

**Chair's Exchange: Arthur Kraft, 2006-2007 Chair, AACSB International****Advocacy Efforts Help Build AACSB Brand Worldwide**

AACSB has made significant progress toward achieving our advocacy mission to reinforce and influence public perception of business schools and business education. In the past few years we have become a more visible advocate on behalf of our more than 1,000 member schools.

Key to this advocacy effort has been speaking out on critical issues in the media, improving our own communication and education vehicles, and implementing strategic partnerships that enable the association to broadcast its message to a much larger audience.

Placements in the media are but a part of our association-wide effort to advocate on behalf of our member schools around the globe. In the past 24 months, AACSB has been cited numerous times in such widely read media sources such as the Financial Times, New York Times, Wall Street Journal, the Washington Post, the Associated Press, and BusinessWeek. AACSB today is a more well-known source of information on business schools for business and education reporters and the general public at large. These efforts reinforce and influence public perception of key management education issues.

Also key to our advocacy efforts are the development of a broad-based value of accreditation campaign to emphasize the importance of a school's accreditation with AACSB as a sign of exceptional quality in business education. This campaign has produced new literature for students and employee groups emphasizing how accreditation with AACSB distinguishes the world's best business schools from the rest.

AACSB communicates with its members through eNEWSLINE, a monthly electronic newsletter that dates back more than 30 years to when it was a printed newsletter. We will be launching a new and improved version of this vehicle in the coming months. Our widely acclaimed bimonthly magazine, BizEd, continues to make an impact with readers as it tackles timely issues surrounding the business education industry.

Our advocacy efforts over the past two years also have included developing strategic relationships with partner associations to help us develop specialized marketing campaigns to students and employers. Our newly established relationships with the Society for Human Resources Management (SHRM), for example, has helped us deliver our value of accreditation message to a group that decides which students to hire and where employers will spend their employee development dollars.

After two years of taking on these new challenges, we can say that our efforts at advocacy—among the most robust of any activity at AACSB in recent years—have been an unqualified success! AACSB has begun to take a more proactive position than a reactive one. We seek out opportunities to promote the value of accreditation and management education worldwide.

Despite these successes, we have much more to do. Included in our plans for 2007 are upgrading the AACSB web site, something that already has begun through improved monitoring of regular AACSB messaging and how these messages are received by our members and other visitors to our site. There also will be more communication directly with students as we expand the student area of our Web site so

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that more prospective business students can be made aware of the role that AACSB plays in ensuring the quality of business schools.

Advocacy is, and will continue to be, a key component of the service we provide to business schools. Not only will it improve the visibility of our association around the world, but it will add value to member schools, especially to those 540 institutions who proudly display the AACSB seal of accreditation.

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DEAN'S CORNER

Encouraging Students to Make a Living and Make a Difference

By Karen L. Newman, dean, Daniels College of Business, University of Denver



In the past few years, management education — particularly at the graduate level — has come under fire as a) too rigorous, b) not rigorous enough, c) too relevant, or, d) not relevant enough.

We are all too familiar with the arguments made by Bennis and O'Toole (2005), Mintzberg (2004) and others – that MBA programs teach the wrong things and that faculty are rewarded for wrong behavior. And of course, concerns linger in the popular and academic press about the ethical issues that business school graduates may or may not consider when they make business decisions.

Lately, we have witnessed the somewhat meteoric rise of required ethics content in courses across the country. Yet an informal 2007 poll of deans suggests that faculty and administrative commitment to ethics as core business school content is once again waning, AACSB requirements notwithstanding. And this is occurring even as we see businesses responding to concerns about the environment, global warming, and social justice, as well as their more time-honored concerns of short and long term financial viability.

Indeed, it is a time of corporate sturm und drang (storm and stress). Writers from John Elkington to Thomas Friedman agree that we are entering a period of extraordinary change in our organizations and our ways of doing business.

In a nutshell, business education is in a parallel state of flux. The rapidly shifting landscape presents us with an opportunity to shape how important issues are framed and resolved. And make no mistake about it. At stake is no less than the future of how to educate the next generation of business leaders.

The Daniels College of Business, like many of our colleagues around the world, faces the same issues. We struggle with the right doses of theory and application, as well as making our MBA program distinctive, high quality, and responsive to the needs of employers—without giving way to fads.

But where we do not experience conflict is in thinking about what kind of student we want to graduate. Our intent has always been that our students will contribute to their own advancement as well as that of their employer, and to the well-being of others around the world. In short, we have built a curriculum and culture that, over the past two decades, encourages making a living and making a difference.

We live in a world where the population is growing at more than 30 percent per year in the less-developed world, but is stagnant in the developed world. The richest 225 people on earth have annual incomes equal to the poorest 2.7 billion people. Social and political unrest is greatest in the poorest countries, but what happens even in the most remote location can have a tremendous effect on our global economy. Perhaps nowhere was this concept addressed more directly than in AACSB's 2006 Peace Through Commerce Task Force report: [A World of Good: Business, Business Schools, and Peace](#). We can no longer afford to be passive observers, but instead must make business the solution to some of the challenges facing the world in the next generation. This includes no less than bringing economic activity

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(and wealth creation) to the least developed parts of the world, while simultaneously guaranteeing that the natural resources on which we all rely are sufficient for the next generation.

Business can provide answers to some of the most vexing problems that will face us in years to come. Creating more opportunities for people to make a living—increasing the size of the proverbial pie—is one answer. More than government, non-governmental organizations or the best-intentioned private citizens, business can do good while making a profit. For-profit business is the most effective mechanism to address even the most difficult challenge.

At Daniels, we are developing a new curriculum for our MBA students—the Daniels Compass—that will emphasize both wealth creation and wealth distribution via capitalism and private enterprise. We believe that a truly competitive business must align corporate and community values, and that a profitable business depends on global sustainability. In today's business environment, leaders need technical skills and a sound ethical foundation to make the complex decisions required by diverse stakeholders.

At the University of Denver, this “both/and” approach is the way to address our collective future in a world where the rules of business have changed.

eNEWSLINE**NEWSLINES****HEC Montréal's Unveils Stamp Commemorating School's 100th Anniversary**

Canada's oldest business school—HEC Montréal—recently showed off a new postage stamp that will commemorate the school's 100th anniversary. Unveiled recently by Canada Post at the HEC Montréal library, the 52-cent stamp depicts the school's first home in 1907, a Beaux-Arts style building on Viger Square.



"This stamp reminds people that HEC Montréal was the first university-level business school in Canada," said HEC Montréal Director Michel Patry. "It is an eloquent tribute to the school's tremendous influence throughout its history and up to the present day ..."

The domestic stamp, part of a series saluting great educational institutions in Canada, is the work of designer Denis L'Allier and photographer Guy Lavigueur. A total of 2.5 million copies of the stamp will be on sale for one year until March 11, 2008.

"Montréal, Quebec and Canada as a whole have every reason to be proud of HEC Montréal's reputation on the world stage," said the Honorable Michael M. Fortier, minister of public works and government services. "I find it extraordinary to see not only how far the school has come in 100 years, but also the remarkable international standing it has earned ..."

Also in conjunction with the 100th anniversary, the school has published a commemorative book titled "100 Years of Innovation," a 200-page, illustrated history of the institution that was written by Marie-Éva de Villers, director of the school's quality of communication center. The school also opened an exhibition on business writing that covers the 100 years of the school's history.

HEC Montréal today offers more than 30 management programs, from the undergraduate to postgraduate level. Its enrollment includes approximately 3,300 international students from approximately 100 countries. The school's faculty includes 250 career professors.

Ocean Liner Becomes Floating Campus with Multicultural Academic, Living Environment

A 29,000-ton, ocean-going vessel, renamed "The Scholar Ship" will become the first oceangoing international education program developed specifically for an international student body. Transformed from a 660-foot (201 meters) ocean liner to a "campus" that accommodates 600 undergraduate and graduate students, including those studying business, the ship will embark on its maiden voyage from Piraeus, Greece, in September.

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The Scholar Ship is a semester-long academic program aboard a dedicated cruise ship that traverses the globe. Developed by a consortium of leading international universities, and backed by Royal Caribbean Cruises Ltd, the undergraduate and postgraduate programs bring students and staff from around the world together to form a transnational learning community.



With 389 staterooms that can accommodate 778 students and faculty, as well as 416 crew members, The Scholar Ship will sail westward with stops in Lisbon, Portugal; Panama City, Panama; Guayaquil, Ecuador; Papeete, Tahiti; Suva, Fiji; Sydney, Australia; Shanghai, China; and Okinawa and Kobe, Japan. In addition to the program's extensive onboard curriculum, each port of call provides an extensive educational platform from which students engage in academic field study, shore excursions and independent travel.

The new program was launched last year by a consortium of international universities: University of California, Berkeley, (United States), Macquarie University (Australia), Fudan University (China), Tecnológico de Monterrey (Mexico), Al Akhawayn University (Morocco), University of Ghana and Cardiff University (United Kingdom). The program receives financial and operational support from Royal Caribbean Cruises Ltd.

"Finding a vessel we could transform into an oceangoing campus was a unique challenge," said Michael Bonner, chief operating officer of The Scholar Ship. "We wanted a ship with ample public space, expansive outdoor deck areas, comfortable staterooms, and appropriately sized rooms to conduct classes. After nearly a year of reviewing dozens of alternatives, we found a vessel that is ideally suited for our program. It is a classic ocean liner with a deep-draft hull, spacious rooms, and decks designed specifically for longer global voyages."

In the months leading up to its maiden voyage, the vessel will be transformed into a unique floating university. In fulfillment of the consortium's strict academic and safety criteria, the classic ocean liner will be outfitted with such academic amenities as a library, bookstore, and Wi-Fi equipped learning resource center. In addition, a functional student union, sports facilities, and a theatre will contribute to a true campus spirit on board.

Initial response to the program includes application requests from North/South/Latin America (36 percent), Europe/Middle East/Africa (44 percent) and Asia/Pacific (20 percent). The faculty and onboard staff are similarly diverse. Cost of the program, including tuition and living expenses is approximately US\$20,000 (approximately €15,000). The program will offer a minimum of 50 scholarships of \$5,000 each, enough to cover half of the program's tuition fees. The awards will be presented on the basis of academic merit and to students who best portray the ideals of the program.

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Study Shows Decline in Entrepreneurship Less in United Kingdom

The largest annual survey of entrepreneurial activity in the United Kingdom shows the UK is bucking the worldwide trend of decline in entrepreneurship. While entrepreneurial activity across all G8 countries declined, the decline in total early stage entrepreneurial activity was only 0.4 percent (from 6.2% to 5.8%), compared with bigger drops in the USA (12.4% to 10.0%), France (5.4% to 4.4%), Germany (5.4% to 4.2%) and Canada (9.3% to 7.1%).

The 2006 study, administered by the London Business School's 2006 Global Entrepreneurship Monitor (GEM), surveyed 42,500 adults on their perceptions about entrepreneurship in what the school called the single largest study of entrepreneurial activity in the world.

While the UK entrepreneurship decline was minimal, fear of failure was a primary factor in why women are approximately half as likely as men to start a business (5.3% compared to 10.4%). Women also are less likely to believe they have the skills required, as well as being substantially more likely to fear failure (39.2% compared to 32.6%).

The study indicates that ethnic minority groups, as in previous years, are much more entrepreneurial than their white counterparts. Black African (35.0%), black other (27.0%) and other Asian (27.9%) groups are the most likely to be thinking of starting a business in the next three years, compared to white British (6.3%), who are the least likely to be thinking of starting a business.

Kellogg, Johns Hopkins Team Up for Offerings in Biotechnology/Business

The gap between business and science is getting smaller, which is why the Kellogg School of Management at Northwestern University and the Johns Hopkins Medicine are joining forces to offer a series of new educational programs on the business of life science.

The executive education courses begin with Business for Scientists in mid-March, a three-part certificate program designed to introduce scientists, research faculty, post-doctoral fellows and doctoral students from Johns Hopkins to business concepts. Topics to be covered are accounting, strategy, finance, marketing, management and its relevance to the biomedical sector. Kellogg faculty also will walk participants through the process of building and managing a biotechnology firm.

The second program is Science for Managers, a certificate program that introduces concepts in physiology, disease, drug design, and regulatory affairs to businessmen, investors, venture capitalists, consultants, analysts or government officials. This program will be taught by faculty from the Kellogg School of Management, Northwestern University's Feinberg School of Medicine and Weinberg College of Arts and Sciences, and Johns Hopkins Medicine.

The third program will be a one-day course to introduce CEOs of biotechnology and pharmaceutical companies to fresh ways of thinking while creatively address issues in the biomedical industry. Finally, a non-degree exchange program between the two schools is planned for the fall of 2007, which will allow

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for the exchange of Kellogg School MBA students with PhD and medical students from Johns Hopkins University.

UK Industrial Design Students in for Tough Times, Tanaka Business School Report Says

“Be afraid. Be very afraid.” Those were the words of Dick Powell, one of the UK’s leading industrial designers, who discussed the report: “Making the Most of Design Excellence: Equipping UK Designers to Succeed in the Global Economy.” The report was commissioned by the Audi Design Foundation and conducted by Tanaka Business School, Imperial College London.

The report presents a snapshot of the design industries, challenges current assumptions about design, and discusses changes and opportunities. Design companies and agencies claim that the majority of design students are not receiving the training necessary for them to succeed in the field, the report states. The consequence of this mismatch of graduates with employment needs is that more than 10 percent of design graduates are unemployed six months after graduation—a high percentage compared to business and management graduates (5.9 percent) or civil engineering (3.9 percent).

The UK’s design industry is the biggest in Europe, with 140,000 people employed (in comparison with countries such as France with only 25,000). With more than 55,000 design students in the UK, more than 11,000 graduates are fighting for a meager 6,500 job openings each year.

The report suggests the need for brokering skills, the need to manage client relations and international supply chains, the ability to have hands-on knowledge of production, and the ability to use tool-kits for innovation.

“Our research shows there is a clear difference between what employers in the design industry expect from graduates in the way of skill sets, and what universities and educational institutions are teaching them,” said Jennifer Whyte of Tanaka Business School, a co-author of the report.

Whyte said learning new skills/systems is the number one challenge facing design educators in the UK. With China in the process of opening 1,100 new design schools/colleges, international competition has never been so fierce.

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Bentley College Celebrates 30th Anniversary of Center for Business Ethics

While much of the current discussion of business ethics emanated from recent corporate scandals, the study of business ethics is in its 30th year at Bentley College in the United States. The university recently celebrated three decades of innovative business ethics education and research at its Center for Business Ethics. For many years, the center has provided expertise and knowledge to business ethics educators, CEOs, their management teams and boards of directors, as well as courtroom testimony and media comment to news reporters from around the globe.



"Many people think business ethics means the ethics of individuals, but it is much more than that," says W. Michael Hoffman, the center's founder and executive director.

"Good people can be brought down by bad organizations and good organizations can be brought down by bad people. It is vital for organizations to constantly remind employees that succeeding in financial goals is important, but not at the expense of values and ethical propriety."

The CBE, made possible through a grant from the National Endowment for the Humanities, has evolved into an educational and consulting organization operating with a vision that businesses contribute positively to society through ethically sound and responsible operations.

"Some people believe that their position or power or money puts them in a privileged status and, like gods, they don't have to obey the moral rules of mortal people," Hoffman added. "But like Icarus, who flew too close to the sun despite the warnings, these people will fall -- and sometimes take the company with them," says Hoffman.

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BUSINESS RESEARCH**Executives Who Look Beyond Profits Can Improve Bottom Line**

A joint study by the business schools at Arizona State University and Thunderbird School of Global Management has revealed that leaders who balance stakeholder needs are more likely to achieve profits than leaders who are driven solely by profits, cost control, and market share.

The collaborative study compares leadership driven by profits, cost control, and maintaining market share to leadership driven more by balancing employee relations, development, customer or client needs, and the welfare of the greater community. While executives routinely emphasize profits thinking that their decisions will benefit their shareholders, the study discovered that leaders who balance a wider range of stakeholder needs are more likely to be viewed as visionary leaders, and have a better chance of actually achieving profits.

The complex study includes data from more than 40 academic researchers and examined nearly 500 chief executive officers from 17 countries on five continents. The findings may serve as a blueprint for corporate leaders as they hone management and leadership skills.

“CEOs with strong economics values tended to be viewed by followers as highly authoritarian, while not being viewed as visionary,” said Nathan Washburn of ASU’s W.P. Carey School of Business. Waldman said the report indicates that firms with high financial results, optimism about the future, and employees willing to put forth extra effort, are more than likely to be led by a CEO perceived to be a visionary.

Titled “Unrequited Profits: The Relationship of Economic and Stakeholder Values to Leadership and Firm Performance,” sought to determine if an emphasis on rational quantification and profit maximization is an optimal directive for executive decision-making.

“The most important implication of these findings is that top-level executives who give too much emphasis to rational, quantifiable outcomes inherent in economics theories may find their values go unrequited,” Washburn said. The research team noted that even though executives make decisions with profits squarely in mind, those profits may not be realized.

Based on these findings the report concludes that executives should not solely emphasize the pursuit of profits. Instead it may behoove executives to emphasize values and vision that pertain to broader objectives and sets of stakeholders, which includes employees, customers or clients, and the greater community in which the firm exists.

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TRANSITIONS**Johann Wolfgang Goethe-University Selects Klump as Business School Dean**

Rainer Klump is the dean of the Faculty of Economics and Business Administration at Johann Wolfgang Goeth University in Frankfurt, Germany.

Klump, who received his PhD from the University of Erlangen-Nürnberg, joined the Goethe faculty in October 2000. He was professor of economics and economic development at the University of Würzburg (1992-1997) and Ludwig-Erhard Professor of Economic Policy at the University of Ulm (1997-2000). He has been a visiting fellow at the International Finance Division of the Federal Reserve Board and research visitor at the European Central Bank.

Klump's current research deals with theoretical, empirical and political aspects of growth and development, economic integration and institutional aspects of economic policy. His articles have been published in *Review of Economics and Statistics*, *Journal of International Trade and Economic Development*, *American Economic Review*, and *Scandinavian Journal of Economics*.

Coastal Carolina University Names Henry Lowenstein Dean of Business School

Henry Lowenstein, for the past seven years the business dean at California State University, Bakersfield, is the new dean of the E. Craig Wall Sr. College of Business Administration at Coastal Carolina University. His appointment takes effect July 1.

Lowenstein brings extensive business school experience to Coastal Carolina. Prior to his deanship in California, he was chair of the Division of Business and Economics at West Virginia University in Parkersburg, W.Va.

"We are very excited to have someone of Dr. Lowenstein's caliber to lead the Wall College of Business into the next level of growth," said David DeCenzo, Coastal's provost and vice president for academic administration.

Lowenstein earned a bachelor's degree in business administration from Virginia Commonwealth University, an MBA from The George Washington University, and a PhD in labor and industrial relations from the University of Illinois. He will take over a position that since last May has been held by two interim deans, retired executive Harold Stowe and Professor Sam Wathen.

With 2,000 Coastal Carolina students majoring in business, The Wall College of Business Administration has departments in accounting, finance, economics, management, marketing and resort tourism management. An area of specialized study within the college is the professional golf management program.

Elon University Selects GWU's Mary A. Gowan as New Dean of Business School

Mary A. Gowan, associate dean for undergraduate programs at The George Washington University School of Business, has been named dean of the Martha and Spencer Love School of Business at Elon University. Her appointment is effective July 1.

Gowan joined George Washington in 2002, serving as visiting associate professor and associate professor before being named associate dean in 2005. She taught courses in the business school's undergraduate, MBA and doctoral programs, and conducted research. She has published articles in academic and business journals and is co-authoring a textbook titled "Managing Employees for Competitive Advantage".

Before joining GW, Gowan was associate professor at the University of Central Florida and the University of North Carolina at Charlotte. She also has served on the faculty at The University of Texas at El Paso and Mercer University, and was a visiting professor at the University of Maryland's Robert H. Smith School of Business. Additionally, she has taught for the Helsinki School of Economics in South Korea and in Finland.

Gowan earned a bachelor's degree in psychology from Southwest Baptist University in Missouri, a master's degree in counselor education from Appalachian State University and a doctorate in business administration with an emphasis in human resources management from the University of Georgia.

She will succeed John Burbridge, who will continue to serve on the Love School faculty. During Burbridge's 10-year tenure, the Love School moved into its new home in the Ernest A. Koury Sr. Business Center and gained accreditation from AACSB International.

BRIEFLY---- The College of Business at the **University of Missouri-Columbia** (USA) has named **Al Bluedorn** as associate dean for graduate studies and research, as well as the next chair of the college's Department of Management. **Ken Evans**, who was replaced by Bluedorn, has been named dean of the **University of Oklahoma's** (USA) Price College of Business ... **Gary Giamartino** has been appointed to the position of interim vice chancellor for university relations at **Southern Illinois University Edwardsville** (USA) ... **James A. Goodrich** has been named dean of the Marshall Goldsmith School of Management at **Alliant International University** (USA) ... **Debra R. Ringold** has been named interim dean of the Atkinson Graduate School of Management at **Willamette University** (USA) ... **Bruce E. May** has been named interim dean of the College of Business Administration at the **University of Wisconsin-La Crosse** (USA) ... **David Wheeler** has been named dean of the Faculty of Management at **Dalhousie University** (Canada).

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APPOINTMENTS**Virginia Tech Dean Richard Sorensen to Serve on GAO Advisory Panel**

Richard E. Sorensen, of Blacksburg, Va., dean of Virginia Tech's Pamplin College of Business, has been appointed to serve on the Educators' Advisory Panel of the Government Accountability Office (GOA), which evaluates federal programs, audits federal expenditures, and issues legal opinions.

Sorensen, past chairman of the board of AACSB International, will serve a three-year term on the panel, after receiving an invitation to participate from U.S. Comptroller General David M. Walker.

"The panel's primary purpose is to establish long-term, multi-dimensional, and mutually beneficial working relationships between GAO and leading deans, professors, and selected others," Walker noted in his letter to Sorensen. The panel provides advice "on making GAO a model for the federal government, including strategies, best practices, operations, and emerging human capital issues and trends related to recruitment, hiring, development, and retention of a diverse, talented, dedicated, and results-oriented workforce."

A native of Staten Island, N.Y., Sorensen received a bachelor's degree from Brooklyn Polytechnic Institute (now Polytechnic University), as well as a master's degree and PhD from New York University's Stern Graduate School of Business. One of the longest serving business deans in the United States, Sorensen has led the Pamplin College since July of 1982.

Commonly referred to as the "investigative arm of Congress" or the "congressional watchdog," the independent, nonpartisan GAO studies how the federal government spends taxpayer dollars and advises Congress and the heads of executive agencies on ways to make government more effective and responsive. GAO evaluates federal programs, audits federal expenditures, and issues legal opinions.

Babson's Heidi Neck Appointed to U.S. Small Business Association Board

The United States Association for Small Business and Entrepreneurship (USASBE) has elected Heidi Neck, Babson College entrepreneurship professor, to its 2007-2009 board of directors.

Neck is assistant professor of entrepreneurship and faculty director of a reunion program for alumni of Babson's Symposia for Entrepreneurship Educators. She developed a Babson education program funded by the National Science Foundation to help engineering educators infuse entrepreneurship into schools of engineering.

At Babson, she teaches entrepreneurship at the undergraduate and graduate levels and was recently awarded Deans' Award for Excellence in Teaching.

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Neck has presented at the Academy of Management, the Babson Entrepreneurship Research Conference, and the United States Association for Small Business and Entrepreneurship. She has written several refereed publications and book chapters. Her research interests are in corporate entrepreneurship and entrepreneurship education.

She earned a PhD in strategic management and entrepreneurship at the University of Colorado, Boulder. She holds a bachelor's degree from Louisiana State University and an MBA from the University of Colorado, Boulder.

Fairfield University's Schmidt to Update New York Firm on Ethics Best Practices

iDNA, a New York City-based leading strategic communications, technology and entertainment company, has partnered with noted ethicist David P. Schmidt of Fairfield University to keep the company current on cutting-edge, best practices in the field of business ethics training.

Schmidt, director of the business law and ethics program at Fairfield's Charles F. Dolan School of Business, will work with iDNA's ethics and compliance group, which provides consulting services to biotechnology, health care, finance, telecommunications, manufacturing and energy companies. He has been a consultant to top Fortune 500 companies for more than 20 years.

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NEW PROGRAMS**A First in France: Grenoble Business School Helps Develop Degree in Engineering**

For the first time in France, a business school will actively participate in the design and management of a degree in engineering, one of France's most prestigious, influential degrees. To be delivered by Grenoble Institute of Technology (GIT) in partnership with Grenoble Ecole de Management, the degree focus will be on management technology.

The program, which welcomes its first students next year, will be open to working professionals with a bachelor's degree and at least three years of professional experience. A hotbed of technology, the city of Grenoble often is described as the "Alpine Silicon Valley of Europe." Both institutions are active in high-tech education and have been combining forces for more than 20 years to develop executive education training and research programs.

Thierry Grange, dean of Grenoble Ecole de Management and a member of the board of directors at AACSB International said: "Both Grenoble Ecole de Management and Grenoble Institute of Technology share the same mission—to assist businesses by providing them with high-demand skills and knowledge ... With its specificity in management technology, the degree could have only originated in Grenoble, renowned for its expertise in this field."

Italy's Bocconi University Unveils New Initiatives to Raise Profile in Europe

Bocconi University has introduced five new programs designed to increase international student and faculty diversity, 40 new merit-based full-tuition scholarships, and plans for two new funded faculty chairs. The changes are reflective of the school's 2005-2015 strategic plan, which outlines how Bocconi is working to become one of Europe's top-tier universities.

The new programs bring to 23 the total number of bachelor's degree, master's degree and PhD course offerings in English. Beginning in September of 2007, Bocconi will offer three new master of science (MSc) programs in marketing management, economics and management of innovation/technology, as well as economics and management in arts, culture, media, and entertainment.

Recently, the SDA Bocconi School of Management launched a new post-experience executive master's degree program in marketing and sales. In January 2008, the school will introduce its Executive MBA International Edition, a part-time MBA which combines distance learning with on-campus classes.

With competition for students and faculty fierce in Europe, Bocconi has announced a number of quality/diversity measures to ensure its prominence among Europe's leading universities. These include a commitment to increase by 2015 the university-wide percentage of foreign students from nine percent to 15 percent. The school also will invest heavily in its international faculty and upgrade faculty remuneration and incentive schemes.

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The scholarships will be available exclusively to foreign students (10 at the bachelor's level and 30 at the MSc level). Awarded on the basis of academic excellence, they will cover, full tuition, on-campus housing, and €4,000 for living expenses.

Societal Leadership Program Added to MBA Curriculum at Dartmouth College

The Tuck School of Business at Dartmouth will introduce a new societal leadership program to its curriculum next year. The program is designed to give second-year MBA students an additional hands-on opportunity to develop leadership skills by tackling complex social issues from a business perspective.

The program will include a year-long elective course dedicated to a critical societal issue, and will establish collaboration between Tuck students and Dartmouth undergraduates involved in research through the new Paganucci Fellows Program.

"As part of Tuck's strategy to offer the world's best leadership education, we are launching this program to better prepare our students to be responsible, engaged business leaders," said Tuck Dean Paul Danos. "This program will be innovative in structure and content, combining cross-disciplinary and experiential learning."

The program is unique in that its format allows students to spend the fall and early winter studying an issue in the classroom, followed by project-based learning in the late winter and spring. The subject matter will include input from the incoming first-year class and culminate with second-year course work and projects.

The inaugural course, which will make its debut during the 2007-08 school year, will focus on microfinance as a vehicle for alleviating global poverty. Future topics, similarly, will focus on opportunities for businesses to create both positive social and financial value.

The societal leadership program complements Tuck's Allwin Initiative for Corporate Citizenship and the Cohen Leadership Development Program. The Allwin Initiative focuses on the intersection of business and society, where issues of corporate objectives and responsibility, ethics, citizenship, and leadership become paramount. The Cohen Leadership Development Program offers a combination of coursework and coaching designed to bring out students' unique leadership strengths.

Bankers, Florida International University Announce Anti-Money Laundering Certificate

Florida International University's College of Business Administration has partnered with the Florida International Bankers Association (FIBA) to become certified in anti-money laundering (AML) compliance training.

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The FIU/FIBA Senior Compliance Officer Certification Program is designed for members of the financial services industry in the USA, Latin America, and the Caribbean. FIBA is one of the world's leading authorities on mitigating banking risks, and it is recognized by regulators and law enforcement agencies for its expertise in anti-money laundering compliance.

Classes in the new program will be offered this spring at the College of Business Administration's downtown campus. There are plans to make virtual classes available to institutions based in the U.S., Latin America and the Caribbean in the coming months.

The announcement was made today by Executive Dean Joyce J. Elam at FIBA's Annual AML Compliance Conference in Miami, Florida.

"FIBA is one of the leading organizations in the financial arena offering recognized training programs that bring institutions closer to the high standards regulators impose on banks in the United States," Elam said.

FIBA will provide the instructor and course materials, while FIU will provide the location. Both parties will work together on the logistics of online testing and final certification of those who complete the program.

Audencia Nantes Develops MBA Program for French Operations of U.S. Company

Audencia Nantes School of Management has a special MBA program created for the French operations of the USA-based Stryker Corporation, one of the world's leaders in medical supplies with net sales of over \$5 billion in 2006.

The latest MBA group is the continuation of a relationship between the school and Stryker France that began five years ago. The program is set up to meet standards of AACSB International and other accrediting bodies.

Among the 14 participants of the Audencia Stryker MBA are the company's marketing and sales directors of the company. They will study in monthly classes held in Nantes over an 18-month period. The program combines key management knowledge with coaching adapted to Stryker's environment, which makes it relevant to the participants and the firm. Audencia's full-time faculty not only handle the teaching, but also the coaching.

The goal of the MBA, according to Audencia Nantes, is to provide Stryker managers with high-level general management skills, while also asking them to address strategic questions and make decisions that impact day-to-day business.

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San Diego State University Announces New Life Sciences MBA for Executives

A new MBA program to prepare executives to lead health care product development and regulatory approval will make its debut at San Diego State University in the fall of 2007. The new life sciences MBA, designed to help executives accelerate the time it takes to bring a new medical product to market while decreasing costs and bringing tangible benefits to patients.

Business dean Gail Naughton said the new degree, offered in partnership with Gallup University, will build on the success of the school's online master's degrees in regulatory affairs and biomedical quality control.

"With this program, our goal is to produce leaders who have an in-depth understanding of the best practices that can be used in accelerating product development and market launch of new biomedical and life science products that are critical to the health and growth of the global biotech industry."

During the 22-month program, students will have three, two-week residency periods with face-to-face learning, as well as biotech facility tours, life science seminars, and executive coaching. The program is designed to attract life science executives from across the globe, while leveraging San Diego's biotech strengths. San Diego has the most geographically dense cluster of biotech companies in the United States. There are 499 biotech and pharmaceutical companies in the region with a combined annual payroll of \$1.5 billion.

Agreements Will Allow University of Arkansas Business Students to Study in Italy

Students and faculty in the Sam M. Walton College of Business at the University of Arkansas soon will be able to study at Università Degli Studi Di Brescia and Istituto Internazionale Per Lo Sviluppo Sostenibile in Italy. The schools recently signed an agreement for joint research, consulting, and cooperation following a recent trade mission to the Italian city of Brescia.

Dan Hendrix of the university's Arkansas World Trade Center organized the trip along with Arnie Sherman of the Montana World Trade Center and Giacinto Muscicco of the Brescia State University. Participating in the signing of the agreement was Congressman John Boozman of Arkansas, along with U.S. Consul General Deborah E. Graze.

The agreements include a broad range of programs between the universities such as student and faculty exchanges, joint programs, projects, conferences and workshops. They support the Walton College's efforts to expand its educational and research activities around the globe.

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AWARDS**Sustainable Technology Award Added to Venture Competition at Carnegie Mellon >**

A new "Sustainable Technology Award" has been added to the 2007 McGinnis Venture Competition at Carnegie Mellon University's Tepper School of Business. The international business competition will take place at the Tepper School of Business March 15-17.

Sarosh Kumana, a 1977 Tepper School MBA alumnus, will fund the award in its inaugural year. Kumana also is sponsoring travel scholarships for teams in the business competition to ensure that there is as diverse a field of entrants as possible.

"Business can be a positive force for creating global sustainability," said Kumana, who founded Sustainable-Future.org to help stimulate sustainable business ideas. "By sponsoring the Sustainable Technology Award and offering the travel scholarships, we want to help entrepreneurial-minded MBA students from everywhere ... propose new enterprises that promote global sustainability. For such enterprises to survive and expand, they must be profitable, too. Thus, self-interest becomes congruent with the public interest."

Up to \$125,000 in cash and business services will be awarded to the McGinnis Venture Competition winners, including \$15,000 in cash and \$15,000 in services for the Sustainable Technology Award. The annual McGinnis Venture Competition is made possible by an endowment from Gerald E. McGinnis, a successful entrepreneur and founder of Respironics Inc.

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GIFTS AND GRANTS**\$25 Million Gift to LSU Includes \$15 Million for E.J. Ourso College of Business**

In one of the largest gifts ever to Louisiana State University, alumni Emmet and Toni Stephenson have pledged \$25 million to LSU, \$15 million of which will create the Stephenson Disaster Management Institute and \$4 million of which will create the Entrepreneurship Institute.

The goal of the Stephenson Disaster Management Institute will be to save human and animal life by continuously improving disaster response management through applied research and education. The institute will work to develop new and improved processes with emphasis on preparation, readiness and response during the first 10 days following an incident.

The Entrepreneurship Institute will reorganize LSU's entrepreneurship education program and outreach activities to promote economic growth in Louisiana and the region around the Gulf of Mexico.

"The gift from the Stephensons will have a transformational effect on the E.J. Ourso College by providing new resources to study areas key to the prosperity of Louisiana and the world," said Dean Robert Sumichrast. "This gift will help us study how improved management can save lives in the aftermath of a disaster, as well as expand the scope and effectiveness of our existing entrepreneurship programs and capabilities."

Emmet Stephenson is the founder and president of Stephenson and Company, a private investment company, and senior partner of Stephenson Ventures, a private equity firm. He also serves as a director of Danaher Corp. and is the retired chairman of StarTek, Inc. Ranked first in his class at LSU, he served as president of the LSU College of Business during his senior year.

Toni Stephenson, founder and president of General Communications, Inc., was publisher of Law Enforcement Product News and Public Safety Product News, and was a founder and director of Charter Bank and Trust. She earned a Bachelor of Science degree from LSU in 1967, where she served on the Student Council, and completed the Harvard Business School Owner/President Management Program in 1990. The Stephensons serve on the Harvard Business School Board of Dean's Advisors.

Keller Williams Founder Donates \$5 Million to Baylor University for Real Estate Center

The Marketing Department at Baylor University's Hankamer School of Business will be home to a new real estate research center, funded by a \$5 million donation from Gary Keller, chairman of Keller Williams Realty.

The Keller Center will focus on factors that influence individual home buyers in their decisions, as well as marketing and management issues important to real estate agencies and small businesses.

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“The goal of the Keller Center will be to study the issues that are pressing for real estate companies and agents in today’s marketplace,” Keller said. “For all the awesome research that is already out there, there is an equal amount that is still not being done.

“My hope is that the Keller Center will put Baylor University on the map as the definitive resource for comprehensive, in-depth studies that can bring insight and value to residential real estate professionals,” Keller said.

Keller earned a bachelor’s degree from Baylor in 1979, specializing in real estate and insurance. In 2006, the university honored Keller with its Distinguished Alumni Award. That same year, REALTOR® Magazine named Keller one of the Top 25 Most Influential Thought Leaders. In 2005, Inman News recognized Keller as one of the Top 100 Most Influential People in Real Estate. Founded in 1983, Keller Williams is the fourth-largest real estate franchise operation in North America, with more than 600 offices and 77,000 associates in the United States and Canada.

\$4 Million Gift from Former CEO of J.C. Penney, Nieman Marcus Endows BU Deanship

A \$4 million donation from Allen Questrom, a Boston University alum and former CEO at J.C. Penney, Nieman Marcus, and Federated Department Stores, will endow the deanship at the Boston University School of Management.

Louis E. Lataif, dean of the Boston University School of Management, was recently honored as the first Allen Questrom Professor and Dean of Management.

In a retailing career that included 39 years at Federated where he rose from management trainee to the corporation’s youngest chairman and chief executive officer in 1990. He brought Federated out of bankruptcy in 1993, and in 1995 engineered the acquisition of rivals Broadway Department Stores and the R. H. Macy Company, Inc. He retired from Federated in May 1997.

In May 1998, Questrom returned to retailing as chairman, president and chief executive officer of Barneys New York, Inc., bringing the corporation out of bankruptcy in 1999, and conceiving a new division of Barneys Coop Stores. In September 2000, he became chairman and chief executive officer of J. C. Penney Company, a position he held until his retirement in December 2004.

Lataif, recently celebrated his 15th anniversary as dean of Boston University School of Management. He joined BU in 1991 following a 27-year career with Ford Motor Company, where he was president of Ford of Europe.

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Gift to Provide Endowments at University of Missouri-Columbia College of Business

The University of Missouri-Columbia College of Business has received a \$2.5 million estate gift from Tom and Betty Scott, long-time friends and donors to MU and the College of Business. The gift will be allocated to three Scott-funded endowments: the Fund for Excellence, Distinguished Professorship in Risk Management, and the CEO Forum.

"The Scotts are certainly among the college's greatest supporters ..." said Bruce Walker, dean. "We are very thankful for this generous new gift that will help the college fulfill its educational mission in the future."

Tom Scott attended Missouri on a football scholarship from 1954 to 1958. After graduating, he began a career in insurance that lasted more than 40 years and included the development of a group of companies that operated as the Insurance Management Corporation. Betty Scott attended the MU School of Nursing from 1956 to 1958 and served as office manager for a group of Kansas City surgeons for 40 years, retiring in 1998.

The Scotts also are major supporters of the MU School of Veterinary Medicine, where they have endowed a professorship. They are members of College of Business' Herbert J. Davenport Society, and MU's Jefferson Club.

\$1 Million Donation to Boost Leadership Programs at SIU Carbondale

A Pittsburgh couple has made a \$1 million donation described as a leadership gift to raise the profile of Southern Illinois University Carbondale's College of Business and Administration. The Herb and Barbara Shear Leadership Gift will help the college attain its long-term strategic goals.

A 1969 SIU marketing graduate who is chief executive officer of GENCO Distribution System, Herb Shear wants his alma mater's business school to flourish.

"I would like to see the College of Business distinguish itself by taking on a leadership role and garnering recognition in the business community," Shear says. "We want our graduates to have value to the industry when companies visit SIU to recruit employees ..."

Half of the donation will be used for critical projects deemed appropriate by Dennis Cradit, the business school's dean. The remainder will be used by the dean for pertinent areas or may be endowed for a specific long-term need.

"The College of Business ... seeks a future in which we can aggressively pursue a program of innovation in (the areas of) student services, business education and college operations," Cradit says. "We need the ability to rapidly and effectively pursue new opportunities in the fulfillment of our mission and strategic plan."

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Shear is chair of the steering committee for the university's "Opportunity Through Excellence" campaign, the goal of which is to raise \$100 million for the university. He will receive the university's Distinguished Service Award in May. Past gifts by the Shears have provided the school with new computers for professors, support for endowed professorships, and an MBA classroom. Mr. Shear was inducted into the College of Business Administration Hall of Fame in 1997.

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, common school characteristics, or professional field. 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 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>)

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NEW MEMBERS**Educational****University of Indonesia**

Kampus Baru UI
Depok, Jawa Barat 16424
Indonesia
Website: <http://www.fe.ui.ac.id/>

Established in 1950, the University of Indonesia serves a student body of 11,000 with a faculty of 1,982 at two campuses in Depok and the Selemba campus located in central Jakarta.

Johnson & Wales University

1 Cookson Place, 6th Floor
Weybosset Street
Providence Rhode Island 02903
Website: <http://www.jwu.edu/>

Johnson & Wales University, with four campuses in Providence, R.I., North Miami, Fla., Denver, Colo., and Charlotte, N.C., offers training in business, hospitality, culinary arts, or technology at the undergraduate, graduate and doctoral level.

Kyungpook National University

School of Business Administration
1370, Sankyuk-dong, Buk-gu
Daegu 702-701
South Korea
Website: <http://mgmt.knu.ac.kr/>

Kyungpook National University has 15 colleges and 12 graduate schools with 18,553 students enrolled in bachelor programs, 3,932 in master's programs, and 1,071 studying for PhDs. The university employs 963 professors and 393 administrative staff, supports 29 auxiliary educational facilities, and 64 research institutes.

Magnus School of Business

7-1-621/103&104 III Floor
Sanjeeva Reddy Nagar
Hyderabad, Andhra Pradesh 500038
India
Website: <http://www.msbindia.org/new/>

Magnus School of Business offers programs in the field of business management and information technology at 11 locations in India, including Bangalore, Bhubaneswar, Chennai, Hyderabad, Kochi, Kolhapur, Kolkata, Mysore, Nagapur, Pune, and Vizag.

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National Chung Cheng University

168, University Road
Min-Hsiung, Chia-Yi 62102
Taiwan
Website: <http://www.ccu.edu.tw/colmgt>

National Chung Cheng University is a public university located in Min-Hsiung, Chia-Yi, Taiwan. It is named after Chiang Kai-shek, the former president of the Republic of China.

University of North Alabama

Florence Alabama 35632
Website: <http://www.una.edu/>

The University of North Alabama is a regional state university offering undergraduate and graduate degree programs, serving residential and commuting students. The university consists of the colleges of business, arts and sciences, education and nursing.

Northeastern State University

600 North Grand Avenue
Tahlequah Oklahoma 74464
Website: <http://www.cbt.nsuok.edu/>

Northeastern State University's College of Business and Technology prepares students to work as effective team leaders in a challenging, fast-changing world. Faculty strive to create a dynamic learning environment, and students are encouraged to plan their programs of study to facilitate career flexibility.

WELLER International Business School

12 boulevard de Courcelles
75017 Paris
France
Website: <http://www.weller-international.com/>

Since 1981, Weller has trained men and women to become open-minded managers, able to run multicultural teams and play a leading role in a global economic competition. More than 3,000 graduates have earned degrees at Weller campuses in Paris, Barcelona, Stuttgart, New-York and Shanghai.

University of Wollongong

Wollongong NSW 2522
Australia
Website: <http://www.uow.edu.au/>

The University of Wollongong traces its origins to 1951 when a division of the then New South Wales University of Technology was established in Wollongong. Ten years later, the division became the Wollongong College of the University of New South Wales, and, in 1975, the University of Wollongong was incorporated by the New South Wales Parliament as an independent institution of higher learning.

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SURVEY NEWS**Business School Questionnaire (BSQ):**

All AACSB Members – Opened in February 2007 – Closing deadline: April 27, 2007

All members who complete the BSQ will receive a complimentary copy of the 2006-2007 Business School Questionnaire Overview Report and those completing sections C, H-I will be eligible to receive two complimentary Custom Accreditation Statistical Reports. The data you submit in the BSQ will inform AACSB research, business school profiles, and trend information.

In conjunction with the accreditation requirements, accredited members are required to complete all appropriate parts of the BSQ. Non-accredited schools also are invited to participate in the additional data sections. Information from this questionnaire will be used to create a Business School Profile for your school on our Web site that can be accessed by students and faculty around the world who may be interested in attending your school or providing an educational service. For this reason, it is important to fill out the questionnaire at your earliest convenience.

Data Collection Changes for 2006-2007:

- Institutional Characteristics – added question for percentage of transfer students.
- Finances – Simplified sources and uses breakdown of budget (US Schools)
- Faculty and Staff Counts – Combined sections E.1. and J.1. to consolidate all faculty and staff questions
- Faculty and Staff Counts – added question for description of AQ and PQ definitions/criteria used by your school.
- Enrollment data confidentiality changed to explicitly align with F.1.
- Admissions data confidentiality changed to explicitly align with H.1.

Your school's membership in AACSB International is an important opportunity to promote your institution worldwide and further develop your association with other schools of business. The Business School Questionnaire (BSQ) for 2006-2007 is designed to achieve these goals.

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

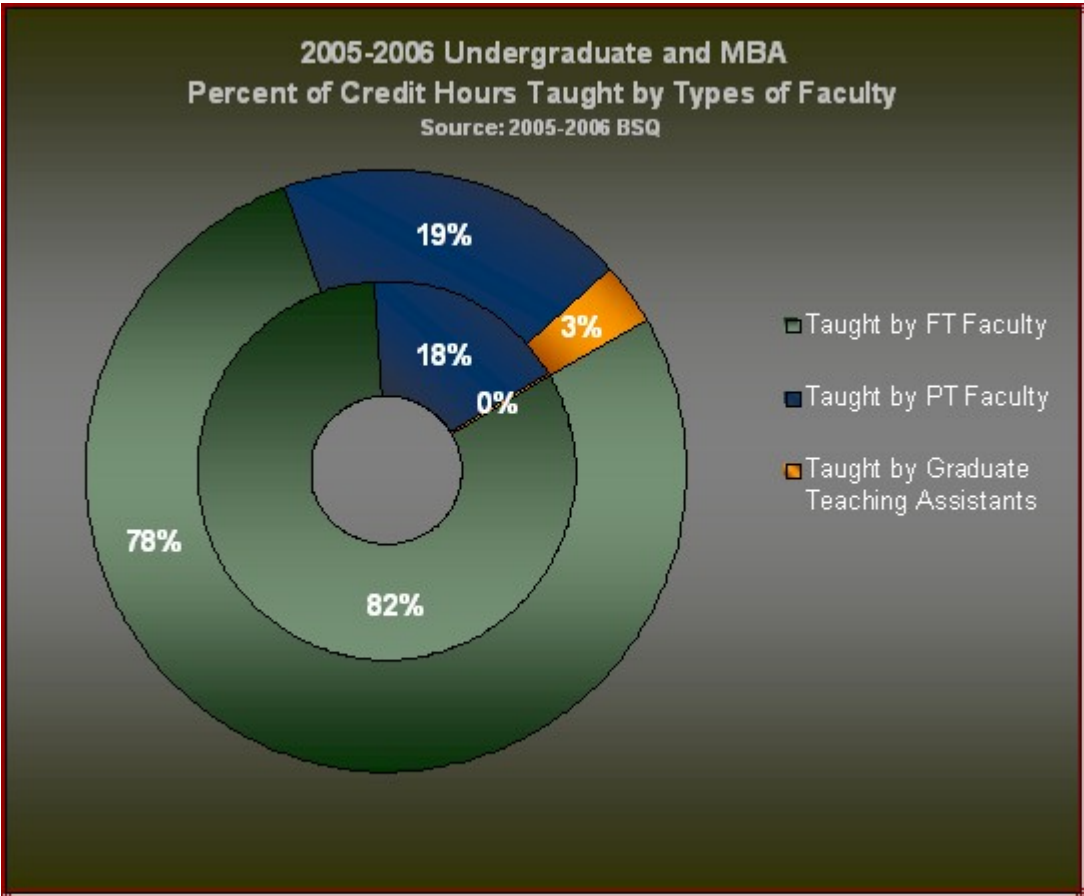
The purpose of this survey is to better understand what successful deans do, their career paths, and how they are compensated for their performance. More details will be announced as the survey approaches.

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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

DATA DIRECT



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