection between business schools and business, and the teaching of ethics in business schools.

Significant thought leadership energy has been directed toward the doctoral faculty shortage, which has been addressed in three CIME task force reports: *Management Education at Risk* (2002), *Sustaining Scholarship in Business Schools* (2003), and *Why Management Education Matters* (2005). In addition to encouraging AACSB accredited schools around the world to increase doctoral faculty production, CIME has explored alternative programs for increasing the supply of professionally qualified (PQ) and academically qualified (AQ) faculty.

In October, our first ever PQ Bridge program graduated 26 highly experienced business leaders. This program was a joint venture between AACSB, the University of California, Irvine, and the University of Southern California. More seminars are planned for 2007 to increase the availability of highly qualified practitioners interested in teaching at AACSB business schools.

CIME has initiatives to help address the AQ faculty shortage as well. Soon, AACSB will request proposals from accredited schools interested in collaborating to develop an innovative model for a bridge program to prepare AQ faculty in areas where serious shortages exist. This program will prepare individuals with doctorates from non-business (but closely related) disciplines for positions in AACSB accredited schools.

The most recent CIME initiative is the subject of the impact of business school research. The concept paper for this initiative has been developed and a chair, Joseph Alutto, dean of the Max M. Fisher College

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of Business at The Ohio State University (USA), has been appointed. A task force is expected to produce a report on the impact of business school research prior to the end of the academic year.

While CIME is the conduit for AACSB thought leadership, the robust exchange of ideas among AACSB member institutions is the motivation behind our initiatives. AACSB member schools, located in 71 nations, bring a broad expanse of ideas to the table. CIME's work, inspired by the membership and developed by hard-working committee members, tells the evolving story of business education and shows AACSB's ongoing role in that process.

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DEANS CORNER**Students as Customers – Not !**

by Edward A. Snyder,
Dean and George Pratt Shultz Professor of Economics
University of Chicago Graduate School of Business



AACSB asked me to write about a topic of importance to me. Even with the opportunity to write a thinly-veiled infomercial on what we consider the best business school in the galaxy, the choice of topic was easy.

Redefining the relationships between business schools and their students as customers has become the norm over the last two decades. We probably got to this point because—somewhere during the last 28 years of above-inflation tuition increases—our predecessors felt better telling those to whom we charged increasingly large amounts that they were not mere graduate students, but customers.

Plus, as we competed for students, we redefined our position and portrayed our schools as being ready to meet and even anticipate their needs. Finally, as many MBA programs—executive as well as full-time—moved toward profiles of more experienced and talented individuals, referring to these individuals as something other than students became comfortable and natural. Thus, the customer model came to represent good practice and fostered student-school rapport.

One problem. The model is corrupt and corrupting. Treating students as customers doesn't help them develop. Do we really want to tell them that they are customers—and that they are always right—when we are in the last, best position to influence their overall academic, ethical, and professional development?

Of course we shouldn't. What other responsibilities should we abdicate?

One dean I knew quite well tried to salvage the customer model by saying that their MBAs were “students in the classroom, but customers outside the classroom.” Nice try, but it doesn't work either. When it comes to a career, if a student doesn't represent himself well when interviewing for jobs, then the school's relationship capital suffers. If a second-year student doesn't help her first-year colleagues evaluate early career option steps, then the whole community loses. In fact, the customer model fails on all critical dimensions for similar reasons.

Instead of *the customer is always right*, we ought to go with a version of *you get what you put into it*. If we do, then the interesting and important question becomes how can we get our students to put more into their MBA educations?

My answer is that we should engage our MBA students with a combination of “stretch and support.”

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- We should set high expectations of our students. When they meet them, shine the light and recognize them. When they don't, kick them in the butt.
- We must care deeply about our students, their experiences, and what they are trying to achieve. This naturally leads schools to support them day-by-day and in truly profound ways.

If we get the right balance of stretch and support, then we move to a more productive equilibrium, in which students put more in (because they feel both challenged and supported) and they get more out of their experience.

No one should think that I advocate a return to Stalinism. Abandoning the customer model doesn't reduce the pressure to innovate. It doesn't prevent us from investing in global career support. However, getting rid of the customer model does mean that every time our students refer to themselves as customers, you can avoid the trap and instead move to surer, higher ground. It causes our jobs to shift toward setting expectations and asking more of your students. This approach takes some repetition—like a few thousand conversations—but these are the right conversations for deans and students to have.

And, as one of my faculty colleagues reminds me: "There isn't anything wrong with the teacher/student relationship. It's only been around for two or three millennia."

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IESE's Barcelona Campus Inaugurated by King, Queen

IESE Business School, which in 2004 expanded its campus in Madrid, unveiled a sparkling new campus in Barcelona Jan. 11, with Spain's first couple, King Juan Carlos I and Queen Sophia presiding over the ceremonies. The new campus represents an IESE investment of €36 million (US\$46.6 million), more than half of which was provided by private donors.

More than 1,000 persons attended the inauguration event, which included dignitaries from the Spanish government and around the globe. The king and queen toured the new 30,000-square-meter facility,

greeted students, faculty and staff, signed a commemorative book, and unveiled a dedication plaque.

The auditorium, classrooms and work rooms on the new campus are named for the companies and alumni who contributed to the project. The names of all alumni who donated are listed in one classroom. The main building hosts a spacious lobby which can accommodate more than 200 people, an auditorium with a capacity of 700, classrooms, meeting rooms, offices, a restaurant, a parking area and a terrace with stunning views of Barcelona.

The classrooms are U-shaped hemicycles, specially designed to facilitate interaction between professors and students. The buildings contain seven classrooms, which can accommodate up to 70 students each. In addition to numerous offices, the side buildings host meeting rooms equipped with state-of-the-art technology including video-conferencing equipment aimed at enhancing work sessions.



IESE Business School MBA students celebrate inauguration of new Barcelona campus

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ASSOCIATION NEWS**Board of Directors Vote Takes Place Jan. 16-31**

Primary representatives of AACSB member schools have been notified that the annual vote for positions on the AACSB International Board of Directors will take place during the last two weeks of January. Representatives will be contacted by email and provided with a link where they can cast their electronic votes.

Representatives have until Jan. 31 to vote for the following positions: vice chair-chair elect, secretary-treasurer, three representatives from United States accredited schools, one representative from accredited schools outside the United States, and two representatives of United States non-accredited schools.

Here is the slate of candidates for the 2007-2008 AACSB officers and board of directors election:

Vice Chair-Chair Elect—Richard A. Cosier, Purdue University (USA)

Secretary-Treasurer—David Saunders, Queen's University (Canada)

Board of Directors (U.S. accredited schools, three will be elected) —H. Fenwick Huss, Georgia State University; Richard J. Klimoski, George Mason University; Robert E. Mittelstaedt, Jr., Arizona State University; Eileen Peacock, University of Massachusetts-Dartmouth; George E. Stevens, Kent State University; and Jack E. Wilkerson, Jr., Wake Forest University-Calloway.

Board of Directors (outside U.S. accredited schools, one to be elected)—Simon Benninga, Tel Aviv University (Israel); and Martin Schader, Universitaet Mannheim (Germany).

Board of Directors (U.S. non-accredited schools, two to be elected)—W. Randy Boxx, Shenandoah University; Jan W. Duggar, Jacksonville University; Barbara H. Nemecek, University of Wisconsin-River Falls; and James W. Robertson, Sonoma State University.

Classified Ads Make Debut

This month's issue of eNEWSLINE marks the first appearance of a classified advertising section that will be called "B-School Open Positions." This is a great opportunity for educational institutions that advertise in *BizEd*, AACSB's bi-monthly magazine, to extend their advertising value to eNEWSLINE, which each month is distributed to approximately 50,000 business educators worldwide. B-School Open Positions is reserved solely for member institutions that place an advertisement in *BizEd*.

For more information about this new offer, contact AACSB's [Debbie Wiethorn](#) or call 813-769-6522, and visit [BizEd Ads](#).

NEWSLINES**Three Universities Establish Cross-Sector Governance Consortium**

The University of Arizona (School of Public Administration and Policy), University of Southern California (School of Policy, Planning and Development), and University of Washington (Daniel J. Evans School of Public Affairs) have combined forces to advance research and teaching of management issues through a groundbreaking joint curricular and research initiative—the Consortium on Collaborative Governance (CCG).

Capitalizing on the strengths of the three schools, the consortium will focus on collaborative governance with specific interest in nonprofit management, privatization, civic engagement, public-private partnerships, policy formulation, and implementation across the public, private, and nonprofit sectors.

“The partnership evolved out of discussions over the past six months,” said H. Brinton Milward, associate dean of the Eller College and director of the School of Public Administration and Policy. “We are all committed to encouraging the research needed to understand the impact and efficacy of public, private, and nonprofit collaborations in the development of policy and planning, as well as the management of public services. We all want to see this research used to reinvent the curriculum in schools that train managers for the public and nonprofit sectors.”

According to Milward, the consortium will enable research that none of the schools can achieve alone. For example, Eller College contributes its research strength in managing networks; the University of Washington adds its expertise in nonprofit management; and the University of Southern California brings significant leadership in community development and philanthropy.

The consortium will share resources and ideas on collaborative governance-related policy, research, and teaching. Joint projects will include reforming pedagogy and curriculum, furthering research in collaborative management, developing executive programs, and sharing faculty through exchanges. In addition, there are plans to create a listserv to make relevant research and presentations widely available to faculty and scholars.

Lehigh’s Certificate Program Recognized by Project Management Institute

Lehigh University said its project management certificate program has been approved as a registered education provider by the Project Management Institute (PMI), a global organization representing more than 200,000 professionals in 125 countries.

Launched in 2004 by the College of Business and Economics, the certificate program is a graduate-level track that provides an intensive curriculum designed in consultation with industry, government and education project managers.

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The certification is "validation that our program here at Lehigh offers the right blend of courses that enable project managers to succeed-no matter what industry they serve," said Dennis Praedin, director of professional certifications for the College of Business and Economics.

According to the institution, there are more than 700 such accredited programs worldwide, but only 70 are universities and colleges. Lehigh University is a "global provider," which means that it offers multiple courses to the public and can register an unlimited number of courses with PMI.

The project management certificate is one of three certificate programs associated with Lehigh's MBA program, along with supply chain management and the vSeries corporate entrepreneurship program. Traditionally, the certificate consists of eight courses usually completed in 11 months.

The project management field has significantly gained stature in recent years, according to three surveys commissioned by PMI, and more than 90 percent of senior executives view project management as a valuable asset. Another 74 percent say project managers are on the "leadership track."

TRANSITIONS**Ashok Rao Named Dean of Business School at Rochester Institute of Technology (USA)**

Rochester Institute of Technology has announced the appointment of Ashok Rao as dean of the E. Philip Saunders College of Business, effective Feb. 1. Rao joins RIT from Babson College in Wellesley, Mass., where he has been professor of technology operations and information management.

As recent as 2005, Rao served a five-year term as chair of the school's management division. A member of the Babson faculty since 1980, he also served on the faculties at Northeastern University and Rensselaer Polytechnic Institute.

Rao's industry experience includes serving as director of business systems with Northern Telecom, with prior experience at Canada Packers and Leeds & Northrup. His consulting and research work has been conducted in the areas of new-product development, total quality management, computer integrated enterprises and management training. Rao was president of RAM Systems Inc., a software-consulting firm and is involved in the Center for Quality of Management and the American Production and Inventory Control Society.

Rao earned his undergraduate degree in electrical engineering from the Indian Institute of Technology in Kharagpur, India. He later earned a master's degree in electrical engineering and a PhD in industrial and management engineering from the University of Iowa.

Rao replaces Wayne Morse, who has been serving as interim dean of RIT's Saunders College since October 2005. A nationwide search for a new dean commenced after Thomas Hopkins stepped down after seven years in the post.

Robert T. Barrett New Dean of Business School at South Carolina State University

The new dean of the College of Business and Applied Professional Sciences at South Carolina University (USA) is Robert T. Barrett, previously the associate dean of the School of Business at Francis Marion University.

Barrett, who served as the Palmetto Professor of Management at Francis Marion University, was also was director of the MBA program and associate provost. His career includes time spent as an assistant professor of management at Clemson University in the 1980s.

Barrett's teaching and research interests include management science, statistics, and operations management. His latest research focused on regional economic development, the impact of demographic, economic, and interstate travel on the South Carolina Education Lottery, and the impact of increasing state excise cigarette taxes on the health and economy of the state.

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The holder of a PhD in management science from Virginia Tech, he earned a bachelor's degree from the University of North Carolina at Chapel Hill and an MBA from East Carolina University.

C. Mitchell Adrian Replaces Retiring Brenda Birkett as Dean at McNeese State

Dr. C. Mitchell Adrian has been named dean of the college of business at McNeese State University, replacing Brenda Birkett, who retired at the end of the fall 2006 semester. His appointment was effective Jan. 1.

Prior to his appointment, the new dean was associate professor of management and chair of the department of management, marketing, retailing, information systems and business education at Longwood University in Farmville, Va. While at Longwood University, he developed study concentrations in retail management and business education. He also developed an MBA with a concentration in retail management.

Adrian received his PhD in business administration from Mississippi State University, an MBA from Midwestern State University, and a bachelor's degree from McNeese State.

A member of the Academy of Management and the Southern Management Association, he has written several articles for refereed journals and proceedings, authored books and book chapters, and made numerous workshop presentations. He is an editorial board member of the Journal of Internet Commerce, a reviewer for both the American Society of Business and Behavioral Sciences Journal and Organizational Research Methods Journal.

AWARDS**Coles College Professor Awarded Fulbright Scholarship to Greece**

James G. Tompkins IV, a professor at the Coles College of Business at Kennesaw State University, has been chosen as a Fulbright senior specialist to Greece.

The Fulbright program is the U.S. government's flagship international educational program designed to increase mutual understanding between the people of the United States and residents of other countries. He is the third Coles College faculty member to be honored as a Fulbright Scholar.

Tompkins, a corporate and international finance instructor in the university's Department of Economics, Finance & Quantitative Analysis, will conduct seminars on writing and researching case studies from mid-March to mid-May at the University of the Aegean. Since the university is located on five islands in the Aegean Sea, faculty and students must travel between them by boat.

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His academic and business activities will include teaching at ASEBUSS, the Institute for Business and Public Administration, which has an executive MBA partnership with the Coles College.

The Fulbright scholarship is just the latest honor for Tompkins. He received Kennesaw State's Distinguished Graduate Teaching Award for 2004/2005. He also won the Coles College's "Outstanding Scholar" and "Outstanding Service" awards. His research interests include corporate governance, corporate finance, and financial education, while he also serves as a business consultant, and Director of Board Advisory Services for the Corporate Governance Center, based on the Kennesaw campus.

He says he wanted to work abroad for personal as well as professional reasons. In addition to his academic work, he looks forward to introducing his family to different international cultures.

American Finance Association Honors University of Chicago Finance Professor



Tobias Moskowitz, a professor of finance at the University of Chicago Graduate School of Business, has received the 2007 Fischer Black Prize from the American Finance Association honoring the top finance scholar under age 40.

This marks the second time that a University of Chicago Graduate School of Business faculty member has won The Fischer Black Prize. In 2003 it was presented to finance professor Raghuram Rajan.

Moskowitz, 35, was honored for his "ingenious and careful use of newly available data to address fundamental questions in finance," according to an announcement from the American Finance Association.

His most recent work showed that zoning rules and property tax assessment procedures influence commercial real estate contracts in a way that is consistent with corporate finance theory.

"As a result, Professor Moskowitz accomplishes the difficult task of testing the theory while having access to much less information than is available to market participants," the American Finance Association said in the award announcement.

A teacher of MBA courses in empirical asset pricing and investments, Moskowitz has been a member of the University of Chicago faculty since 1998. He earned a PhD from the UCLA Anderson School of Business (USA).

The Fischer Black Prize honors the memory of Fischer Black, formerly a general partner at Goldman Sachs and a professor at the Massachusetts Institute of Technology, whose seminal research included the development (with Myron Scholes) of the widely applied Black-Scholes Option Pricing Model.

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New Eller College Award Celebrates Arizona's Entrepreneurial Teens

Recognizing that the entrepreneurial spirit often begins at a young age, the Eller College of Management at the University of Arizona has partnered with 1st National Bank of Arizona to launch the Arizona Youth Entrepreneurship Award.

Encouraging youths to pursue both of their entrepreneurial dreams and a college education, the new award supports the growing interest in business ownership among teens through resources and coaching. Program participants receive feedback on proposals, recognition of their effort, and gain awareness of formal education opportunities in entrepreneurship.

Six finalists will be selected to present their business plans to a panel of business coaches at The University of Arizona April 20, 2007, with winners receiving a cash award and certificate.

Any Arizona high school student can submit an application to the Eller College of Management by February 21, 2007. Applications will be reviewed by a panel of three Arizona business leaders, three students, and Dean Paul R. Portney. The panel will select six finalists, each of which will each be paired with a collegiate mentor. Mentors and finalists will work together to refine business concepts and prepare final presentations, returning to the university April 2007 to compete at the annual McGuire Center for Entrepreneurship Business Plans Competition.

The three honorable mention competition winners each will receive \$500, while third place will receive \$1,000, second place will receive \$1,500, and first place will receive \$2,000. The Eller College of Management also will match the award if/when the students enroll in The University of Arizona and declare a major within the Eller College.

Interested students enrolled in Arizona high schools can find more information, including application instructions, by visiting [Arizona awards](#)

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APPOINTMENTS

Filbeck Appointed to Second Named Professorship



Penn State Erie, The Behrend College has named a former senior vice president of the Wisconsin-based Schweser Study Program as professor of finance. Greg Filbeck also will be the first Samuel P. Black III Professor of Insurance and Risk Management in the Sam and Irene Black School of Business.

In March 1998, the Black family created a \$20 million endowment for Penn State Behrend's business school that included four named professorships. The endowment allows the school to recruit and sustain a strong faculty, as well as provide income for teaching and research materials, library acquisitions, salary supplements, and travel

assistance.

During his seven years with Schweser, Filbeck oversaw in-house and contract curriculum development for each exam, conducted live, week-long exam-review sessions across the country, and managed the directors of weekly study programs in Philadelphia, Boston, New York City, Los Angeles and Chicago.

Prior to joining Schweser, he had previous faculty positions as an associate professor of finance at University of Toledo (USA), and as an assistant professor of finance at Miami University, Ohio (USA). He holds a bachelor's degree in engineering physics from Murray State University (USA), and a doctoral degree in finance from University of Kentucky.



The 160,000 square-foot Research and Economic Development Center at Penn State Behrend houses the Black School of Business and the School of Engineering.

BRIEFLY— The University of Chicago Graduate School of Business has named Jeffrey Anderson as associate dean for leadership development.

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NEW MEMBERS

Educational

Kaplan University

6301 Kaplan University Avenue
Fort Lauderdale Florida 33309
Website: <http://www.kaplan.edu>

Kaplan University is part of Kaplan Higher Education, which was founded in 1937, and today has more than 75 campus-based schools throughout the United States. Kaplan also is the world leader in test preparation and has helped more than 3 million students prepare to take the tests necessary to achieve their education and career goals.

WHU-Otto Beisheim School of Management

Burgplatz 2
Vallendar 56179
Germany
Website: <http://www.whu.edu>

Founded in 1984, WHU was established as the result of an initiative of the Chamber of Commerce and Industry in Koblenz, Germany. During the past 22 years, the school has established itself as a center of business education in Germany. In August 1988, the School moved to the Marienburg in the center of Vallendar.

ISCTE Business School

Complexo INDEG/ISCTE
Av. Prof. Anibal de Bettencourt
Lisbon 1600-183
Portugal
Website: <http://www.gestao.iscte.org>

IBCTE is the business school of ISCTE – Lisbon University Institute, a public institution founded in 1972. The school's goal is to advance management by offering high quality learning, a faculty recognized for their dedication to teaching, have a regular presence in the more important international scientific journals, and deliver cutting edge knowledge into the class room.

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NEW PROGRAMS**Babson Launches New Undergrad Concentration in Retail Supply Chain Management**

Babson College has announced the launch of a new undergraduate concentration in retail supply chain management beginning this spring. Babson's Michael Levy, the Charles Clarke Reynolds Professor of Retail Marketing, developed the concentration and is its faculty director.

Developed by Charles Clarke Reynolds, professor of retail marketing, the program integrates Babson's holistic business disciplines with the growing needs of the retail industry. "The retail economy continues to expand globally," says Levy. "If a Babson student has 'supply chain' on their resume, they're going to get a job."

The new concentration requires a minimum of 16 credits with two required courses in retailing management and supply chain management. The concentration also offers electives along four career paths:

- Corporate Retail Management-- store management operations, merchandising, sales, and brand management.
- Analytical Retail Intelligence—marketing research, analyzing sales trends, using scanner and panel data used by major retailers, firms that sell data to major retailers, retail software providers, and retail consulting firms.
- Retailing for Entrepreneurs—for those who want to start their own business or return to established family businesses.
- Supply Chain Operations—formerly known in the industry as logistics and distribution—now includes the ever expanding management of the flow of goods/services, information, and financials from raw materials to the consumer.

For more information, visit [Retail Supply Chain Institute at Babson College](#)

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GIFTS AND GRANTS**Kayes' \$16 Million Gift Renames Business School at Florida Atlantic University**

Philanthropists Carole and Barry Kaye have presented Florida Atlantic University with a gift of \$16 million that will benefit the business school by establishing an endowment that will support academic programs, faculty, and students. Since the gift is eligible for matching funds from the State of Florida Trust Fund for University Major Gifts, the total gift is valued at \$32 million.

Florida Atlantic said it would rename its business school as the Barry Kaye College of Business. The school is comprised of seven academic departments, which includes centers for entrepreneurship, executive development, motion picture industry studies, and research.

A 45-year veteran in the field of insurance, Barry Kaye is the author of eight books on the subject of insurance, estate taxes, and estate planning. He has received national attention through his television and radio appearances that offer his line of audio-visual materials.

An art connoisseur and collector, Carole Kaye founded the Carole and Barry Kaye Museum of Miniatures, currently located on the west coast of Florida. The museum houses the largest collection of contemporary

miniatures in the world.

"With their extraordinary gift of \$16 million, the Kayes' generosity will affect the lives of many within the FAU family," said FAU President Frank T. Brogan. "We are grateful ... for their support and look forward to a long and deepening association with this remarkable couple."

The largest gift in the history of Florida Atlantic, it is the latest in a number of gifts provided by the Kayes to the university.

One of FAU's five original colleges, the Barry Kaye College of Business enrolls approximately 6,400 students and offers bachelor's, master's and doctoral degrees as well as executive education opportunities.

Young Entrepreneur Makes \$1 Million Gift to Temple University's Fox School of Business

Physician-turned-entrepreneur Raza Bokhari, 39, has come a long way in the 16 years since he arrived from Pakistan to work at a start-up pathology lab in North Philadelphia (USA). Recently he presented the university's Fox School of Business with a \$1 million gift that allows him to "give back" to the school that helped him succeed in business.

In recognition of the gift, the suite that houses the school's Innovation and Entrepreneurship Institute (IEI) in the new, state-of-the-art Alter Hall, will be named after Bokhari, who is president and CEO of his own company, and is chairman of the board of Parkway Clinical Laboratories in Bensalem, Pa. The space serves as the hub of staff, faculty and student interaction for the IEI, the institute that promotes entrepreneurship at Temple.

"I can't think of anyone who better showcases the power of a Fox MBA than Raza," said Fox School Dean M. Moshe Porat.



39 year-old entrepreneur Raza Bokhari with Temple University President Ann Weaver Hart.

Working 20-hour days during his first years in the United States, Bokhari immersed himself in learning the business and eventually was recruited to turn around a small, struggling pathology lab in New Jersey, Lakewood Pathology Associates. Not only did he turn it around, he later purchased the business and is now the president and CEO. The company has expanded into 25 states and it recently was named one of the 100 fastest-growing, privately held companies in the Philadelphia area.

Widely recognized for his passion, innovation and entrepreneurial zeal, Bokhari is a past recipient of the Philadelphia Business Journal's coveted "40 Under 40" award. In addition to his business responsibilities, he is the president for the Pakistani American Public Affairs Committee, a national non-profit whose mission is to advance and strengthen United States-Pakistan relations. He is a much-sought-after speaker and has been interviewed by international media outlets.

"When I first came to Philadelphia, I didn't know a lot about Temple University," Bokhari said. "However, I soon came to appreciate the important educational role Temple plays for students ..."

Kauffman Foundation Presents NYU with \$1 Million for Entrepreneurship

New York University has been awarded a \$1 million grant by the Ewing Marion Kauffman Foundation that will be used to create The Kauffman Entrepreneurial Campus Program, housed in the university's Stern School of Business. The program was created to make entrepreneurship education a common and accessible campus-wide opportunity for college students.

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The grant is part of a \$200 million Kauffman Foundation effort to transform the way entrepreneurship education is taught in the nation's colleges and universities. As part of this initiative, NYU will raise \$5 million to match the Kauffman funds.

New York University was one of a select number of colleges and universities across the country that received grants as part of the Kauffman Campuses Initiative, launched in 2003 to foster the creation of interdisciplinary entrepreneurship education programs in American higher education.

William Baumol, professor of entrepreneurship and academic director of the Berkley Center for Entrepreneurial Studies at NYU Stern, will lead this pan-campus initiative, which will focus on the preparation and effective training of both innovative and social entrepreneurs, while it increases on-campus entrepreneurial activity.

"New York University, along with the other new Kauffman Campuses schools, will empower all students on campus to access the skills, orientation, and networks that can lead to greater individual opportunities and to the creation of jobs, innovation, and prosperity for America," said Carl Schramm, president of the Kauffman Foundation.

DePaul University Receives \$1 Million From Chicago Mercantile Exchange Trust

The Fred Arditti Center for Risk Management at DePaul University's College of Commerce has been awarded a \$1 million grant by the Chicago Mercantile Exchange Trust (CME). The donation was one of 20 inaugural grants for Chicago-area education and healthcare non-profit institutions announced at a recent breakfast attended by Chicago Mayor Richard M. Daley and other dignitaries.

DePaul's finance department created the Arditti Center in 2006 to promote excellence in teaching and research in risk and financial management. The center commemorates the work of the late futures industry pioneer Fred Arditti, a CME executive and 15-year DePaul finance faculty member, who died in October of 2005. A noted economist, Arditti conceived and introduced numerous finance industry innovations, including the Eurodollar contract, now the most actively traded futures contract in the world.

In announcing the grant to DePaul, CME Trust Trustee James E. Oliff praised Fred Arditti as a "great thinker and leader" and said the Additti Center was "dear to the hearts" of the charity's trustees.

Mayor Daley praised the CME Trust's commitment to supporting education and healthcare in Chicago. "There is no more important investment we can make if we expect this city to compete in the global marketplace of the 21st century," he said.

The grant caps a stellar period of fundraising for DePaul's finance department. Earlier this month, the Keeley Family Foundation donated \$2 million to the department's Center for Financial Services. The gift will establish the Christopher L. Keeley Endowed Chair in Investment Management, named for the family's late son.

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In October the Real Estate Center received funding for a chair in real estate studies through a \$4 million endowment underwritten by the Michael J. Horne Education & Healthcare Assistance Foundation. DePaul alumnus, George L. Ruff, founder and senior principal of New York-based Trinity Hotel Investors, donated \$1.5 million for a real estate professorship in September.

B-SCHOOL QUOTABLES

- **G. Antonio Sosa-Pascual**, student organizer of a visit by Massachusetts Institute of Technology Sloan School of Management students to the offices of Mountain View Calif.-startup Flock.com. Dressed in formal business attire, the students were part of the annual pilgrimage of east coast business students to Silicon Valley:

"If you show up in a suit in a lot of the tech companies, it kills your credibility right away," he joked. "That's one of the things I learned."

January 4—*San Jose Mercury News*

- **H. Fenwick Huss**, dean of the J. Mack Robinson School of Business at Georgia State University (USA), on a survey of deans and MBA program directors around the United States conducted by his school in conjunction with AACSB International's MBA for Working Professionals Affinity Group:

"Approximately 80% of today's MBA students are going to school part-time. The cost of full-time studying, in forgone salary as well as tuition, is just too great for a lot of prospects to consider full-time programs. In addition, as the survey indicates, the reputation of part-time programs has risen over the past five years, making them more attractive than ever."

January 2, 2007—*CNN International.com*

- **Joel M. Podolny**, dean of Yale's School of Management, on his school becoming the first to add the requirement that all of its MBA candidates take a course of study outside the United States:

"We are at the beginning of what over the next five years will be tremendous change in business education."

December 26, 2006—The Associated Press

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- **Father Kevin Mackin**, president of Siena College (USA) on the recent announcement that the school had been granted accreditation by AACSB International:

"Our School of Business's unrelenting effort to provide our students the best possible environment to learn was recognized today. This is the highest achievement possible for business programs, thanks to the School of Business faculty and staff, as well as the countless other community members who diligently worked on this endeavor over the past five years."

December 21, 2006—Albany, N.Y. Business Review

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CONFERENCE ALERT**Development, Communications Hotspot is Boston March 1-3**

The spotlight will be on communications and development professionals when AACSB holds its annual *Building B-Schools Communications and Development Conference* March 1-3 at the Hyatt Regency Boston.

The popular conference is the key AACSB event of the year for those who are intimately involved with messaging, marketing, and development of business schools around the world.

Topics to be covered in the area of communications will include e-marketing, leveraging informational technology applications, effective marketing campaigns, and measuring market effectiveness. Among the topics in the development track are major gifts, fundraising, capital campaigns, and alumni relations.

Development professionals, in particular, will enjoy hearing the presentation "*Maximizing Business and Philanthropy*." from Karen Osborne, president of The Osborne Group, Inc., a firm that offers consulting services on fundraising, major gifts, board development, executive coaching and other areas. Her fast-paced, information-packed presentation will discuss current and powerful trends in business and philanthropy.

Globalization is one of the truly hot topics at business schools. Branding expert Tim Westerbeck's presentation "*Will the Real Global Please Stand Up?*" will present models used by business schools around the world to stake their claim in the global marketplace. An expert on branding and marketing strategy, Westerbeck is managing director and principal at Lipman Hearne, Inc.

For more information on this AACSB event, visit [Building B-Schools](#)

SEMINAR ALERT**Advisory Council Seminar Slated March 1-2 in Tampa**

The Business Advisory Council (BAC), a group made up of important members of your school's community, can be a valuable asset for your business school. BAC members can become fervent supporters and ambassadors of your institution who help you extend the reach of the business school into the community.

The popular Business Advisory Council Seminar will be held March 1-2 at the AACSB International world headquarters in Tampa (USA). This is the seminar where deans, administrators, business development officers and those who work with business advisory councils learn how to successfully manage the activities of the council to ensure that it makes a high level contribution toward helping the business school reach its long-term goals. Attendees will study a BAC model that has been proven effective in helping an institution achieve a highly functioning BAC team.

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Facilitator for this conference is Patricia Flynn, trustee professor of economics and management at Bentley College (USA), and past dean (1992-2002) of Bentley's McCallum Graduate School of Business. During the past three years she has served as dean of the school's executive and professional education program. Her article "Build the Best BAC" was published in *BizEd*.

For more information on this AACSB event, visit [Advisory Council Seminar](#)

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B-SCHOOL OPEN POSITIONS

**Peter F. Drucker and Masatoshi Ito
Graduate School of Management**

Peter F. Drucker Chair in Management and the Liberal Arts

Nominations and applications are invited for the Peter F. Drucker Chair in Management and the Liberal Arts at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University. This chair honors the founder of modern management and will be a person of the stature to carry forward the Drucker legacy. There is no second Drucker, but we seek a distinguished scholar and teacher with Peter's traits: original, philosophical, provocative, profound, courageous, and prolific. Someone who reflects on the past and also looks beyond the horizon to offer perspectives on the future based on emerging realities. Someone who ponders the relationship of business and society and the increasing intersection of business, government, and civil society. Someone who focuses on the requirements for economic progress and social justice in a globalized world.

We seek one of the very best minds in the world to help shape the future of the Drucker School. Now 35 years old, the School is embarking on a concerted period of growth and expansion in terms of size, scale and significance. It builds on a faculty that is highly prolific in research and deeply committed to teaching. Students and executives from business, government, and civil society enjoy a curriculum based on what we call the Drucker Difference: analysis and intuition, competence and compassion, effectiveness and ethics: in short, learning to do well and do good. Over the next several years, the School will expand its size and impact. A new Drucker Institute looks out toward the world of practice, here in the United States and around the world. The new Peter Drucker Professor will play a leadership role in the future of management education.

The Drucker School is part of Claremont Graduate University, a small, private, graduate-only, doctoral extensive institution. Nestled in the foothills of the San Gabriel Mountains 35 miles east of Los Angeles, CGU is part of the Claremont Colleges, which include five of America's top colleges (Claremont McKenna, Harvey Mudd, Pitzer, Pomona, and Scripps) and the Keck Graduate Institute of Applied Life Sciences. The colleges include a large number of highly productive faculty in finance, economics, and leadership studies.

Please submit curriculum vita and the names of five references by April 10, 2007, to the Office of the Dean, Peter F. Drucker and Masatoshi Ito Graduate School of Management Claremont Graduate University, 1021 North Dartmouth Avenue, Claremont, CA 91711.

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Claremont Graduate University is committed to hiring the most diverse, accomplished, and energetic new and established scholars possible and has a number of faculty openings available. Please visit our website at <http://www.cgu.edu/fac/emp/> for more information about faculty employment opportunities at the Claremont Colleges.

For further information about this opportunity visit our website at <http://www.drucker.cgu.edu> or e-mail: Kathleen.bueno@cgu.edu. Women and underrepresented minorities are particularly encouraged to apply.

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CONFERENCE/SEMINAR SPONSORS

Deans Conference

February 7-9, 2007

Las Vegas, Nevada USA

CONTRIBUTORS

BusinessWeek

The Fox School of Business
Temple University

KPMG

The College of Business Administration
The University of Tulsa

The Wall Street Journal

FRIEND

College of Business
Washington State University

University of Nevada
Colleges of Business - Las Vegas and Reno

Building B-Schools: Development and Communications Conference

March 1-3, 2007

Boston, Massachusetts USA

CONTRIBUTORS

The Fox School of Business
Temple University

FRIEND

Bentley College

International Conference and Annual Meeting

April 22-24, 2007

Tampa, Florida USA

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**Robins School of Business
University of Richmond**

**The Stillman School of business
Seton Hall University**

**Charles F. Dolan School of Business
Fairfield University**

**Shidler College of Business
University of Hawaii at Manoa**

Maintenance of Accreditation Seminar February 2007 June 2007	Digital Measures
Assessment Seminar March 2007 June 2007	LiveText
Assessment Seminar May 2007	LiveText School of Business Administration University of San Diego
Business Accreditation Seminar May 2007	LiveText
Applied Assessment Seminar January 2007 March 2007 June 2007	LiveText

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SURVEY NEWS2006-2007 U.S. Salary Survey data and reports released

The US Salary Survey data has been released and is available through DataDirect in three formats: the U.S. Salary Survey Report, Custom Quick Reports, and Custom Benchmarking. For more information on DataDirect services and subscriptions, please visit us at www.aacsb.edu/datadirect.

Downloads:2006-2007 U.S. Salary Survey Overview Report

The 2006-2007 Salary Survey Overview report for U.S. schools is now available for download in DataDirect for participants and subscribers.

Quick Reports:Custom Faculty and Administrative Salary Survey Reports

The 2006-2007 U.S. Salary Survey data are now available to subscribers for use in quick reports with your custom comparison group.

Variables:2006-2007 US Salary Survey variables released

All aggregate and non-confidential variables from the 2006-2007 U.S. Salary Survey are now available for use in benchmarking.

If you have not yet subscribed and would like access to this data, please visit <http://www.aacsb.edu/datadirect> for more information on how to subscribe. If you have any questions, please contact jessica@aacsb.edu or joe@aacsb.edu for more information.

Ongoing Survey

2006-2007 Salary Survey

The AACSB International Salary Survey is underway. This is an exciting year for AACSB International! This will be the first year that all members of AACSB International are invited to participate in our annual faculty and administration salary survey. If your school would like to participate, but needs an extension of the deadline, please email datadirect@aacsb.edu for assistance. All participating schools will receive a copy of the salary survey overview report.

Deadlines for Data Entry -

United States: Closed

Canada: January 25, 2007

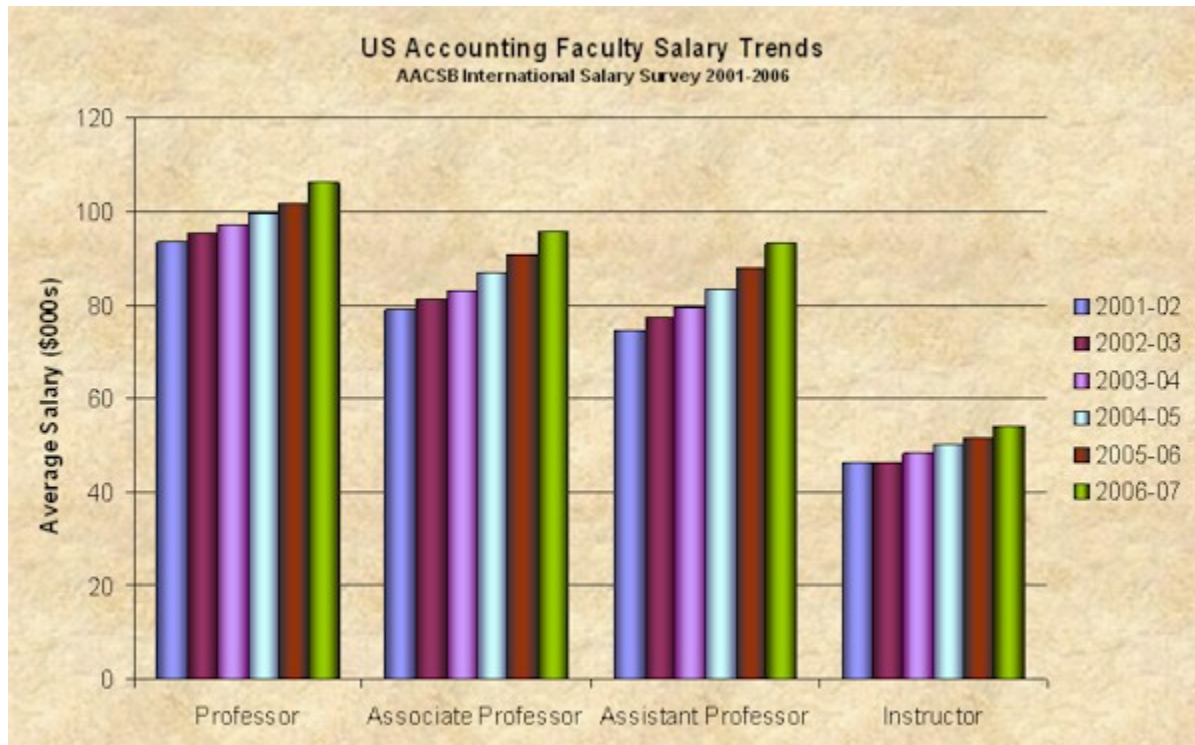
Outside of U.S. and Canada: January 25, 2007

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