

John Fernandes, President and Chief Executive Officer, AACSB International



AACSB International: At the Crossroads

Few would argue that AACSB International's growth in the recent past has been unprecedented. Our expansion did not come by "muddling through" and reactive behavior. It was thoughtfully planned and executed. The organization took a major step in 1999, when the board adopted its own form of Policy Governance. In this model, the board sets the strategic direction of the organization, and staff guides the operational support to achieve the board's ends. In 2000, the board adopted five end statements to drive AACSB's transformation to a full-service global association of business schools.

In spite of economic setbacks, new services and products such as knowledge services (now provided through DataDirect), BizEd, eNEWSLINE, affinity groups, expanded conferences, and a brand new seminar program were implemented. At the same time, AACSB began to aggressively globalize its membership and accreditation.

By 2004, most of the change had been accomplished, or was well on its way. Both service expansion and globalization had made great strides. So, the board turned its attention to an even higher calling by asking: "Who will guide the management education industry through the myriad of challenges ahead?" Earlier, an AACSB task force led by the current vice chair-elect, Dean Judy Olian, produced the report, "Management Education at Risk," which identified and discussed several emerging risks to the industry. The following year, Dean Olian headed the Doctoral Faculty Commission, which developed the landmark report "Sustaining Scholarship in Business Schools," an in-depth study of the doctoral faculty shortage. These and other projects instigated the board to change its mission and end statements to include thought leadership and advocacy in management education as major thrusts of the new AACSB International. The board put thought leadership right next to its nearly 90-year old crown jewel, AACSB accreditation, as a foundation of the association's mission.

Since then, several more thought leadership reports have been issued, including *Ethics Education in Business Schools*, *The Business School Rankings Dilemma*, *A World of Good: Business, Business Schools and Peace* (the report of the Peace Through Commerce Task Force) and others. These reports and several other initiatives, such as the Global Foundation for Management Education, have institutionalized thought leadership as a tenet of AACSB's promise to the world.

Now, AACSB International – The Association to Advance Collegiate Schools of Business is at a crossroads in its journey to fulfill its mission. While AACSB has succeeded in increasing value-added services to business schools and in expanding the number of accredited schools and members throughout the world, its growth in services has mainly focused on North America; and accreditation's global growth has been in mature economies.

In several world regions, meeting AACSB accreditation standards can be extremely challenging, primarily with respect to academically-qualified faculty. These requirements literally exclude many well-run schools in Asia, Latin America, Central and Eastern Europe, the Middle East, and Africa. At the same time, the continued expansion of our accreditation causes angst among some accredited schools whose leaders feel AACSB's elite image is at stake. This perception is evident even though AACSB accredits less than 10 percent of the world's business schools. The fact that not all publics clearly understand the difference

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between accredited and non-accredited members further highlights the issue with many accredited schools.

At the board's January 2007 Planning Meeting in Tampa, it debated three critical questions:

- How can AACSB continue globalization of its pre-eminent accreditation brand, while maintaining AACSB accreditation's prestige?
- How should AACSB manage the market confusion between the accredited business school and the general membership?
- What is the preferred framework for identifying thought leadership issues and the best process for addressing these issues?

While the discussion was lively and focused, board members, not surprisingly, were unable to reach conclusions on these far-reaching questions in a single-day meeting. They decided that a new special committee of the board should be established to study each issue and make recommendations to the board and membership. This critical group, the Strategic Directions Committee (SDC), comprises 11 members, plus the current board chair, chair elect and 2007-2008 vice chair-chair elect as ex officio members. Board Chair Arthur Kraft, named David M. Saunders, dean of the Queens University School of Business as SDC chair. Dean Saunders is a seasoned veteran in AACSB elected and volunteer leadership positions, and is the 2007-08 secretary-treasurer elect. The first meeting of the SDC will be in Chicago on Feb. 19, 2007. Look for regular updates in eNEWSLINE, and please convey your thoughts on the issues to be studied to AACSB International Executive Vice President and Chief Accreditation Officer Jerry Trapnell, who is serving as the primary staff liaison to the SDC.

And by the way, register now for the 2007 International Conference and Annual Meeting, the 90th Anniversary of AACSB and the first ICAM in our new world headquarters city, Tampa, Florida, USA. See you there.

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DEANS CORNER**The Joy of Education**

by Jaime Alonso Gomez, National Dean and Professor of Strategy and International Management, EGADE - Graduate School of Business Administration and Leadership, Tecnológico de Monterrey University System



Flying at 33,000 feet en route from a very productive, enlightening business trip to Buenos Aires, a deliciously smooth, robust Malbec (Argentine red) wine inspires me to share a very moving experience.

Following a recent talk I gave on global business strategy and vision, a conversation with executive program graduate students subtly migrated away from strategy and business issues to the role of professors in business schools.

When a student asked my opinion on this issue, I took the liberty of explaining to my new, young, intelligent friends how professors' roles are understood at EGADE. It was the perfect opportunity to show off our faculty, and since we were all enjoying the same Malbec, I could not resist the opportunity to reflect upon this event.

"We believe that, at a minimum level, professors transfer knowledge and develop skills regarding business dynamics in global markets," I said. Then I supported my ideas with some company examples from Europe and Latin America about competitive advantage, marketing, risk, corporate governance and operations management issues. My words produced a response and the potential students continued to converse about knowledge and skill development—that is until a semi-silence, serendipitously emerged.

Then it was the time to continue this delightful dialogue. "Yes," I said, "knowledge and skills are important. But we all need to understand that when company executives are in need of knowledge and skill, they return to school to acquire them. However, as professors in a new, global, interdependent and more demanding global market, we also should include in our roles and approaches such elements as judgment, decision making, the ability to analyze, synthesize, discern, form sound opinions, and make sensible decisions or, at least, reliable guesses.

"In fact," I told them, "for executives from many companies, this is much more crucial than their knowledge of a particular discipline or skill at a particular trade.

My second comment triggered a tremendously animated debate, one that I watched for about a half-hour. Finally, once again, their young, energized eyes looked toward me, awaiting my next (and hopefully insightful) words.

After a momentary pause, I told them that knowledge, skill, and judgment are important, but that in a world of uncertainty, ambiguity, and rapid changes, character can be even more important. I even dared to advance a quasi definition of character: the capacity to live with the consequences (positive or negative) of decisions we make.

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What followed is impossible to describe because the whole place was full of vibrant, noisy conversations. And I must say to the collegial readers of this note that, more than any other previous interaction with graduate students, I thoroughly enjoyed the dynamics of this discourse. Here I was, part of and in the presence of, a brilliant, enthusiastic, and talkative group of Argentinean professionals, totally engaged in defining the kind of professor they wanted for business schools. What an intellectual delight!

Leaving the restaurant, I turned to the group and said there was one additional characteristic that I wished faculty members would have—the ability to develop trust with students, other faculty members, and customers (when professors are also consultants). This trust should be manifested in coaching, mentoring and providing opportunities for personal development.

This time, there wasn't as big a reaction from my young friends. Instead, there were more small, group conversations. One young, elegant and enthusiastic lady, who had been talkative during the evening, softly and assertively from the back of the group said:

“You know professor, knowledge and skills, judgment, character, and trust are all very important. But after passing a minimum level of proficiency as professors, what I mostly expect from them is passion for what they do. I cannot imagine being in a classroom with a professor who is dispassionate.”

So there we had it. Knowledge, skill, judgment, character, trust and passion. These universal educator qualities span continents and cultures as we prepare the next generation of global business leaders. We all cheered in unison—in total agreement.

Later, our conversations long over, the flight attendant passed by and filled up my glass. I silently enjoyed my wine, reliving those delightful moments shared with my new friends.

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ASSOCIATION NEWS**Eight Business Educators Elected to AACSB Board**

The membership of AACSB International has elected the following prominent management education professionals to its board of directors for 2007-2008. Terms will take effect July 1, 2007.

“Our warmest congratulations to the new board members,” said John J. Fernandes, president and chief executive officer of AACSB International. “AACSB will surely gain a great deal from the participation of these individuals on the board. We sincerely thank our member schools for their participation in the electoral process.”

Two appointments to the 2007-2008 board of directors will be made within the next few months, bringing the total number of board members to 28.

The recently elected board members are:

- Richard A. Cosier, dean of the School of Management and Krannert Graduate School of Management, Purdue University (USA) to a three-year term, the first year as vice chair-chair elect.
- David Saunders, dean, Queen’s School of Business, Queen’s University (Canada) to a two-year term as secretary-treasurer.
- W. Randy Boxx, dean, Harry F. Byrd, Jr. School of Business, Shenandoah University (USA) to a three-year term.
- Robert E. Mittelstaedt, Jr., dean, W. P. Carey School of Business, Arizona State University (USA) to a three-year term.
- Barbara H. Nemecek, dean, College of Business and Economics, University of Wisconsin-River Falls (USA), to a three-year term.
- Eileen Peacock, dean, Charlton College of Business, University of Massachusetts-Dartmouth (USA) to a three-year term.
- Martin Schader, vice president, School of Business Administration, Universitaet Mannheim (Germany) to a three-year term.
- George E. Stevens, dean, College of Business Administration and Graduate School of Management, Kent State University (USA) to a three-year term.

2007-2008 AACSB International Board of Directors

(Beginning July 1, 2007)

- Chair— Judy Olian, dean, UCLA Anderson School of Management, University of California, Los Angeles
 - Vice Chair-Chair Elect—Richard A. Cosier, dean of the School of Management and Krannert Graduate School of Management, Purdue University*
 - Secretary-Treasurer— David Saunders, dean, Queen’s School of Business, Queen’s University **

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- Immediate Past Chair—Arthur Kraft, dean, The George L. Argyros School of Business and Economics, Chapman University
- John J. Fernandes, president and chief executive officer, AACSB International

- Olli Ahtola, first vice rector, Helsinki School of Economics
- W. Randy Boxx, dean, Harry F. Byrd, Jr. School of Business, Shenandoah University*
- Fernando D'Alessio, director general, Centrum- Católica, Pontificia Universidad Católica del Perú
- Robert B. Duncan, The Eli & Edythe L. Broad dean, The Eli Broad College of Business and The Eli Broad Graduate School of Management, Michigan State University
- Sara M. Freedman, dean, William S. Spears School of Business, Oklahoma State University
- Thierry Grange, dean and director general, Grenoble Ecole de Management
- Rita A. Jordan, department head and professor, U.S. Air Force Academy
- Bette M. Kozlowski, midatlantic director of university relations, KPMG LLP
- Robert E. Mittelstaedt, Jr., dean, W.P. Carey School of Business, Arizona State University *
- Barbara H. Nemecek, dean, College of Business and Economics, University of Wisconsin-River Falls*
- Eileen Peacock, dean, Charlton College of Business, University of Massachusetts-Dartmouth *
- Mari A. Pearlman, senior vice president and general manager, Higher Education Division, Educational Testing Service
- Christopher P. Puto, dean, College of Business, University of St. Thomas
 - Martin Schader, vice president, School of Business Administration, Universitaet Mannheim*
- David L. Shrock, dean, College of Business Administration and Graduate School of Management, Marquette University
- George E. Stevens, dean, College of Business Administration and Graduate School of Management, Kent State University*
- Robert S. Sullivan, dean, Rady School of Management, University of California, San Diego
- Pierre Tapie, Group ESSEC president, ESSEC Business School-Paris
- Otis A. Thomas, dean, The Earl G. Graves School of Business and Management, Morgan State University
- John Wholihan, president, Beta Gamma Sigma, and dean, College of Business Administration, Loyola Marymount University
- Peter W. Wolnizer, dean, Faculty of Economics and Business, The University of Sydney

* Elected to three-year term in 2007

** Elected to two-year term in 2007

AACSB Seeks Proposals to Develop AQ Bridge Program to Prepare Non-Business Doctorates


AACSB is soliciting proposals from accredited business schools to develop programs to prepare non-business doctorates for positions as academically qualified (AQ) faculty in business disciplines where serious shortages exist. The shortage of high-quality business doctoral faculty is one of the most significant global challenges facing business schools. Despite widespread awareness of the shortage, global doctoral faculty production has not kept pace with increasing student demand.

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AACSB's request for proposals asks accredited schools to consider developing a program to prepare doctorates trained in related disciplines for positions as AQ faculty in accredited AACSB schools. The proposal process will be conducted in two steps. First, AACSB will gather from interested schools initial proposals that provide an overview of a proposed program. Second, after review of proposals, select schools (or collaborations of schools) will be invited to submit a second proposal that will require more development and elaboration of a viable business model. Initial proposals are due April 1, 2007. Final proposals will be due June 15, 2007.

For more information on putting together a proposal for the program, see:  [AQ RFP](#)

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DEANS CONFERENCE**Hubbard to Business Deans: 'We Have Not Told Our Story'**

Urging deans to go beyond the status quo, Columbia Business School Dean R. Glenn Hubbard told attendees at the AACSB International Deans Conference in Las Vegas that they must take on the task of better informing the media and other outside groups about how business schools have embraced experiential learning.

The Deans Conference was held Feb. 7-9 at Caesars Palace and attended by nearly 400 top business school leaders from 24 countries. It was the sixth AACSB deans-only event since 2002.

"Business education is as different today from that of the past century as the unique and astonishing skyline of this city of Las Vegas is different from ... the days of The Sands and the Rat Pack," Hubbard said. "We have done many things—and we have mostly done them right—except for one glaring omission. We have not told our story."

Hubbard said business schools have taken on the arduous work of change in that business schools keep evolving their programs to keep pace with business.

"But we have not undertaken the comparatively easy task of letting the business world, the business press, and even, in some cases, our own alumni see how we have embraced experiential learning," he said.

Hubbard said when he became Columbia's business dean in 2004 that one of his biggest tasks would be to defend the value of a university business education and " ... business education itself. I had thought—naively—that it was fairly obvious."

"Much of this criticism, from respected people, deserves to be taken seriously. The value of business education, after all, is a very serious social issue. And it is a global one."

"A business school is meant to be a kind of gymnasium where people build up their mental calluses through constant criticism and close evaluation. The last thing business schools should do in the face of criticism is react defensively, like a long-protected guild astonished that anyone would question our dealings."



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"From its inception, the business degree has been a balancing act between practice and theory. It attempts to reduce the management of business to a set of identifiable, teachable principles without letting that effort degenerate into abstractions. It tries to impart useful skills, while grasping the big picture. Sometimes, we lose that balance.

"Sometimes we are too process-oriented, too credential-oriented, and too enamored with our pet theories to notice their tenuous connection to the 'real world'—the product of what one B-school critic calls 'physics envy.'

"Still my biggest takeaway from these criticisms is not that they expose failings or weaknesses of our programs, but rather that they point to what truly is our central shortcoming: That we have collectively done a poor job of communicating how well our business programs have adapted and advanced over the past 20 years—and especially over the past five years. To me, these criticisms reveal a lack of understanding of how we have changed and what we are doing to educate our students to excel in the 21st century business world. Somehow, we have not shown the business community—and even our fellow academics—the substance of management education in the new century.

"Business education in the 21st century, and especially the MBA program, has changed. It has changed because the business world has changed. Those of us who are marketing experts might say that the business world is more decentralized. It is fiercely entrepreneurial. And it is relentlessly global."

Entrepreneurial-minded business leaders are successful, Hubbard said, not because they set an unchanging goal and then labor to achieve it. Rather, they succeed as agile seekers looking for many different ways to identify and capture opportunity. Great business schools focus these seekers of opportunity. The abilities to think strategically and to value opportunity are teachable, and business schools' connection between research and industry offers precisely the right classroom."

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Deans Conference Speakers Inform on Analytics, the Future, Gaming

Erik Peterson, Tom Davenport, and Charles L. Atwood provided varying perspectives on topics directly related to business and business schools, as well as a glimpse into the future and how the world will deal with future challenges.

Peterson spoke on "The Seven Revolutions," subjective areas that, when analyzed, can help us prepare for the future. The "seven" are population, resources, technology, information/knowledge, integration, conflict, and governance. Using compelling images and sound behind his talk, Peterson warned that each year, approximately 77 million people are added to the world's population. At this rate, the world's population of 6.5 billion will expand to 8.1 billion in 2030, 9.1 billion in 2050 (when the old will finally outnumber the young), and top out at around 9.3 billion in 2075.



While there is much information available that warns of the future, much of the struggle for individuals is finding out exactly what is true, Peterson said.

Davenport, the president's distinguished professor of information technology and management at Babson College, showed the audience how organizations as diverse as Marriott Corporation, the Oakland Athletics' professional baseball team, and Harrah's utilize data to analyze trends and use them to compete in business.

Competitive analytics, Davenport said, helped Marriott realize that their business was not just about sleeping rooms, but also about effective use of meeting space and overriding the automatic pricing system to help the organization maximize profits at specific times of the year. The Oakland team has used analytics in dissecting player performance, enabling the team to do exceedingly well despite having one of the league's lowest payroll. He also mentioned that analytics helped Harrah's discover that their best customer demographic was a 65-year-old woman from Philadelphia that frequented Atlantic City.

Atwood, vice chairman of the board of directors of Harrah's, the world's largest gaming company, said the gaming industry through the years has been challenged by the fact that not all Americans felt casino gambling was acceptable. But those days have changed and today 80 percent feel that casino gambling is socially acceptable.

"There are barriers to entering the business, but at the same time there is a consistency to the business. It offers guests a little excitement, a little glamour, a little attention, and a whole lot of fun," Atwood said.

Atwood gave some startling figures about Caesars Palace, site of the conference. He said the property, which this year celebrates its 40th anniversary, is the 10th largest hotel in the United States with 9.8 million square feet, 3,308 rooms, interior space the size of 170 football fields, a swimming pool that takes

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up five acres on land that is worth \$250 million, and a kitchen that serves 14,000 meals a day to guests and another 6,000 meals a day to its 11,000 employees.

Harrah's, he said, uses sophisticated business analytics in a revenue management system that enables it to track revenue per room and price accordingly. Harrah's did \$82.2 billion worth of business in 2005, and the total is expected to top \$125 billion by 2010, which would represent 40 percent of all gaming revenue in the United States.

The 2008 Deans Conference, it was announced, will be held in San Antonio, Texas, Feb. 6-8.

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CONFERENCE ALERT**Robert Reich to Keynote International Conference**

An outstanding lineup of top-caliber speakers, led by noted economist, author, and former U.S. cabinet member Robert Reich, is scheduled for the AACSB International Conference and Annual Meeting, to be held April 22-24 in Tampa, Fla. (USA). The conference also marks the continuing celebration of the 90th anniversary of AACSB service to business schools.

Reich, former U.S. secretary of labor, is one of the nation's most influential public leaders and thinkers on business and the economy. His presentation "China, India, and the Future of Everything," will cover the rise of China as a major global creditor and manufacturing center, and the emergence of India as a center for high-tech development. A Professor of Public Policy at the University of California, Berkeley, Reich served in the Gerald Ford, Jimmy Carter, and Bill Clinton administrations.

Another featured speaker on the three-day program is Ronald S. Burt, an award-winning professor from The University of Chicago Graduate School of Business, and is one of the world's leading researchers on social structure of competitive advantage in careers, organizations, and markets. He will speak on the subject "The Competitive Advantage of Social Capital."

The popular conference is one of the world's largest gatherings of business educators, with approximately 1,500 expected to attend events held at the Tampa Convention Center. It will be the first time that AACSB has held its international conference in the association's new world headquarters city of Tampa. Other speakers and panel members will examine critical issues that impact most business schools.

The AACSB meeting each year is attended by deans, associate deans, senior faculty members, program directors, and department chairs and is an excellent opportunity to network with educators from as many as 40 countries.

For more information on this AACSB event, visit [International Conference and Annual Meeting](#).

[World Class Practices
in Management Education Conference](#)
May 20-22, 2007
Beijing, China

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SEMINAR ALERT**Department Chairs Seminar Slated March 15-16 in Tampa**

The Department Chairs Seminar, which explores ways to accomplish change by fully utilizing the talents of new, diverse faculty while valuing mid-career and senior faculty, will be held in AACSB's world headquarters city of Tampa March 15-16. The seminar covers continuous improvement and how department chairs can foster productive change while still supporting faculty/student needs.

The seminar is designed to provide attendees with practical strategies for team building, ways to understand and manage the responsibilities of a department chair, teach attendees how to identify forces for and against change, and pick up new, effective strategies to improve teaching effectiveness.

Facilitator for this seminar is Anthony F. Chelte, dean of the College of Business Administration at Midwestern State University in Wichita Falls, Texas. He is the holder of the Louis V. and Roman Rodriguez Chair in Management, and prior to joining Midwestern State, spent 13 years as chair and professor of management at Western New England College.

For more information on this AACSB event, visit [Department Chairs Seminar](#)

[Managing for High-Performing
Faculty Seminar](#)

April 21–22, 2007

Tampa, Florida USA

In conjunction with AACSB International Conference
and Annual Meeting

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B-SCHOOL OPEN POSITIONS

→ [Claremont University](#)

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.

→ [Indiana State University](#)

Indiana State University announces a nationwide search to recruit a new Dean for its College of Business.

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As Part of Strategic Planning, Thunderbird Changes Name

Thunderbird, the Garvin School of International Management, has changed its name to “Thunderbird School of Global Management,” according to a Feb. 5 announcement by the school’s board of trustees.

Part of Thunderbird’s strategic plan for 2010, the name change was made to improve marketing and brand recognition and to allow for growth opportunities, according to a Thunderbird news release.

“Our strategic review was unequivocal in concluding that we should focus on ‘Thunderbird’ as our core brand,” said Ángel Cabrera, the school’s president. “We also concluded that ‘global’ was a more accurate descriptor of our unique expertise in developing the broad cross-cultural mindset that is critical to success in today’s global economy.”

Samuel S. Garvin, an alumnus and trustee for whom the school was named after he and his wife Rita pledged \$60 million in 2004, endorsed the naming decision. “I wholeheartedly support the results of the strategic review, which should improve the school’s name recognition and help Thunderbird raise funds for future strategic initiatives...,” Garvin said.

Thunderbird also announced that the Garvin name will be placed on a newly established professorship—The Garvin Distinguished Professor of Global Management Research.

The new position will allow the school to launch the Research and Knowledge Network, a new strategic unit that will focus on collaborating with leading global businesses on management issues and cutting-edge research.

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Fairfield Business Students Donate Time to Prepare Tax Returns Free of Charge

Free tax preparation will be made available to low-income families and individuals as a result of a service-learning course offered at Fairfield University's Charles F. Dolan School of Business. Beginning this month through April 14, senior accounting majors will perform the service as part of an elective course, Federal Income Taxation II.

The program will take place in conjunction with a local campaign of the Internal Revenue Service's National Volunteer Income Tax Assistance (VITA) program. It is designed to help families and individuals get valuable tax credit information that they otherwise might miss. This includes benefits such as the Earned Income Tax Credit (EITC) and the Child Tax Credit (CTC), both of which can result in considerable savings on a return.

"Our students will be working throughout tax season four hours per week preparing tax returns ... It will be a great way to learn outside of a classroom setting," said Kathleen Weiden, assistant professor of accounting, who also is a CPA.

Last year, the VITA program was responsible for preparing 2,168 tax returns for Bridgeport and Stratford residents, uncovering \$3.3 million in federal and state tax refunds and \$1.7 million in tax credits.

Stay Away from Day Trading, University of California Research Study Warns

Local knowledge stock picking may be popular, but it doesn't appear to be effective for individual investors, according to new research from the University of California, Berkeley's Haas School of Business.

In a study of almost one million transactions from more than 43,000 households, the school investigated whether investors who buy stocks of local companies have superior information. Findings indicate that individuals who bought local stocks not only failed to outperform the stock market, but evidence shows they did not have any superior information that contributed to their original decision to purchase.

"Our findings point to indexing as a straightforward solution to the perils faced by individual investors," Mark Seasholes, a Haas assistant professor, wrote in a paper co-authored by Ning Zhu of the University of California, Davis. "It's just more evidence that individuals lose a lot of money," he added. "Stay away from day trading."

"Our results paint a clear and consistent picture. Stocks individuals buy go down in the future; stocks they sell go up in the future," they wrote. The findings confirm earlier research that individuals lose money when they trade stocks.

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Annual Deloitte Study Says Companies Fall Short of Goals in Emerging Markets

Despite the size and remarkable growth of emerging markets, just 47 percent of the more than 440 senior executives surveyed by Deloitte's Global Manufacturing Industry Group said their companies achieve their revenue goals for emerging markets.

"Innovation in Emerging Markets," an annual study by the Deloitte Global Manufacturing Industry Group, examines what it takes for companies to realize the enormous market potential developing economies such as China, India, Southeast Asia, Eastern Europe, and Latin America.

What prevents companies from fulfilling their goals?

"Most likely it's because the complexity of their business continues to increase and it's a daunting task to integrate and manage their emerging market operations," suggests Gary Coleman, global managing director for manufacturing for Deloitte & Touche USA. "Companies are locating higher-value activities such as complex production, sophisticated research/development and sales/marketing operations in emerging markets."

The Deloitte 2007 study examines what companies are doing in the areas of talent and risk to structure their operations to be successful in emerging markets.

"It is especially important for companies to become risk intelligent so that they are able to see that which could prevent them from realizing business goals," Coleman added. "It's important for companies to integrate their risk assessments into a single, comprehensive view, and instill risk management into their culture."

University of Arkansas Students, Faculty to Manage \$5 Million Foundation Fund

Students and faculty in the Sam M. Walton College of Business at the University of Arkansas will manage \$5 million held in trust by the University of Arkansas Fayetteville Campus Foundation Inc. The Garrison Financial Institute in the Walton College will oversee investment activities of the fund.

"This arrangement provides an important real-world experience for our faculty and students to further develop skills and knowledge in managing actual money," said Walton College Dean Dan Worrell. "Walton College students already manage a \$5 million bond fund for Arvest Bank Group, a \$1.4 million equity fund forming the Rebsamen Trust (since 1971), and a \$300,000 equity fund forming the Shollmier MBA Fund. With this additional \$5 million, students and faculty will be managing almost \$12 million."

The Garrison Financial Institute also will manage a state-of-the-art, 5,000-square-foot global financial markets trading center, under construction as part of the Willard J. Walker Hall, the new graduate business building scheduled to open this summer. The facility will provide students and faculty access to real-time global financial market information that will rival information available to top schools around the world and firms on Wall Street.

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Virginia Tech Business School Partners with Chartered Financial Analysts Institute

Virginia Tech's Pamplin College of Business has been named a program partner of Chartered Financial Analyst (CFA) Institute, the non-profit professional association that administers the Chartered Financial Analyst curriculum and examination programs around the world.

With 87,000 members in 132 countries and territories, the CFA Institute publishes research, conducts professional development programs, and sets voluntary reporting standards for the investment industry.

Based on Pamplin's new investment management and CFA track, the designation signals to students and employers that the university's finance curriculum is closely tied to professional practice and well-suited to preparing for the CFA exams. It also validates that the curriculum covers at least 70 percent of the required knowledge and skill in four areas: ethical and professional standards, investment valuation/management tools, asset valuation, and portfolio management/performance presentation.

"The new track gives Pamplin's finance students opportunities to gain additional certifications and become even more competitive in their job search," said finance department head Vijay Singal. "It is part of an extensive renovation of the finance curriculum that began more than two years ago and was completed last fall."

Audencia Nantes Announces Plans to Open Office in Republic of China

Due to the strengthening of its partnership with the Tongji University School of Economics and Management, Audencia Nantes (France) will open its first overseas office on the university's campus in Shanghai. In a return gesture, Tongji will establish its own office on the French school's campus.

The announcement, part of a five-year agreement between the schools, includes the creation of a double degree for students studying the Audencia master's degree in management (Grande Ecole) program and those enrolled in a bachelor or master's degree program at Tongji. To be awarded both degrees Audencia students must pass Chinese language tests, publish an academic paper in English (with an abstract in Chinese), and other requirements. Tongji students must complete an internship in France, take a final competencies oral exam, and earn at least 90 percent of their credits at Audencia.

The agreement also includes faculty exchanges, with an equal number of visiting lecturers spending time at each partner school.

Founded in 1907, Tongji is one of the oldest and most prestigious higher education providers in China. The university has more than 4,200 teachers and enjoys an enrollment of 41,000 extensive undergraduate and graduate programs.

TRANSITIONS**Former NYU Associate Dean Named Next Dean of Lehigh Business School**

Paul R. Brown, associate dean for executive MBA programs at New York University's Leonard N. Stern School of Business, has been named the next dean of Lehigh University's College of Business and Economics. His appointment will bring to a close a search process that started in September 2006, and included more than 85 candidates from North America, Europe and Asia.

Brown will join Lehigh July 1 after more than 20 years at NYU Stern where he has held a variety of senior academic and administrative positions, most notably academic director of the TRIUM Global Executive MBA Program, an international alliance of NYU Stern, the London School of Economics, and HEC Paris.

Brown, whose research interests include financial reporting/analysis, analyst's earnings expectations, and SEC/FASB policy formation/analysis, will lead a college of 66 faculty members and 1,350 undergraduate students. He is co-author of a leading financial statement analysis and valuation textbook in its sixth edition.

A corporate governance consultant, he serves on the boards of directors at Dassault Systems, S.A., the Paris Bourse, and is a former member of the board of directors at Dictaphone Corporation. A Pennsylvania native, he earned a bachelor's degree from Franklin and Marshall College, and a master's degree and PhD from The University of Texas at Austin.

BRIEFLY— Robert T. Barrett has been named dean of the College of Business and Applied Professional Sciences at **South Carolina State University (USA)** ... **William S. Mounts** is the new dean of the Eugene W. Stetson School of Business and Economics at **Mercer University (USA)** ... **Kenneth R. Evans** has been named dean of the Michael F. Price College of Business at the **University of Oklahoma (USA)** ... **C. Mitchell Adrian** is the new dean of the College of Business at **McNeese State University (USA)** ... Hank Campbell is the new dean of the school of Business and Management at the **University of Arkansas at Pine Bluff** ... **Howard A. Conway** is the new dean of the Odette School of Business at the **University of Windsor (Canada)** ... **Michael D. Johnson** has been named dean of the **Cornell University** School of Hotel Administration (USA) ... **Timothy Schoenecker** has been named interim dean of the School of Business at **Southern Illinois University Edwardsville** ... **Robert E. Hoyt** has been named interim dean of the Terry College of Business at the **University of Georgia (USA)** ... **Barbara Merino** has been appointed chair of the accounting department at the College of Business Administration at the **University of North Texas (USA)** ... **Hugh D. Glover** has been named chair of the accounting department at the School of Business at **Howard University (USA)** ... **J. Howard Finch** has been named interim dean at the Lutgert College of Business at **Florida Gulf Coast University (USA)** ... Central Missouri State University has officially changed its name. The school, which houses the Harmon College of Business Administration, has adopted the new name: **University of Central Missouri**.

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AWARDS**Researchers from AACSB-Accredited Schools Honored by Swedish Organizations**

NUTEK, the Swedish Business Development Agency, and FSF, the Swedish Foundation for Small Business Research, have announced that Candida Brush (Babson College), Nancy Carter (University of St. Thomas), Myra Hart (Harvard University), Elizabeth Gatewood (Wake Forest University) and Patricia Green (Babson College) are the recipients of the 2007 FSF-NUTEK Award.

All five have made significant contributions to entrepreneurship and small business research throughout their careers, both individually and as a research team. As founders and partners of the Diana Project, established in 1999, their research has spotlighted the upside potential of women-led businesses.

Brush holds the position of Entrepreneurship Division Chair at Babson, while Carter is the Richard M. Schulze Chair of Entrepreneurship at St. Thomas, as well as vice president of research at Catalyst, Inc. Wake Forest's Gatewood is director of the Office of Entrepreneurship and the Liberal Arts. Hart is the MBA Class of 1961 Professor of Management Practice at Harvard Business School. Green is the provost at Babson College.

The award is presented to individuals who have produced scientific work of outstanding importance to entrepreneurship, small business development, new firm formation, and economic development.

Professor at KSU's Coles College of Business Receives National Honor

Joe F. Hair, a marketing professor at the Coles College of Business at Kennesaw State University (USA), will receive the 2007 Marketing Management Association (MMA) Innovative Marketer of the Year Award. He was honored for making a significant difference in how marketing professors teach their classes around the world.

The author of books on marketing, marketing research, sales management and other topics, Hair's best-known title is a textbook aptly named "Marketing," published by South-Western Publishing. One of the most widely-used marketing texts in the world, it has English-language editions adapted for more than 15 countries, including Spanish, Portuguese, Chinese and Malaysian translations.

An expert on the marketing innovations, technology and data analytics, Hair has taught and lectured around the world on a variety of topics. In addition, he is chairman of the board of governors of the Academy of Marketing Sciences, and chairman of the board of directors of the Academy of Marketing and Healthcare Research. He joined the Coles College faculty in 2005.

"Joe has done tremendous work throughout his career, and has been a great asset in improving our research capabilities," said Coles College Dean Tim Mescon. Hair will receive the award at an MMA meeting in Chicago March 15-17.

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Two Robert H. Smith School Professors Honored by American Finance Association

Two business professors from the University of Maryland have been named winners of the

prestigious Smith Breeden Distinguished Paper Prize, presented last month at the American Finance Association's annual conference in Chicago. Gregory Willard and Mark Loewenstein won the award for their paper, "The Limits of Investor Behavior," published in the February 2006 issue of the *Journal of Finance*.

The Smith Breeden Prizes are awarded each year to authors of the top three *Journal of Finance* papers covering any areas other than corporate finance.

Willard, who holds a PhD from Washington University, concentrates his research on the equilibrium properties of asset prices. Loewenstein, who earned his PhD from Columbia University, has conducted research on the subjects of asset pricing, portfolio selection, and employee compensation valuation/design.

BRIEFLY—Professors **François Derrien**, **Stéphane Côté**, **Ramy Elitzur** and **Doug Hyatt** have been honored with awards for teaching and research excellence at the University of Toronto's Rotman School of Management.

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GIFTS AND GRANTS**\$5 Million Dyson Scholars Endowment to Boost Cornell Undergraduate Business Program**

A prestigious new scholarship program soon will benefit top students in Cornell University's Undergraduate Business Program.

The Dyson Scholars Program, to be funded with a \$5 million gift from the Dyson Foundation, will begin making awards to freshmen in the fall of 2008. The program will expand in subsequent years to cover all four undergraduate classes and, ultimately, to a select number of undergraduate business students who commit to enrolling in the Johnson Graduate School of Management's MBA program.

Dyson Scholars will be chosen on academic performance, with award amounts determined by financial need. Once fully funded, the program will offer awards to approximately 60 students each year.

The new endowment also will allow Cornell's Undergraduate Business Program faculty in the Department of Applied Economics and Management to develop special programs for the Dyson Scholars, such as an annual visiting speaker program, teaching-assistant experience, faculty-guided independent study or research, and networking activities.

"The Dyson Scholars Program will advance Ezra Cornell's founding vision of 'an institution where any person can seek instruction in any study' while also allowing us to recognize the accomplishments of the best and brightest in our Undergraduate Business Program," said David J. Skorton, Cornell University's president.

Largest Gift in Southern Illinois University Edwardsville History Goes to School of Business

The estate of Homer L. Cox a former business professor at the Southern Illinois University Edwardsville, has presented the university's foundation with a \$2.4 million gift to benefit the SIUE School of Business.

Gary A. Giamartino, dean, said: "Homer Cox taught at several places earlier in his career, yet he chose to give such a large gift to SIUE. I am moved by his vision and generosity that will help shape the education of business students for years to come."

The gift will be used to fund scholarships in the business school.

G. Patrick Williams, vice chancellor for university relations and chief executive officer of the foundation, said the Cox gift affirms the important work being done by the school.

"This gift is an important milestone in the work we've been doing in development at the university," he said.

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A native of Jonesboro, Tenn., Cox had been a professor of business communication at Bowling Green State University in Ohio for a year before coming to SIUE. He also was an associate professor at the University of Colorado in Boulder and at Northwestern University in Chicago. He taught high school in the Illinois towns of Nokomis, Park Ridge, Jerseyville, and Elmhurst before moving into higher education.

Cox earned a degree from Illinois State University in 1936, followed by a master's and doctorate in business education, both from Northwestern, in 1945 and 1955, respectively.

\$2.2 Million Grant to Benefit University of Chicago's Center for Decision Research

The University of Chicago Graduate School of Business has received a \$2.2 million grant from the John Templeton Foundation for the school's Center for Decision Research (CDR), one of the world's oldest academic centers focused on decision making. Founded in 1977, CDR is home to 15 faculty members of the Graduate School of Business and other university departments from various disciplines, two post-doctoral fellows, and more than two dozen doctoral students.

The gift will be used for an interdisciplinary research project called "Understanding Human Nature to Harness Human Potential," according to Edward Snyder, dean. Directing the project will be Richard Thaler, head of the CDR for the past 11 years and a recognized authority on potential applications for improving social life.

Thaler said the program's three-year goal is to better understand fundamental human capabilities and tendencies, then use these basic tendencies—often recognized as shortcomings—to improve human functioning. The research project is scheduled to begin March 15, 2007.

BRIEFLY— Fairfield University's Charles F. Dolan School of Business has received a \$140,000 gift from Oliver Patrell, a member of its advisory council, which will be used to update software, data services, faculty support and hardware.

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APPOINTMENTS**Tuck's Andrew Bernard Named Independent Director of National Stock Exchange Board**

Dartmouth College's Andrew Bernard, senior associate director of the Center for International Business at the Tuck School of Business, has been appointed an independent director on the board of directors of the National Stock Exchange, the United States' first all-electronic stock exchange.

A member of the Tuck faculty since 1999, Bernard is the school's Jack Byrne Professor of International Economics and is recognized for his research in international trade/investment and globalization, which has been published in top academic journals and featured in the broadcast and print media. He is a research associate for the National Bureau of Economic Research, as well as for the Institute for Fiscal Studies in London, the Centre for Economic Performance at the London School of Economics, and the Industrial Performance Center at Massachusetts Institute of Technology.

"We are at a significant juncture in this exchange's history, amid a backdrop of a dramatically changing industry," said Joseph Rizzello, chairman and chief executive officer of the National Stock Exchange. "The addition of Professor Bernard to (the) board is a tremendous asset as we enter this new era."

Thunderbird's Cabrera Named Senior Advisor to UN Global Compact

Angel Cabrera, president of the Thunderbird School of Global Management, has accepted a 12-month appointment as senior adviser for the United Nations Global Compact on Academic Affairs. He will lead a task force that will develop a set of "principles for responsible business education," to be presented at the UN Global Compact Leaders Summit in July.

Cabrera's duties include collaborating on the strategic plan for Global Compact academic affairs, serving as an ambassador to academic organizations, and promoting business education activities at forums and media opportunities around the world.

The "principles for responsible business education" will be based on the 10 principles of the Global Compact and will become a framework for the academic community. They are intended to help academic institutions around the world partner to advance good corporate citizenship.

The following academic institutions are participating with the Global Compact on the project: AACSB International, the Academy of Management, the British Academy of Management, the European Foundation for Management Development, and the European Academy of Business in Society.

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"Dr. Cabrera is an outspoken advocate of corporate social responsibility, managerial professionalism and business ethics," said Georg Kell, executive director of the UN Global Compact. "We are confident that he will bring invaluable insights and efforts to the Global Compact's academic affairs work."

Prasad Appointed Cornell University's First Professor of International Trade Policy

Eswar Prasad has joined Cornell University's undergraduate business faculty as the first Nandlal P. Tolani Senior Professor of International Trade Policy. He comes to Cornell from the International Monetary Fund, where he served as chief of the Financial Studies Division, and also spent time as head of the China division.

Prasad's area of expertise includes macroeconomic issues related to globalization, growth, and volatility in developing and industrialized countries, and he has done an extensive research on the economy of both China and India. A graduate of the University of Madras (India), he earned a master's degree from Brown University and a PhD from The University of Chicago, both in economics.

The Tolani chair was established by the Tolani Shipping Co. Ltd. of Mumbai, India, to honor the company's founder, Nandlal P. Tolani, who graduated from Cornell in 1947 and returned for a PhD in 1964. The new professorship is expected to establish significant ties to academic, business, and government leadership in India, and to further strengthen Cornell Undergraduate Business Program offerings in international business and trade.

Bentley College Names Asgary Associate Provost for International Relations



Nadar Asgary has been named Bentley College's first Associate Provost for International Relations, as well as Director of the Cronin International Center. Joining Bentley from the State University of New York (SUNY) College at Geneseo, Asgary will also hold appointments in the management and international studies departments. His new role will center on creating partnerships with other institutions in Asia, Europe, South America and Africa.

At SUNY, Asgary founded and directed the school's Center for International Business. He was instrumental in the development of the dual-degree program in economics between the New York school and Hacettepe University in Turkey. He led an economic development project with three groups of students in El Sauce, Nicaragua which, within one year, created both a development office for SUNY College at Geneseo as well as an economic development organization for the Mayor of El Sauce.

Asgary has been the chair, a member, and an advisor to many committees in each of his former institutions. He earned a bachelor's degree at Texas A & M University, and then went on to work in the

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private sector, managing diversified work forces in the Middle East. He earned a PhD and master's degree from the University of Houston.

BRIEFLY—John Roeder has been appointed director of admissions and **Joyce Rothenberg** has been appointed director of the Career Management Center at the Owen Graduate School of Management at **Vanderbilt University** ... **Barbara Gross** has been appointed senior philanthropic advisor at Babson College (USA).

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AACSB Affinity Groups – Opportunities for Networking and Leadership!

AACSB International Affinity Groups provide opportunities for members to network with colleagues based on various areas of interest, aspects of business school activity or employee group. These groups communicate throughout the year and meet formally at least once per year at an AACSB conference. Affinity Groups elect leaders from within their membership and are responsible for all programming and communications.

Membership in Affinity Groups is FREE to all AACSB members. Some groups charge nominal meeting registration fees to cover expenses.

For more information on upcoming affinity group meetings, see the following links:

Affinity Group meetings at Building B-Schools: Development and Communications Conference (March 1-3, 2007)

<http://www.aacsb.edu/conferences/events/conferences/bbsd07-mar-affinitygrps.asp>)

Affinity Group meetings at International Conference and Annual Meeting (April 22-24, 2007)

<http://www.aacsb.edu/conferences/annual07/affinitygroups.asp>)

For general information on AACSB affinity groups:

<http://www.aacsb.edu/members/communities/affinitygroups/index.asp>)

B-SCHOOL QUOTABLES

- **Frank Horowitz**, director of the University of Capetown Graduate School of Business on his school being ranked 52nd in the recent *Financial Times* ranking of global MBA programs, the only African program to be ranked in FT's top 100:

"Achieving further international stature for ... our MBA program is testimony to the fact that just as South Africa has increasing numbers of internationally successful businesses, there is no reason why it should not also be possible for African business schools to achieve international recognition for high-quality programs, international academic standards and excellent academic staff."

February 2, 2007—FIN24.com (New Zealand)

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NEW PROGRAMS**Grenoble Takes International Business Master's Program to London**

Grenoble Ecole de Management Graduate School of Business, which has been delivering a part-time MBA in London for the past year, has announced that it will offer its master's degree program in international business in association with the London School of Business and Finance.

Conducted entirely in English, the program covers a wide range of international topics including courses in accounting, managing technology, global trade environment and business ethics. Moreover, it also includes a French module offering the students an introduction to French language and culture. The coursework is followed by a period of project based-work.

The program will be taught by professors from Grenoble, while the London school will provide the facilities and administrative support. Already enrolled in the first London program are students from such diverse locations as Syria, South Africa, Russia, India and Italy.

"With this course, we aim to provide international companies with graduates who have international business/management skills and foreign language/cross-cultural competencies." said Judith Bouvard, dean of the Grenoble Graduate School of Business. "As the (program) was designed to meet the challenges of the global marketplace, the course provides a truly international, multicultural learning environment ..."

The program also is offered in Grenoble and Singapore. Next year, it will be expanded to Beijing, according to Bouvard.

Open to students with a bachelor's degree, with or without professional experience, the course is designed to help students strengthen management skills, better understand business processes, and prepare for a management position in an international organization.

Bentley College Launches Revamped Graduate Business Program

The McCallum Graduate School of Business at Bentley College (USA) has revamped its graduate business programs to make them more flexible for students interested in a curriculum that fits diverse student schedules and career goals.

In some cases, the new programs will allow qualified students to earn an MBA with only 12 courses, and an MS with only 10. Qualified students also may be able to complete dual MBA and MS degrees in fewer than 24 months.

"We need to be able to offer these students more options, while still delivering the breadth of programs and depth of knowledge that are the hallmarks of the McCallum curriculum," said Margrethe H. Olson, the school's dean of business.

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Students can customize a program around their career goals and academic background, choosing from more than 190 courses in all business disciplines. Courses are taught primarily in the evening, and many are offered online.

Enrolling approximately 4,000 full-time undergraduate, 250 adult part-time undergraduate, and 1,270 graduate students, Bentley College is located in Waltham, Mass., minutes west of Boston.

South Florida Business Students Will Start Year 'Living and Learning' On Campus

Incoming freshmen admitted to the College of Business Administration at the University of South Florida will have the opportunity to live together in an interactive, supportive residence hall, beginning next fall.

Students selected for the "Bulls Business Community" residence group will all be enrolled in similar first-year courses, allowing them to become part of a community with similar interests, schedules, and classes. To help provide students with a built-in support network, resident advisors (RAs) for the floor will be juniors or seniors who have already completed these first-year business courses.

"We believe this new living and learning center will provide opportunities to help students begin developing as professionals from their first moments on campus," said Robert Forsythe, dean of the USF College of Business Administration. "This residence will allow students to become a part of a small community within our larger university. Students will enjoy learning and social opportunities not normally found in the classroom, including opportunities to socialize with faculty and community leaders."

Peer support will not be the only benefit for students enrolling in the living and learning center. Unlike students in traditional student housing, students residing in the Bulls Business Community will have access to various support services in the residence hall, including tutoring and targeted, on-site academic advising. Professional development seminars, including workshops like "Dress for Success" and "Business Etiquette," will give students a chance to interact with area business leaders and faculty.

The centrally located residence hall is a suite-style coed residence. The Bulls Business Community will occupy one floor of the hall for the 2007-2008 academic year, but could expand to more floors, or even an entire hall, during the coming years.

Dual Programs Bring Business, Engineering Closer Together at Massachusetts-Amherst

As part of a continuing effort to promote stronger ties between its business and engineering schools, the University of Massachusetts-Amherst plans to offer three new MBA/MS graduate programs next fall in civil engineering, industrial engineering and environmental engineering.

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The programs are developed so that they can be completed in three years, faster than if each program was pursued separately. Participants in the program will study alongside full-time MBA students in the Iseberg School of Management.

Program Accelerates MBA to an 18-month Program at Arizona State University

The W. P. Carey School of Business at Arizona State University (USA) has introduced an MBA evening accelerated program that makes it possible to earn an MBA in 18 months. Designed for working professionals, the program will launch in February.

A distinguishing characteristic of the program is that it will become one of a select number of business schools offering an intensive course on emotional intelligence, defined as the ability to sense, understand and effectively apply the power of emotion as a source of human energy, information, communication and influence. Focus of the course will be on harnessing the power of emotion to communicate and persuade more effectively.

Sixteen courses (12 core courses and four elective courses) will be taught in 18 months and delivered in a sequence that helps students build skills and knowledge logically. Core courses will be offered on a 10-week trimester schedule, as well as at five-week intervals during the summer. Classes meet two nights per week.

Babson College Begins “Women-of-Color” Forums, Seeks Participants in Study

The first of four national research forums on “Accelerating the Growth and Success of Businesses Owned by Women of Color,” will be held in Philadelphia this month. The forums, sponsored by Babson College, are designed to bring together women entrepreneurs to identify barriers to business growth and develop action plans to overcome them.

Other forums are scheduled to take place later this year in Atlanta, San Francisco, and Dallas. The project will culminate with a national conference to present the results in 2008.

Women-of-color entrepreneurs may participate in the study if they own a business that is at least 50 percent woman-owned and has revenues between \$250,000 and \$5 million in any industry.

For more information, visit [Women’s Business Research](#).

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NEW MEMBERS**Educational****American University in Dubai**

Sheikh Zayed Road, Interchange 5
PO Box 28282
Dubai
United Arab Emirates
Website: <http://www.aud.edu/>

The American University in Dubai serves both UAE nationals and international students who seek world-class, career-oriented education. It offers a collaborative learning environment that enhances students' ability to work in teams.

Asia University

College of Management
500, Liufeng Road, Wufeng
Taichung 41354
Taiwan
Website: <http://www.cm.asia.edu.tw/>

The College of Management's mission is to prepare students to be competent and ethical in this competitive global economy. The school offers undergraduate and graduate programs and a wide range of concentrations in both.

ESC Rennes

School of Business
2 rue Robert D'Arbrissel
CS 76522
Rennes 35065
France
Website: <http://www.esc-rennes.fr>

The ESC Rennes School of Business offers a range of programs for French and international students, including PhD research programs, specialized master's programs, and executive education.

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Tufts University

School of Medicine
Office of Public Health and Professional Degree Programs
136 Harrison Avenue
Boston Massachusetts 02111
Website: <http://www.tufts.edu/med/education/phpd/index.html>

The School of Medicine's public health and professional degree programs include a range of graduate degrees, including the master's in public health program, which has various tracks for students interested not only in public health, but also in medicine, veterinary medicine, nutrition and law.

Yuan Ze University

Graduate School of Management
College of Management
135, Far-East Road
Chung-Li 32003
Taiwan
Website: <http://www.yzu.edu.tw>

Yuan Ze University adheres to the principle of "Excellence, Thoroughness, Vision and Harmony" in anticipation of educating students to be independent, self-determined, responsible, and cooperative to serve the society, the nation, and contribute to the welfare of mankind.

Organizations**Society for Human Resource Management**

1800 Duke Street
Alexandria Virginia 22314
Website: <http://www.shrm.org/>

The society is the world's largest association devoted to human resource management, representing more than 210,000 individual members. Founded in 1948, it has more than 550 affiliated chapters and members in more than 100 countries.

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SURVEY NEWS**Salary Survey:**

Canada – Deadline Extended to February 28, 2007
US and International schools – Closed

US Salary Survey data and reports are available through subscription to DataDirect. Data from schools outside of the US currently is being processed and analyzed and we will be announcing the data release for benchmarking and reporting in the coming weeks.

Business School Questionnaire (BSQ):

All AACSB Members – Opening in February 2007. You will receive an announcement email this month with all details on the 2006-2007 BSQ.

Accounting Program Questionnaire (APQ):

All AACSB Accounting Accredited Members – Opening in March 2007. You will receive an email announcement in early March with all details on the 2006-2007 APQ.

Dean Survey:

All AACSB Member Schools – To Be Announced

The purpose of this survey is to better understand what successful deans do, their career paths, and how they are compensated for their performance. More details will be announced as the survey approaches.

DataDirect Updates for Subscribers:

New Downloads are available:

- DataDirect User Guide
- 2006-2007 US Salary Survey Overview Report
- 2005-2006 Canadian Salary Survey Overview Report

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