

**John Fernandes, President and Chief Executive Officer, AACSB International  
CEO Column: 'Layed to Rest'**

When former Enron Chairman and CEO Kenneth L. Lay died last month, he was awaiting sentencing for wrongdoings that contributed to Enron's demise. He had nearly agreed to be the keynote speaker at the AACSB Ethics and Governance Conference held a couple of weeks ago in Washington, D.C., but his lawyers had advised him against speaking in public while awaiting sentencing.

Why did Lay seriously consider the opportunity to speak to business school leaders at their annual ethics and governance conference—an experience that he might justifiably compare to encountering alligators in a swamp? My guess is he wanted an audience to hear his personal version about what happened at Enron.

Maybe his remarks would have gone something like this:

*"Business school leaders, I come before you today as a tragic example of what any leader can become. When I created Enron by merging Houston Natural Gas and InterNorth, I envisioned an efficient, market-controlling, pipeline transmission giant that would stretch across the United States. With sweat, hard work, and a willingness to make tough decisions, Enron fulfilled that dream and quickly became the brightest light in the Houston 'oil patch.' We made it to number seven on the Fortune 500 Industrials in 2001 -- from 'nowhere to be found' in the mid-80's. The sky was the limit.*

*"Having made Enron the darling of stakeholders and the industry, I shifted my focus toward establishing Enron's leadership and power on a broader base. I spoke at public events and served on community, national, and international task forces. I counseled governors, presidents, and other leaders. I got very caught up in my own and Enron's popularity.*

*"But someone had to mind the store; and we couldn't just maintain, we had to wow them. Enron's leaders felt tremendous pressures to grow.*

*"In Jeffrey Skilling, a bright, Harvard B-school graduate, I found someone with all the right attributes to lead the corporation. I made him my chief operating officer, fully intending to make him the next chairman and CEO of Enron. Neither our audit committee chair, a former business school dean, nor I fully understood all the financial strategies that Jeff and his accountant friend, Andy, implemented. However, our public accountants, financial managers, and internal auditors reassured us that we were doing just fine.*

*"By the time Jeff took over as CEO in early 2001, I was ready. Enron had become far too complex for me. You can imagine how unprepared I was when Jeff stepped down just eight months after he took the job. We all know it's a long way around the desk from COO to CEO, and I assumed Jeff just couldn't hack it.*

*"Shortly after my return, however, I learned we were in deep trouble. Two months later, we were history; and the lives of many good people were in shambles. There were no quick fixes. I simply had to keep the faith and speak firmly to all of our stakeholders, assuring them that we just needed to stay focused.*

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*"I must admit that my actions in response to all this made things even more complicated. But that is a discussion for another time. My message today is to focus on what I did leading up to our crisis.*

*"Well, you know the rest of the story. Enron went down like a row boat over Lake Houston Dam, and I became the perceived architect of the disaster. While I may be guilty of trying to save Enron through bravado, I never intended to harm the company I built, the employees who served so admirably, the investors who trusted our leadership, or the public who watched us with awe.*

*"If there is one lesson to be learned from my failings, it is that a leader cannot simply focus on the external environment. I hear that some b-school deans are now referred to as external deans, and that worries me. I hope you won't make the mistakes I made. You must be a visible face to your world; but that world includes, first and foremost, your internal organization. You must make sure every day that your associates are not only the best in the business, but that they act with integrity. You must lead both your internal and external stakeholders and environments with courage, honor, and commitment.*

*"I wish you the wisdom and balance that I didn't demonstrate. Thank you for allowing me the opportunity to speak with you today."*

Mr. Lay, I trust that we will all learn from your incredible, yet human story of ignorance and guilt in the first degree. May you rest in peace.

If you missed it, the Ethics and Governance Conference was a huge success. Plan now to join us next July. Maybe we will hear from Mr. Skilling.

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**Sustaining Quality, Maintaining Flexibility in Business Education**



Most recent research shows that the number of candidates applying for MBAs has been in decline but it was only three years ago that UK headlines in the education press announced: “Demand for MBA courses is soaring.”

The trend is global -- even affecting the most highly rated schools in Europe and North America. However, at the same time that demand has been stagnating, the capacity for providing MBA programs had been expanding.

This situation is not sustainable and there is evidence that, in some cases, entry requirements are being relaxed simply to fill spaces. Relaxing entry requirements or even prices may be a short term solution, but it does not address the general trend away from the full-time MBA.

Even though full-time MBA participants have increased by more than 50 percent in the past 10 years, they account for less than a third of those taking an MBA. Rather than dilute the MBA, which is a post experience qualification, some institutions have developed a master’s program in management, designed to meet demand from top quality graduates in subjects unrelated to business, who wish to follow a career in management, but do not have the work experience necessary for an MBA.

Of course, the full-time MBA is not the only mode of business education. The institutions least likely to be affected by the downturn in the full-time MBA market are those which offer a full range of MBA delivery methods such as executive (modular) and distance learning. They also are likely to offer a range of specialist master’s degrees, a doctoral program that ensures current research, and thriving undergraduate courses.

The world’s leading business schools attract some of the brightest managers from the whole spectrum of business life, from public and government service to finance and manufacturing from all over the world. As they complete their program, they are exposed to cutting-edge management research delivered by acclaimed experts in their fields.

But how does this address recent claims by the Association of Graduate Recruiters that MBA graduates lack firsthand management experience?

Although employers say they are happy with the analytical skills of MBA recruits, many have expressed doubts concerning a lack of communication, interpersonal and motivational skills. In response to this, some MBA programs include an element called “The Practice of Management.” All participants must complete a project with a real organization where they can use and develop these “softer” skills.

These new elements, which are being incorporated into MBA programs, demonstrate that MBA providers are both responsive and flexible enough to meet the requirements of employers. It must be recognized that the contributing factors to the development of excellent managers simply do not rely on the individuals’ acquisition of knowledge. They also include the ability to apply and deploy that knowledge in practical situations.

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The future challenges facing business schools are those of balance. Schools must be flexible and responsive enough to meet the needs of employers, without compromising academic rigor and the value of the MBA. They must incorporate elements dictated by new technology and increasing globalization while delivering a stable program. Finally, they must provide an integrated range of quality business education, from undergraduate to doctoral, as well as introduce new programs with long-term, sustainable demand, and not simply as a short term fix.

By Howard Thomas, dean, Warwick Business School

**eNEWSLINE****NEWSLINES****B-School Job Prospects High; Recruiters in Hiring Mode**

Job prospects have never looked better for business school graduates. According to new research from the Graduate Management Admission Council (GMAC), corporate recruiters plan to hire 18 percent more MBAs this year than in 2005.

Moreover, the GMAT survey indicates that the average new MBA starting base salary is more than \$92,000 up 4.2 percent from the \$88,626 average in 2005. The average total compensation package for newly minted MBAs has risen to \$99,737.

Numbers for the top b-schools look even more promising. Last year, Harvard Business School graduates reported an average total compensation package worth more than \$174,000, up 11 per cent from 2004. MBAs from Dartmouth College's Tuck School reported a substantial increase of more than 15 percent, receiving an average of \$150,000 and Stanford Business Graduates averaging almost \$149,913, up 9.5 percent.

More and more students are applying to business schools in order to take advantage of these encouraging trends. GMAT registrations beginning in March for 2006 began to outpace registrations for the same period in 2005. Registration volume for the GMAT through the first five months of 2006 was 96,714 worldwide, 3.9% more than the number of registrations during the same period in 2005. Registration volume increased 2.8% within the U.S. and 6.3% outside the U.S.

**University of Evansville Breaks Ground for New School of Business Administration**

The University of Evansville has begun an \$11 million renovation that will culminate in a new home for the Schroeder Family School of Business Administration. The first phase of the project, which includes a 35,000 square-foot addition to the building, is expected to be completed next in the fall of 2007, with



Participants in the University of Evansville business school groundbreaking were (l to r) Robert Clark, dean; Richard Schroeder; Patrice Schroeder; John C. Schroeder; Diane Schroeder; Ginny Schroeder; John H. Schroeder; and Stephen Jennings, university president

Phase II to include renovations to the entire student union.

"We are so excited about all of the possibilities for this new home for our (school)," said Robert Clark, dean. "The new learning space represented by this facility will provide the perfect venue for the global and entrepreneurial business education that is offered at the University of Evansville. It also will be a wonderful resource not only for students at UE, but for businesses and corporations as well."

The school is named for the late J. Henry Schroeder, a community leader in Evansville and a major benefactor for the university in the late 1940's. His son, John H. Schroeder, founder and chairman of Crescent Plastics, Inc., became a university trustee in 1955 and

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served as chairman of the Board of Trustees from 1980 through 1983.

The new addition will include a 129-seat tiered lecture hall, new classrooms, meeting spaces, an executive board room, and student resource rooms. Phase II will include retrofitting of existing spaces, including the transformation of Dunigan Hall into a classroom and lounge area with computer labs and conference rooms, and new faculty offices. Phase I and II together will provide a total of 65,000 square feet of space.

**CLADEA Assembly Scheduled for France, Followed by Meeting with ASFOR**

The 2006 annual assembly of the Council of Latin American Schools of Business will be held Sept. 10-13 in Montpellier, France. The theme of this year's meeting is "Latin America and the European Union: Opportunities and Challenges."

The primary the meeting has been divided into 12 tracks: economics/international business, people management/leadership, marketing, operations/logistics, strategic management, accounting/control, finance, information technologies/electronic trade, services management (tourism, hotel, health services, public services), justice as a factor for development and integration, social responsibility, and sustainable development.

In addition to the various tracks, there will be other sessions, including plenaries with key international speakers. Other featured events are a doctoral consortium, presentation sessions by educational institutions from Latin America and Europe, networking forums, company testimonials, and the CLADEA general assembly.

A Milan Study Tour, which includes a meeting with the Italian Association for Managerial Education Development (ASFOR), has been scheduled for Sept. 18. Members from both organizations will meet go identify possible areas of future collaboration.

Founded in 1971, ASFOR was established to develop an ongoing management education system in Italy. Today, the association has more than 60 member institutions, all actively operating in the field of management training.

CLADEA members interested in taking part in the ASFOR meeting should confirm their interest by contacting Elio Vera ([elio.vera@cesma.org](mailto:elio.vera@cesma.org)).

**Babson Expands Web Site to Include Resources For Students With Disabilities**

Babson College has expanded its career services Web site to include a resource page and an on-line, skills-based workshop to help students with disabilities.

The expanded resource site follows reports from the workplace that that people with disabilities contribute to a strong workforce with unique problem solving skills, intelligence, negotiation skills, and creativity. In recent years, some notable, entrepreneurs have credited much of their success to their ability to overcome and compensate for potentially disabling conditions. Among them are Kinko's founder Paul

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Orfalea, Virgin Atlantic's Richard Branson, investment mogul Charles Schwab, fashion designer Tommy Hilfiger, media tycoon Ted Turner and JetBlue Airways founder David Neeleman, to name just a few.

Links on the Babson resource page include: Employers Who Hire Individuals with Disabilities, Considerations for the Job Search, The Americans with Disabilities Act (ADA), Disclosure, and Helpful Resources.

Also included is an audio workshop "Disclosure and Accommodations," that offers information on effective disclosure, guidelines for reasonable workplace accommodations as well as advice on how and when to ask for them.

For more information visit: [Babson Resources for Students with Disabilities](#)

### **Quality Winning Companies Collaborate at University of Northern Colorado Summit**

When an organization achieves a level of performance that gives it "role model" status in its sector, what does it do for an encore?

That's the question that various recipients of the U.S. Government's Malcolm Baldrige National Quality Award and researchers from throughout the U.S. addressed at a July meeting, sponsored by the Monfort Institute, affiliated with the Monfort College of Business at the University of Northern Colorado.

John Timmerman, vice president of quality and productivity at the two-time Baldrige recipient Ritz-Carlton Hotel Company, summarized the purpose of the summit when he asked: "How do we catapult ourselves to the next level of performance? How do we go beyond incremental improvement?"

The invitation-only conference resulted in the participants agreeing on a research agenda that focuses on leadership, creativity and innovation, organizational culture, and performance metrics.

"Our plan is to help high-performing organizations get the information they need to sustain their gain in a changing and increasingly global environment, and (therefore) move their organizations to even higher levels of performance," said John Latham, director of the Monfort Institute.

Among the many Baldrige Award-winning companies participating in the summit were Boeing Logistics Support Systems (St. Louis), Boeing Global Mobility Systems (Long Beach, Calif.), Caterpillar Financial Services Corporation (Nashville, Tenn), Sunny-Fresh Foods (Monticello, Minn.), Operations Management International, Inc. (Englewood, Colo.), DynMcDermott Petroleum Operations Company, Inc. (New Orleans, La.), Los Alamos National Bank (Los Alamos, N.M.), University of Wisconsin-Stout (Menomonie, Wis.), Richland College (Dallas, Texas), and Jenks Public Schools (Jenks, Okla.).

Researchers were present from the following schools: University of Northern Colorado, University of Minnesota, University of Cincinnati, University of North Carolina-Chapel Hill, University of Indiana, University of North Texas, and Georgia Tech.

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**AICPA Approves Grants for 'Bridge' Scholarships**

The American Institute of Certified Public Accountants (AICPA) Foundation has awarded AACSB International a \$25,000 grant to fund scholarships for the AACSB Bridge Program. The grant money will provide individual scholarships for attendees at the first AACSB Bridge Program seminar, scheduled Oct. 22-27 at the University of California, Irvine.

"We sincerely appreciate the generosity of the AICPA Foundation in funding scholarships for Bridge Program participants," said John J. Fernandes, president and chief executive officer of AACSB International. "This scholarship money will be put to good use by senior business professionals who hope to make a successful transition to teaching in a business school environment."

The AACSB Bridge Program is a five-day intensive seminar to help senior executives to become qualified candidates for faculty positions. The program is a joint project of AACSB, the Paul Merage School of Business at the University of California, Irvine, and the Marshall School of Business at the University of Southern California.

To be eligible for the program, participants are required to have a master's degree and professional experience of significant duration and responsibility related to the area of teaching assignment; or they may have a master's degree in a field other than the desired teaching area, but with teaching area work experience as a substitute. Course delivery includes a variety of options, such as instructional presentations, lecture discussions, group deliberations, lab exercises, guest speakers, and corresponding daily assignments.

Deans and faculty are encouraged to share Bridge Program information with experienced business executives who may have an interest in moving into teaching positions at AACSB-accredited schools. For complete information on the Bridge Program, including qualifications and applications, visit: [www.bridgeprogram.aacsb.edu](http://www.bridgeprogram.aacsb.edu). Program participants will receive a certificate with the seals of AACSB and the participating business school.

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**ASSOCIATION NEWS****Netherlands-Flanders Group Recognizes AACSB Standards**

The Netherlands-Flanders collegiate organization that evaluates and accredits programs of study has validated the accreditation requirements of AACSB as equivalent to its own.

The announcement by the Accreditation Organization of The Netherlands and Flanders (NVAO) follows AACSB's accreditation of the University of Antwerp in Belgium in 2005. NVAO is the first European accrediting agency to accept AACSB accreditation as equivalent to satisfying its own requirements. AACSB, the world's first and largest association of business schools, has granted international accreditation to 527 business schools in 30 nations.

This confirmation of AACSB's accreditation process eliminates unnecessary duplication for educational institutions that are trying to satisfy the requirements for both organizations, saving time and expense for the schools involved. The recognition also makes it possible for AACSB documentation, reports and accreditation decisions to be accepted by the NVAO as sufficient evidence of quality in the business programs at the University of Antwerp's School of Management, and other schools who meet AACSB standards.

"We are delighted to have been accorded NVAO recognition, which is a convincing validation of the review process that AACSB delivers to schools pursuing AACSB accreditation," said Jerry E. Trapnell, executive vice president and chief accreditation officer of AACSB International. "Validation from NVAO highlights the respect other accrediting bodies have for the rigorous review provided by AACSB as a world leader in global accreditation."

The NVAO is responsible for assessing the potential quality of all collegiate programs within the Netherlands and Flanders, the Dutch-speaking part of Belgium. The organization ensures that all programs satisfy the organization's requirements for basic quality.

Karl Dittrich, chair of the NVAO, commented on behalf of the bi-national organization:

"As the NVAO-accreditation is a prerequisite for obtaining government funding and for the right to deliver degrees, the accreditation-decision has to be severe," Dittrich said. "The Flemish law made it possible for NVAO to give declarations of equivalence to accreditation-decisions made by renowned foreign organizations.

"Of course, we were happy to learn the AACSB-accreditation fitted very well in our frameworks and rules. So, it was obvious for us to accept the AACSB-accreditation. Needless to say that this was good for the University of Antwerp and it is a good example for international cooperation in accreditations."

Frank Bostyn, dean of the University of Antwerp Management School, said his school was pleased by the NVAO recognition. "It confirms the relevance of the AACSB accreditation and it is a strong indication of what really matters in education quality control," he said.

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“We have experienced a very constructive and enriching dialogue with both NVAO and AACSB on this matter. I hope that this example will be followed by other accreditation bodies within the Bologna education area and beyond, and that the NVAO will take the lead in keeping accreditation relevant and to the point, avoiding unnecessary duplications.”

Established by international treaty in 2003, the NVAO guarantees the quality of higher education in the Netherlands and Flanders through national accreditation. The organization proactively communicates about quality, as well as promotes the distinctive features of higher education study programs in the Netherlands and Flanders.

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**BUSINESS RESEARCH****Individualistic Culture Fosters Superior Creativity, Study Says**

Firms that focus on individual employee achievement are more conducive to generating innovative ideas than companies that emphasize a team-based culture, according to a study conducted by the Haas School of Business at the University of California, Berkeley.

Even when groups are instructed to be creative, they generate fewer, less creative ideas than groups that are more focused on independent viewpoints, according to the study that involved 204 university students. The study by Haas Professor Barry Staw and co-author Jack Goncalo of Cornell University was featured in the May issue of *Organizational Behavior and Human Decision Processes*.

“The message of this article is that diversity of ideas and perspectives is crucial for innovation,” says Staw, who has been studying creativity for 15 years. Their findings are the latest rally in a fierce academic debate on how culture relates to innovation. Others have argued that a culture that is more team-oriented and emphasizes organization-wide goals may improve creativity when the organization has widely accepted goals for innovation.

Staw, chairman of the Haas Organizational Behavior and Industrial Relations Group, disagrees. “A strong corporate culture can be detrimental to innovation because everyone has to get on board and be relatively alike,” he said.

Staw and Goncalo hypothesize in their article that an individualistic culture may be especially outstanding when innovation is an explicit goal. They define an individualistic culture as one that values uniqueness, encourages people to be independent from the group, and provides clear recognition for individual achievement.

To test their theory, they conducted a one-hour experiment with teams of undergraduate students. The challenge was to create a new business for a space vacated by a mismanaged and low-quality restaurant at a major west coast university. In the final phase, each group was asked to select the idea that they believed was either the most creative or practical.

On every measure, individualistic groups were more creative than collectivistic groups when instructed to be so, the authors found.

Individualistic groups instructed to be more creative generated significantly more ideas (37.4 ideas on average) than collectivistic groups told to be creative (26.1 ideas on average). Collectivistic groups instructed to be creative generated significantly more restaurant ideas as a percentage of total ideas generated (14%) than individualistic groups (7%) given the same instructions to be creative.

And on a creativity scale of 1 to 5, with 5 being the most creative, ideas from individualistic groups instructed to be creative were more creative (with an average rating of 3.03) than those generated by collectivistic groups (with an average rating of 2.83).

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The upshot of this research is that companies should protect individual perspectives, Staw says.

“Organizations try to hire people who fit with the culture, but organizations should instead look for people who are different,” he says. “Nurturing individualistic perspectives is better than having a corporate-wide direction.”

However, Straw noted that U.S. businesses have increasingly emphasized team projects and have long been interested in Asian business practices, which are known for their cooperative atmosphere.

“This study raises a red flag because the U.S. has had a very individualistic culture; but as we’re moving more toward team-based organizations, we risk losing some creativity.”

### SEMINAR ALERT

#### **New Deans Seminar Prepares Newest B-School Leaders**

The job of a business school dean has been described as one of the most challenging, yet rewarding jobs on a college campus. New deans come from all walks of life—from the academic world and from the world of business, but no matter what your career path, as a new dean you cannot afford to miss the AACSB New Deans Seminar. [\[more\]](#)

### CONFERENCES

#### [Continuous Improvement Conference](#)

September 17-19, 2006  
Minneapolis, Minnesota USA

#### **Exhibit Space Still Available for CIC event Sept. 17-19**

For the first time an exhibit area will be part of the 2007 Continuous Improvement Conference.

[\[more\]](#)

#### [World Class Practices in Management Education](#)

October 15 - 17, 2006  
Leipzig, Germany

### SEMINARS

#### [Strategic Management Seminar](#)

September 14-15, 2006  
Montclair, New Jersey USA

#### [PreAccreditation Workshop](#)

September 17, 2006  
Minneapolis, Minnesota USA  
In conjunction with the  
Continuous Improvement Conference

#### [Advisory Council Seminar](#)

September 28 - 29, 2006  
San Francisco, California USA

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**TRANSITIONS**

Robin Anderson has been named dean of the Dr. Robert B. Pamplin, Jr. School of Business at the University of Portland (Oregon). Holder of the Robert W. Franz Chair in Entrepreneurship at the university since 1998, he has been responsible for developing core courses for the school's entrepreneurship program.

Anderson also designed and taught the first entrepreneurship course offered at the University of Portland for non-business majors, and he initiated a cutting-edge three-course intensive study program for entrepreneurial students, called Entrepreneur Scholars (E-Scholars), which won the 2001 Model Award for Specialty Entrepreneurship Programs from USASBE. Anderson also is executive director of the University of Portland's Center for Entrepreneurship.

Prior to joining the University of Portland, Anderson was the founding director of the University of Nebraska Center for Entrepreneurship. In 1997, he received the National Model Undergraduate Entrepreneurship Program Award for a program developed while at the University of Nebraska (1987-1998). His programs have won a wide assortment of awards and he has taught entrepreneurship in more than 20 countries.

A native of Nebraska, Anderson is a former math teacher in public schools and has been a business owner, branch manager of a federal savings and loan institution, and founder of a community education program for the public schools in York, Nebraska.

**Utah State University Selects Alumnus to Lead College of Business**

A former Harvard professor and Utah State alumnus—Douglas D. Anderson—is the new dean of the College of Business at Utah State, replacing Caryn Beck-Dudley, who was named dean of the College of Business at Florida State University.

Anderson joins Utah State after serving as managing partner of the Center for Executive Development, a company he co-founded in 1987 with three Harvard colleagues. The company designs customized strategic workshops and seminars for companies and managers. Anderson received his bachelor's degree in economics and political science, *magna cum laude*, in 1973 and a master's in economics in 1975, both from Utah State. He earned a master's degree from Harvard's Kennedy School of Government in 1976, and a Ph.D. in political economy and government from Harvard University in 1979.

He taught in the first-year course at Harvard College in economics as a graduate teaching fellow. From 1978-1988, he was a member of the Harvard Business School faculty. At HBS, he taught the core MBA courses in competition and strategy, operations management, and business, government and the international economy (BGIE).

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During his Harvard career he authored a book, *Regulatory Politics and Electric Utilities*, along with various articles and business case studies, including several based on field research in Germany, Japan and Korea. In addition to his faculty appointment at Harvard, he has also been a guest lecturer at Stanford and an Adjunct Professor at Brigham Young University.

At the invitation of the senior partners of Price Waterhouse U.S. and Europe, he served as chairman of a task force on governance, and has led many workshops in Europe, Asia and North and South America for the partners of PricewaterhouseCoopers. He has also taught or led strategic workshops for many other CED clients including General Electric, IBM, KPMG, Merrill Lynch, United Technologies, Banker's Trust and the United States Postal Service.

From 1981 through 1983, Anderson served as Deputy Counselor to the Secretary of the Treasury, where he provided support for the Cabinet Council on Economic Affairs and the National Productivity Advisory Committee. From 1982 to 1983, he served as corporate director for special projects for Bendix Corporation in Southfield, Michigan. He was responsible for a number of global strategic projects and was named executive secretary of the Allied-Bendix merger management task force.

### **Raj Aggarwal Named Dean of Business School at the University of Akron**

Former Kent State professor Raj Aggarwal has been appointed dean of the College of Business Administration and Frank C. Sullivan Professor of International Business and Finance at the University of Akron. He will assume his new responsibilities Sept. 1, succeeding retiring Dean James Barnett.

Aggarwal was a professor of finance and the Firestone Chair in Corporate Finance at Kent State. With extensive experience in academic and business administration, his teaching career includes positions at John Carroll University, University of Toledo, and Seton Hall University. He also served as a visiting professor at Harvard University, University of Michigan, University of South Carolina, and University of Hawaii.

Aggarwal, a chartered financial analyst, has worked for executives and boards at Fortune 100 companies in retailing and distribution, financial services and capital markets, energy, automotive and industrial parts, e-commerce and higher education. He has consulted for the U.S. Securities and Exchange Commission, U.S. Office of the Comptroller of the Currency, the United Nations, World Bank, foreign companies and governments, and numerous local companies.

His honors and awards include a Fulbright Research Fellowship, the Larosiere Award for Best Essays in Global Finance from the World Bank, Fellow of the Academy of International Business, and numerous university faculty and teaching awards. He has lived and worked in Japan, Singapore, India, Australia, Ireland and Sweden.

**BRIEFLY—Jeffrey L. Ringuest** has been appointed associate dean for graduate programs at Carroll School of Management at **Boston College** ... **Matthew K. O. Lee** has been named acting dean and Chair Professor of Information Systems & E-Commerce at the Faculty of Business, **City University of Hong Kong** ... **Luis R. Calingo** is the new dean of the Boler School of Business at **John Carroll University**

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(Ohio) ... **Bahman Mirshab** is the new dean of the Cameron School of Business at the **University of St. Thomas** (Texas) ... **David Alford** is the new dean at the School of Business and Management at **Vanguard University of Southern California** ... **Mike Duffy** is the new dean of the School of Business and Management at the **University of San Francisco** ... **Williams Jennings** is the new dean of the College of Business and Economics at **California State University, Northridge** ... **Don Hines** has been named dean of the Sorrell College of Business at **Troy University** ... **J. Dennis Cradit** is the dean of the College of Business and Administration at **Southern Illinois University Carbondale** ... **Joan Mansfield** has been named interim dean at the Harmon College of Business Administration at **Central Missouri State University** ... **Chris E. Bjornson** is the interim dean at the School of Business at **Indiana University Southeast** ... **Mohamed Hussein** has been named interim dean at the School of Business at the **University of Connecticut** ... **James G. Pesek** has been named interim dean at the College of Business Administration at **Clarion University of Pennsylvania** ... **Earl Stennis** is the interim dean of the College of Business at **Southern Arkansas University** ... Corbett Gaulden has been named interim dean at the School of Business at **The University of Texas of the Permian Basin**.

**APPOINTMENTS****Butler University Taps Veteran CEO to Lead \$22 Million Business Accelerator Project**

Lawrence A. O'Connor Jr., who spent 37 years with Bank One Indiana and served as the organization's chief executive officer, has been named executive director of the Butler Business Accelerator, a \$22 million initiative funded by the Lilly Endowment Inc. Also named part of the management team will be Brian P. Landis, who will be managing director.

The Accelerator provides fee-based consulting services to local businesses from a team of Butler professional staff, faculty and both undergraduate and graduate students. It is designed to enhance the education of Butler's undergraduate and graduate business students while helping established Indiana businesses retain and create jobs. It will target companies that have been in business at least five years, have \$5 to \$50 million in annual sales and are poised for growth.

Although O'Connor officially retired in September 2003, he has continued to be an active business and nonprofit leader in the central Indiana community, offering his extensive financial and managerial knowledge to various organizations. In November 2004, he was appointed interim director and chief executive officer for the Indianapolis Museum of Art, and continued in that role through June 2006. During his tenure, O'Connor oversaw the completion and the opening of the museum's \$100 million expansion.

Landis is a former partner in Accenture, one of the world's largest consulting companies, where he spent nine years specializing in manufacturing improvement, supply chain initiatives and large program management. A strong advocate of continuous learning, he also has worked at IBM, Detroit Diesel and Alcoa in positions such as production manager, production control manager and project manager of both manufacturing improvement and computer systems initiatives.

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**Babson's Patricia Greene Elected Women's Business Research Board Post**

Babson College Provost Patricia Greene has been named vice-chair of research for the Center for Women's Business Research. Greene succeeds Mark Rice, dean of Babson's Olin Graduate School of Business, who previously held the position.

"We are proud and delighted to have Greene taking on the role of vice-chair of research," said Executive Director Sharon Hadary. "We look forward to her leadership and commitment as she takes on this new position."

Greene also has served in a number of other Babson posts, including dean of the undergraduate school. She has held the President's Endowed Chair in Entrepreneurship. Prior to joining Babson she held the Ewing Marion Kauffman/Missouri chair in entrepreneurial leadership at the University of Missouri - Kansas City (1998 - 2003) and the New Jersey chair of small business and entrepreneurship at Rutgers University (1996 - 1998). She is a founding member of the Diana Project, a research group focusing on women and the venture capital industry.

**BRIEFLY—Terri Herron** has been named chair of the department of accounting and finance at the **University of Montana** School of Business Administration ... **Charles Harter** joined **Georgia Southern University** as the director of the School of Accountancy.

**AWARDS****University of Arizona's Eller College Professor Wins Distinguished Service Award**

Barbara Gutek, a business school professor at the University of Arizona, was recently presented with the Distinguished Service Award by the Society for the Psychological Study of Social Issues (SPSSI). A member of the organization for more than 30 years, she has been instrumental in guiding the organization through its restructuring in the 1990s.

In part, her award citation reads: "Barbara Gutek has had a distinguished career at the crossroads of social psychology and the world of business. She has encouraged us all to think about the social issues unique to the private sector and the increasingly global economy. She has believed passionately in SPSSI's mission to balance advocacy and research, once referring to this balancing act as a 'delicate and deliberate matter.'"

Her work has focused on women in the workplace and, more recently, on life balance. She is frequently called to serve as an expert witness, particularly in sexual harassment cases. Last semester she taught a course on "Work and Non-Work, Balancing Work and Home."

Gutek joined SPSSI, a division of the American Psychological Association, as a graduate student at the University of Michigan upon the urging of her dissertation advisor, the late Daniel Katz. She followed closely in Katz's footsteps, holding numerous leadership positions in the organization, including secretary-treasurer (1992-1996) and president (1997-1998).

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**University of Tampa's Entrepreneurship & Family Business Program Honored**

The University of Tampa's Florida Entrepreneurship and Family Business Program has been named the winner of the Family Firm Institute (FFI) 2006 Interdisciplinary Award. The award recognizes outstanding achievement in the advancement of interdisciplinary services to business families.

The award will be formally presented to the John H. Sykes College of Business at an awards luncheon Oct. 26 in San Francisco. It is presented each year to an individual or organization engaged in providing and/or advocating an inter-disciplinary approach to the delivery of professional services to family businesses. Other criteria include exemplary success in using an interdisciplinary approach demonstrated by a case study or detailed account of the work and/or significant contribution to the promotion of an interdisciplinary approach through writing, teaching or prominent involvement with professionals in promoting interdisciplinary practice.

Past winners of the award include the University of St. Thomas Center for Family Enterprise (1999), Cambridge Center for Creative Enterprise (2000), Kenneth McCracken (2001), Judith Trepeck (2002), Henry Krasnow (2003), Dean R. Fowler (2004), and Frank Schneider (2006).

**Academy of Management Honors Two Smith School Business Faculty Members**

Kathryn M. (Kay) Bartol and Edwin A. Locke, both management and organization department faculty members at the Robert H. Smith School at the University of Maryland, have been honored by the Academy of Management for their scholarly and professional contributions.

Bartol was selected as the 2006 recipient of the Academy of Management's Distinguished Service Award, which recognizes excellence in developing and enhancing a field of study; founding or creatively editing a journal; and contributing service to a major professional organization.

Locke, former chair of Smith's management and organization department, won the 2006 Academy of Management's Distinguished Scholarly Contributions Award, which recognizes significant scholarly contributions.

Bartol is the past dean of the fellows of the Academy of Management, as well as past president of the academy. She is a fellow of the Academy of Management, the American Psychological Association, the Society for Industrial/Organizational Psychology, and the American Psychological Society.

Locke is a fellow of the Society for Industrial and Organizational Psychology (American Psychological Association), the Academy of Management and the American Psychological Society. His distinguished career includes many honors, including the Distinguished Scientific Contribution Award from the Society for Industrial & Organizational Psychology in 1993. The Academy of Management honored him with a Career Achievement Award in 1997.

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**GIFTS AND GRANTS****Nike Founder Phil Knight Presents \$105 Million to Stanford Business School**

Nike Inc. founder and chairman Philip H. Knight, a 1962 MBA graduate of Stanford Business School, has presented his alma mater with the largest gift ever to a business school—\$105 million.

The majority of the gift—\$100 million—will be used to construct a new \$275 million b-school campus which will be called the Knight Management Center. Concept and site approval for a collection of eight buildings set around three quadrangles on the Stanford campus were presented in June. Stanford plans to break ground on the new management center in 2008.

The remaining \$5 million of the Knight gift will be used to match other donors' gifts for faculty endowment.

"Phil Knight has once again shown the depth of his commitment to Stanford's future," said Stanford University President John Hennessy. "The enormous generosity of this gift will enable the Graduate School of Business to create a truly unique environment for its graduate programs and enrich Stanford's efforts to encourage multidisciplinary teaching and research that transcends traditional boundaries ..."

Knight's commitment came just weeks after the Graduate School of Business faculty adopted plans for sweeping changes in the Stanford Business School's MBA curriculum, to be implemented in the fall of 2007.

The Knight Management Center design will include more flexible classroom space for the greater number of small classes and seminars the school will offer. The new campus design supports more interaction with university faculty and students, including facilities for cross-disciplinary classes and lectures.

"Stanford Business School was an important part of my life," said Knight. "This is a once-in-a-lifetime chance to give back to the school and help it continue to push the boundaries of excellence in management education."

Center plans include a 450-seat auditorium, classrooms, breakout study rooms, dining facilities, a career management center, executive education space, and faculty and staff offices. It will be outfitted with state-of-the-art instructional technology. When completed, the Center is expected to comprise approximately 340,000 square feet. This will replace the current 255,000 square feet of outdated business school facilities, resulting in a net additional 85,000 square feet occupied by the school on the Stanford campus.

Knight previously has contributed substantial support to the university, including funds for the dean's professorship, construction of the business school's Knight Building in 1999, and gifts to the Department of Athletics, Physical Education and Recreation.

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**Former GMO Europe Chairman Donates \$7.6 Million to Imperial College London**

Paul K. Woolley, founder and former chairman of GMO Europe, a fund management firm based in London, has presented Imperial College's Tanaka Business School with a gift of £4 million (US\$7.6 million) to create a new Center for Capital Market Dysfunctionalities.

The new program will study market price distortions, such as those that occur when investors base their stock purchases merely on price trends, which tends to promote the inefficient prices of those stocks. Likewise, fund managers who get most of their key information from stock market trends, can also contribute to inefficient markets. Corporate finance literature also has pointed out how such problems arise when shareholders delegate decisions to corporate boards of directors.

The new center will focus on these and similar issues, analyzing why inefficient outcomes arise, the impact that they have on the economy, and how such adverse effects can be mitigated.

The center will operate within the Tanaka Business School's new Risk Management Lab that acts as an umbrella for all school research in quantitative finance.

Woolley formerly served as an Esmée Fairbairn Lecturer in Finance at the University of York from 1971-76. Later, he joined the International Monetary Fund in Washington D.C. from 1976-83 before founding GMO. His research interests are in the field of finance and portfolio investment. He has published extensively both in academic and professional journals, and is a frequent contributor to the Financial Times.

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**NEW PROGRAMS****Only Experienced MBAs Need Apply for New Kellogg Renaissance Program**

The Kellogg School of Management at Northwestern University near Chicago has always put forth the philosophy that business education is a career-long journey. The school has stayed true to form with the recent announcement of a new executive program for experienced managers with MBA degrees.

"The Kellogg Renaissance Program: New Tools and Strategies for the Experienced MBA," is designed exclusively for mid-career managers who earned MBA degrees before 1995.

"We asked ourselves a simple question -- what are we teaching now that we did not teach a decade ago?" said Stephen Burnett, associate dean of executive education at the Kellogg School. "We asked our colleagues to look back over their teaching notes and course outlines and identify concepts, tools, and best practices that today are considered essential but were not a part of the classroom a decade ago."

The first two weeks of the three-week program focus on advances made in management education and the cumulative incremental changes that have occurred in MBA coursework since the mid-1990s. Some of the topics addressed include: leading and marketing in a nanosecond culture, living the brand, the use of real options to manage risk, and anticipating and responding to non-market forces such as political groups and the press.

In addition to teaching concepts that are new in the management world, the "Renaissance Program" challenges students to rethink their approach to leadership.

"Our current MBA program curriculum has far more emphasis on leadership skills than it had a decade earlier," said Dipak C. Jain, dean of the Kellogg School. "The context for applying leadership concepts is different for a manager 10 or more years out of business school, than it would be for a recent MBA graduate."

The first session of the Renaissance Program starts Sept. 17 and will be held at Kellogg's James L. Allen Center, on Northwestern University's campus in Evanston, Ill.

**HEC Paris Launches New Executive MBA Program in Beijing**

HEC plans to offer a new executive MBA program in Beijing, People's Republic of China, beginning in the last quarter of 2006. The program, customized to meet the needs of Chinese state-owned enterprises, will also be open to private-sector companies.

Chinese government officials and representatives made the announcement in June at a ceremony from the French Embassy in Beijing.

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Taught by HEC faculty, the EMBA program is an intensive, custom-designed course of study for select senior managers with focus on 13 market-oriented themes. The degree has a strong general management focus, and covers topics including accounting and finance, business and corporate strategy, marketing, performance management, leadership and change management, finance, and corporate governance among others.

As with all HEC MBA programs, participants contribute to the learning process by applying their personal and professional experience to the course, which requires 52 days of class time plus distance learning. All instruction will be in English.

### **UNC-Charlotte Adds Business Oriented Programs, Including Ethics and Sports Marketing**

The University of North Carolina at Charlotte has diversified its curriculum with the addition of five new degrees, including geography/urban regional analysis, sports marketing and management, ethics/applied philosophy, and construction management.

"The Master's in ethics will help ensure that the community develops leaders who are well grounded in the ethical considerations and implications of their work," said UNC Charlotte Provost Joan Lorden.

UNC Charlotte's new doctoral program in geography and urban and regional analysis will provide the region with greater capability in city planning and growth management. Geography faculty will teach courses that focus on the theoretical and empirical analysis of metropolitan areas. The program also will include the study of human processes and interactions in an urban context, with research concentrations in multi-scalar (local, national and global) analysis and geographic information science.

The master's in business administration in sports marketing/management is designed to develop leaders who possess both marketing skills and other business management skills. The two-year program will be housed within the Belk College of Business and will compete with other AACSB-accredited schools that offer sports programs.

A B.S. in construction management will offer construction education related to careers in the fields of real estate and land development, infrastructure development, code enforcement and insurance, preparing students for careers in residential, commercial, industrial and infrastructure construction.

### **The University of Delaware's Lerner College Adds International Business Major**

Starting in fall 2006, students at the Lerner College of Business and Economics at the University of Delaware will have the option of majoring in international business. The new International Business Studies program is a collaborative major offered in conjunction with the Foreign Languages and Literatures Department in the College of Arts and Sciences and the Department of Business Administration.

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The new major is designed to prepare students to live and work in a specific region of the world and to apply principles from all business areas to that region in its native language. It will allow students to gain valuable insights concerning the cultures and economies of specific regions of the world, and, at the same time, further the university's goal of providing students with international discovery learning experiences.

### **SMU Cox School of Business Unveils New Master's Program in Entrepreneurship**

The Cox School of Business at Southern Methodist University has a new program in entrepreneurship that will yield its first master of science graduates in January of 2007.

The program is a 16-month evening and weekend offering designed to accommodate the schedules of working professionals. It has been designed for individuals who desire a solid foundation in entrepreneurial management based on the disciplines of finance, accounting, operations, strategy, marketing, and management.

A school news release says the program "provides the business skills and insights needed to take a current business to a new level, launch a new company, or elevate the services provided to entrepreneurial clients."

The program is part of the Caruth Institute for Entrepreneurship at SMU Cox, which has developed innovative courses and programs since it was founded more than 30 years ago.

For more information on the program, contact the Cox School at 877-269-7622 or write to [vcartwri@cox.smu.edu](mailto:vcartwri@cox.smu.edu)

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**NEW MEMBERS**

Faculty of Business and Enterprise  
**Swinburne University of Technology**  
John Street  
PO Box 218  
Hawthorn, Victoria 3122  
Australia  
Web site: [www.swin.edu.au](http://www.swin.edu.au)

From its establishment in 1908 in Melbourne's eastern suburb of Hawthorn, Swinburne has grown from being a local provider of technical education into a multi-disciplined, multi-campus provider of higher education.

Business School  
**Pforzheim University**  
Tiefenbronner Str. 65  
Pforzheim 75175  
Germany  
Web site: <http://www.hs-pforzheim.de/>

Pforzheim University includes three more or less independent schools/units: design, engineering and business/management. A public institution under the supervision of the state of Baden-Wuerttemberg, it is the only business school that operates like a company within the structure of its programs.

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**SURVEY NEWS****Business School Applications Show Strong Increase in 2006**

Application volume for business schools surged in 2006, according to a survey released this month by the Graduate Management Admission Council. Compared with levels posted a year earlier, results show an increase in the broad majority of full-time part-time, and executive MBA program applications.

A high percentage of MBA programs participating in the 2006 GMAC survey showed significant upturns in applications. Two-thirds of all full-time programs showed an increase, compared with only 21 percent the year in 2005. Part-time programs reported a similar increase in volume--62 percent in 2006, compared with 46 percent last year. Executive MBA programs reported a 69 percent increase, up from 38 percent last year.

"There is a brilliant bloom on the MBA rose," said David A. Wilson, president and CEO of GMAC. "The demand for seats in all types of MBA programs in countries around the world is rebounding."

In addition to higher application volume, MBA programs of all types are getting more female applicants. Sixty-four percent of full-time MBA programs experienced an upswing in applications from women. For part-time-programs the increase of 47 percent and for executive programs it was 50 percent. Minority applications are also on the upswing, according to the survey.

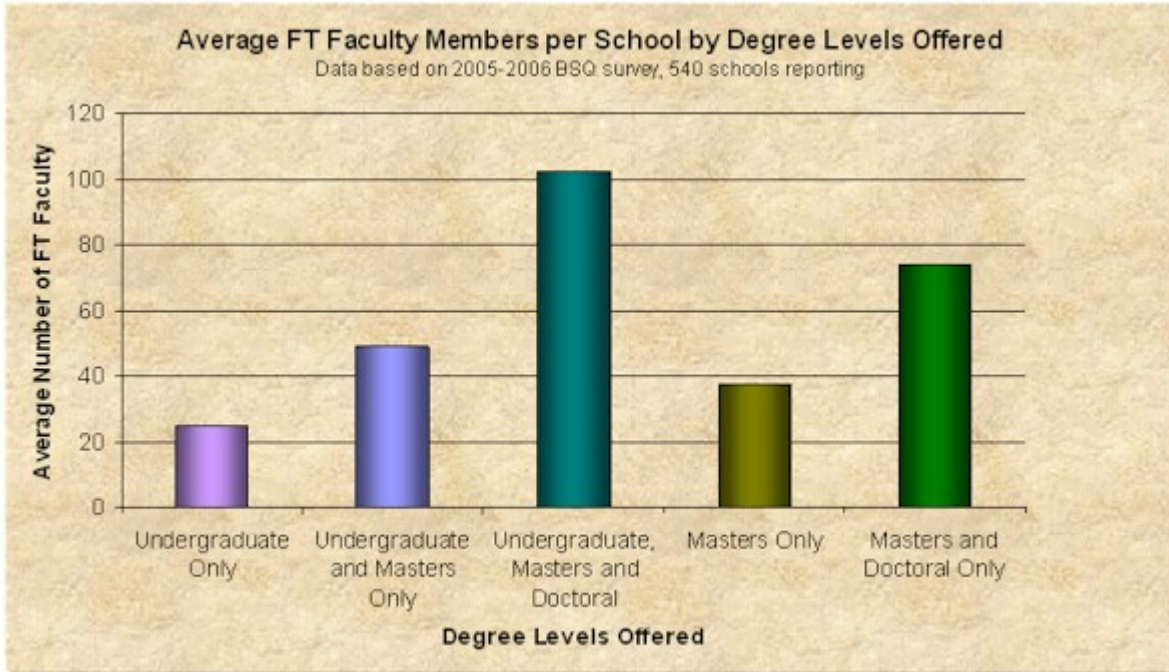
The survey reveals that more prospective MBAs are thinking international when choosing a school. Three-quarters of MBA programs in the United States reported an increase, well above the 28 percent reported in 2005. Among schools outside the USA, 62 percent experienced an increase, up from 37 percent last year.

The 2006 survey reflects responses from 230 MBA programs at 147 graduate business schools around the world.

For more information, visit; [www.gmac.com](http://www.gmac.com)

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