

eNEWSLINE

UP FRONT with JOHN FERNANDES

President and Chief Executive Officer, AACSB International



It's PRiME Time!

"Welcome to Beirut International Airport. We are pleased and honored to have you in our city." Such is the sincerely hospitable greeting one receives upon entry to one of the world's most enigmatic cities. Bordering the placid blue Mediterranean Sea to the west and thunderous Iraq to the east, Lebanon's tranquil environs seem at once at odds with foreign perceptions of this struggling paradise.

Last month I visited the American University of Beirut (AUB) at the invitation of Dean George Najjar to meet with AUB's faculty, administration, and members of the Suliman S. Olayan School of Business advisory board. AACSB International's Peace through Commerce vision jumps to life every minute of one's time in this tiny centrum of very differing factions. Left alone, Lebanon is a model for world harmony and joy of life. It is hard to believe that just one year ago the Lebanese people were caught between warring entities while today most Lebanese simply want to build their country back to its glory days.

The story of AUB and its energetic b-school is one worthy of telling the world. Each time conflict has threatened its peace, Lebanon finds a way to stay together and outlast the latest aggression. A key component of the country's resilience is the American University of Beirut community which boasts a former accounting professor as Lebanon's prime minister. Last year, not a single member of the Olayan School's faculty was missing when roll call came for the fall semester. The university hardly skipped a beat as Lebanon was turned into a brief but memorable war zone.

The heart of the American University of Beirut is its mission of peace and advancement of the Lebanese economy. With the longer term emergence of Iraq as a developing nation, AUB is primed to assist Iraq in preparing socially-responsible managers to lead the Middle East to mutual respect and harmony. One need not look deeply to see the substantial impact business schools are having in China, India, and other emerging dominant economies. But I have to look hard to find a school living the daily life of peace through commerce as well as the Olayan School.

AACSB's Peace through Commerce initiative is an important element of our new emphasis on Sustainability. Along with our ethics and governance initiatives, we also support the advent of the Principles for Responsible Management Education (PRiME). In cooperation with the United Nations Global Compact (UNGC), EFMD, and several other co-conveners, the new principles were endorsed by the AACSB Board in September. The PRiME Steering Committee is working on an implementation plan and expects to invite AACSB members and others to endorse the PRiME later this month. PRiME is intended to assist schools in their efforts to provide socially-responsible management education. [Principles for Responsible Management Education](#).

Schools joining PRiME will need to send a letter to the UNGC endorsing the principles and agreeing to implement at least one of the six guidelines. A brief annual report will be required. The PRiME is not tied

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to AACSB accreditation in any way and is governed by an alliance of several organizations. Members may not mention their PRiME status in such a way as to indicate that it is an AACSB-accredited program. I hope you will consider joining schools throughout the world in endorsing the Principles for Responsible Management Education. Building socially-responsible leaders is an important emphasis for all of us.

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ASSOCIATION NEWS**Peace through Commerce in Action**

AACSB International president and CEO John Fernandes visited the American University of Beirut in September. He met with university and Suliman S. Olayan School of business leaders and advisory board members and spoke to the Olayan School faculty on the topic, "Business Schools: Yesterday, Today and Tomorrow."

Names and titles (left to right):

- Talal Al-Shair, Vice Chairman/CEO, Dar Al Handasah, Amman, Jordan (OSB Middle East Advisory Board Member)
- Carla Sayegh, Director of Continuous Improvement, Suliman S. Olayan School of Business
- Abdel Hamid Hallab, Special Adviser to the President, AUB, Beirut, Lebanon (OSB Middle East Advisory Board Member)
- John Fernandes, President and CEO, AACSB International
- Georges Najjar, Dean, Suliman S. Olayan School of Business
- Ibrahim Osman, Convener of Business Information and Decision Systems Track, Suliman S. Olayan School of Business
- Hala Azar, Dean's Assistant, Suliman S. Olayan School of Business



Strategic Directions Committee (SDC) Requests Feedback[Strategic Directions Committee Interim Report](#)

On the behalf of Dean David Saunders, Chair, AACSB International Strategic Directions Committee, we respectfully invite you to review SDC's interim report and request for feedback to AACSB. The [interim report](#) summarizes SDC's conclusions and tentative recommendations to date. Your feedback is critical to establishing SDC's meeting agenda for its January 2008 meeting where it plans to complete its work and file its final recommendations with the AACSB Board of Directors. SDC was formed in January 2007 with the charge to provide the AACSB Board and other appropriate AACSB committees with recommendations regarding:

- Accreditation strategy and value of AACSB accreditation;
- Membership strategy with the goal of protecting the value of AACSB accreditation;
- Review of AACSB accreditation standards to determine if recommendations for change are appropriate and in what form;
- Review and recommend how AACSB's Thought Leadership and Advocacy (TLA) activities should be developed; and
- An environmental scan of externalities that will affect AACSB and its academic constituency.

You may respond via email to SDC@aacsb.edu or directly to the [website](#) where the interim report is posted. We look forward to hearing from you. Your feedback is vitally important as SDC moves to the completion of its work. Any questions can be directed to me at Jerryt@aacsb.edu.

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DEAN'S CORNER**Increasing the XX Factor**

by David Saunders, Dean, Queen's School of Business

Imagine if you had a magic formula for career advancement, but you discovered that year after year, many people born on odd-numbered days weren't signing up to get it. Would you gamely soldier on and ignore 50 percent of the market or would you investigate?



It's an absurd scenario, but actually not too far from the experience with female MBA enrollment.

While women typically make up 50 percent of undergraduate business programs, that number drops dramatically to about 25–30 percent at the graduate level.

To better understand low female MBA enrollment numbers, last year we dedicated our annual survey of Canadian executives, conducted by an independent research firm, almost exclusively to the issue of women and the MBA. The results were interesting, and worrisome.

More than half (56 percent) of women in senior positions feel multiple barriers stand in the way of women who want to pursue an MBA. The obstacles most often cited were family responsibilities (36 percent), lack of financial resources (18 percent) and lack of female role models (six percent). Interestingly, just 30 percent of men in senior positions perceive that there are multiple barriers for women.

So now what?

We began by organizing a series of panel discussions on issues surrounding female applications to MBA programs that featured high-profile female alumnae. The events, called "Queen's Women and the MBA", were designed to stimulate conversation, help those considering an MBA understand the challenges, and show how successful female alumnae have overcome them.

Panelists candidly shared their thoughts on a range of issues such as managing family obligations, paying for an MBA and the career benefits they've enjoyed.

Queen's School of Business also is a national sponsor of the *Women of Influence* luncheon series—inspirational speaking and networking events that enable us to connect with career-minded women and better understand what's important to them.

Our latest initiative is to establish an informal mentorship program that pairs prospective female students with current female students who help coach them through the application process.

We also are the only Canadian business school to be a member of the [Forté Foundation](#)—a consortium of major corporations, top business schools and influential non-profit organizations dedicated to directing

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women toward business education and business leadership roles. Commitment to women in business and global reach are just two of the criteria Forté considers when choosing its members.

Are we there yet? Certainly not. But thanks to these initiatives, we have seen an increase in female enrollment across our MBA programs—in some cases by almost 50 percent.

North America cannot compete in a global marketplace if half of the potential talent pool feels discouraged from pursuing the crucial business training that comes with an MBA. So at Queen's, we're constantly striving for new and better ways to remove barriers for women who want to break through the proverbial glass ceiling with an MBA.

I encourage other schools to consider what they can do on this front and I'd love to hear what's working for you. You can email me at dsaunders@business.queensu.ca.

NEWSLINES**Computer Zombies: PC Hijackers Use Personal Computers to Send out Spam and Viruses**

Many professional and personal computers have become silent weapons for computer hackers and data marketing companies. "Nearly 80% of emails sent worldwide are spam," according to the National Technology Readiness Survey and the University of Maryland. The alarming news is that your computer could be the one that is sending them.

Spam has become an increasing problem for everyone. The messages are often offensive, disruptive, and costly. According to a survey described in an article from the Information Management Journal, "the time employees spend deleting junk e-mail costs companies nearly \$22 billion a year." In addition to the lost time in deleting these messages, individuals can become delivers of thousands of spam emails and even viruses without even knowing it.

"We are the first generation of humans where the capabilities of the technologies that support our information processing activities are truly revolutionary and far exceed those of our forefathers," says Dr. Hamid Nemati of the University of North Carolina at Greensboro. "Although this technological revolution has brought us closer and has made our lives easier and more productive, paradoxically, it has also made us more capable of harming one and other and more vulnerable to be harmed by each other." Dr. Nemati, an associate professor of information systems and operations management at UNCG, is one of many that have devoted time and energy to studying privacy, identity theft, computer law, informed consent, and cyber crimes. Recently, he has edited "Information Security and Ethics: Concepts, Methodologies, Tools, and Applications," a 3,987 page book published by Information Science Reference.

"Zombie computers" send the majority of spam emails. That is, a computer that has been abducted by a hacker or a spammer through the use of spyware and/or a Trojan virus. A Trojan virus has the same "rights" on a PC as a logged in user. These rights can include everything from installing software, deleting files, and sending passwords to a remote attacker. Computers affected by Trojans can turn into a spam central that may even have the capability to launch attacks against Web sites (such as the 2000 eBay attack). These infectious computer diseases can even block your computer's access to major antivirus vendors, such as www.mcafee.com and www.grisoft.com.

One of the first signs that your PC is a zombie or loaded down with a Trojan is its speed. With hidden things going on that you don't know about, your computer can become extremely sluggish. Based on most of the sources out there, the best methods for ridding your PC of these ailments is to invest in a good ad-ware, spy-ware, and virus cleansing software program. After you use the program to scan and fix your computer, you should regain control of your PC. If that doesn't work, re-formatting your system using the original start-up disks is the oldest trick in the book; just remember you'll have to go through and update all of your software with the newest available versions.

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B-SCHOOL OPEN POSITIONS

- > [Harvard Business School](#)
Faculty Positions

- > [University of Northern Colorado](#)
Dean, Kenneth W. Monfort College of Business

- > [The Pennsylvania State University](#)
Tenure-track faculty positions in the Smeal College of Business

- > [St. Ambrose University](#)
Dean, College of Business

TRANSITIONS/APPOINTMENTS**New Deans**

New dean appointments are listed alphabetically by university name.

University of Aarhus (Denmark)
Børge Obel

Alabama A&M University (USA)
Amin U. Sarkar

The American University in Cairo (Egypt)
Dennis J. O'Conner

Fundacao Getulio Vargas, São Paulo (Brazil)
Francisco Sylvio de Oliveira Mazzucca

The University of Hong Kong (China)
Gary C. Biddle

Kuwait University (Kuwait)
Rashed Sh. Al-Ajmi

Long Island University, C.W. Post Campus (USA)
Francis N. Bonsignore

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University of New Hampshire (USA)

Daniel E. Innis

Sogang Business School (Korea)

Sungbin Chun

Acting and Interim Deans**Idaho State University (USA)**

Kenneth A. Smith

Macon State College (USA)

John P. Cole

Pacific Lutheran University (USA)

William Frame

University of San Diego (USA)

Andrew T. Allen

Wayne State University (USA)

David L. Williams

New Administrators**Grenoble Ecole de Management (France)**

Gaël Fouillard, Executive Education Manager

University of South Carolina (USA)

Gregory R. Niehaus, Associate Dean for Research and Academics

Scott Koerwer, Deputy Dean

NEW PROGRAMS**Grenoble Ecole de Management Puts Geopolitics in Programs**

As Grenoble and others have observed, the global business environment is in constant change both politically and demographically. In a recent study by Grenoble, 81.8% of managers felt that developing expertise and perspectives in geopolitics would have been beneficial to their training.

Because of this and other factors, Grenoble Ecole de Management has initiated the integration of “geopolitics” into many of its new projects and programs this year. So far this year, the school’s programs have focused on specific geopolitical modules that have been taught by both Grenoble faculty and internationally known guest speakers. Also, to date, Grenoble has organized five conferences on geopolitics. Each conference, attended by over 150 participants, focused on Africa and globalization.

Visit the Grenoble geopolitics blog at: www.esc-grenoble.com/geopolitique

DePaul University Expands its MBA Program into Chinese Taipei

After having success with its MBA programs in the Czech Republic and Bahrain, DePaul University’s Kellstadt Graduate School of Business has decided it is time to service Asia.

According to the American Council on Education, Asia is growing into a “global hot spot” for U.S. colleges who are seeking to launch their degree programs internationally. In China alone, over 60% of foreign university-sponsored programs have a business focus. “As Asia’s economy continues to grow, so does the demand for business education, especially degree programs presented in partnership with well-respected Western universities,” said Michael Jedel, director of Kellstadt’s international business degree programs.

The Kellstadt School partnered with Pan Asia Education Co, Ltd. to establish the 18-month MBA program in Chinese Taipei last fall. The first cohort program included 18 students and the second program welcomed 19. Further programs are scheduled for 2008.

Five B-Schools Offer Post-Doctoral Bridge to Business Program

Tenure track positions for PhDs in Economics, Engineering, Math, Psychology, Sociology, and Statistics are possible at much higher salaries following completion of an AACSB-endorsed bridge program.

In response to critical doctoral faculty shortages and rising enrollments in management education, AACSB International announced its endorsement of “Post-Doctoral Bridge to Business Programs” that prepare experienced and new doctoral faculty from academic disciplines outside of business for faculty positions in accounting and finance, marketing, management, supply chain management, international business, and entrepreneurship.

The five schools to offer these programs are The University of Florida (USA); Grenoble Ecole de Management (France); University of Toledo (USA); Tulane University (USA); and Virginia Polytechnic

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Institute and State University (USA). All of these schools are AACSB-accredited and programs are slated to begin by the summer of 2008. Individual program concentration, length, delivery method, and other factors vary and are consistent with each of the selected school's strengths. This flexibility among programs provides interested candidates with options that suit an intensive summer scheduling preference, or a year or longer program that often uses distance technology to enhance student-mentor interactions.

For more information, visit: <http://www.aacsb.edu/bridgetobusiness/>

GIFTS AND GRANTS**Alumnus Donates \$500,000 to University of Richmond Robins School**

Richard and Susan Harrison recently donated \$500,000 to the Robins School at the University of Richmond, USA to fund the design of the latest energy conservation and management standards into the school's new wing. Mr. and Mrs. Harrison acquired the funds through financial returns on investments in green technology and decided that they wanted the profits to have immediate impacts on the environment.

The gift will environmentally upgrade the new wing to meet the requirements of the Leadership in Energy and Environmental Design (LEED) Green Building Rating System. LEED is the standard set by the U.S. Green Building Council for Environmental Sustainability. It focuses on five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

"This gift showcases once again that very successful Robins School alumni are business leaders who are making a difference," said Jorge Haddock, dean of the school. "The Harrisons' gift is extremely generous, environmentally responsible, and truly supportive of the Robins School."

University of North Carolina, Chapel Hill Receives \$4 Million Gift

Leonard W. Wood has donated \$4 million to the Center for Real Estate Development (CRED) at the Kenan-Flagler Business School at the University of North Carolina, Chapel Hill, USA. Mr. Wood's gift will help to further develop the school's MBA real estate program and expand the CRED.

The gift included \$1 million from Wood's business partners to establish The Leonard W. Wood Foundation for Excellence in Real Estate. Additionally, the funds will support more faculty and a new executive director for the CRED (which will be renamed as the Leonard W. Wood Center for Real Estate Development).

"What Leonard and his partners are doing will enable the real estate program to rise to its full potential. It will transform a great program into a national leader. Its contribution to our school and students will be immense," stated Dean Steve Jones.

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Fairfield University Receives Vintage Trading Post

In order to help mark 30 years of existence for the School of Business at Fairfield University, USA, a historic brass and oak trading post (valued at \$200,000) was donated by Christopher Quick, a university alumni and trustee. "I thought it was a unique piece of history. Much happened on that trading post in the 120 years it was on the floor of the New York Stock Exchange. A lot of capital was raised for many of the great industries in this country," stated Mr. Quick.

The trading post is one of the original horseshoe posts from the New York Stock Exchange (NYSE) that once stood among the marble columns of the NYSE trading floor. These posts were removed in 1980 and donated to various museums and universities across the United States.

North Carolina State's College of Management Receives Gift from Deloitte

The Deloitte Foundation recently donated \$100,000 to fund a new professorship in enterprise risk management at North Carolina State's College of Management. Dr. Mark Beasley, current director of the enterprise risk management initiative at the college, will become the Deloitte Professor of Enterprise Risk Management.

"University faculty play a critical role in educating the profession's next generation of business leaders," said Larry Ishol, Deloitte's deputy regional managing partner for audit and enterprise risk services. "They also contribute significantly to the growth of new knowledge through business and industry channels. Deloitte is proud to support this initiative through a gift that acknowledges the commitment shown by NC State College of Management to research, education, and service in the area of enterprise risk management, as evidenced by this popular roundtable series and the faculty's meaningful research and new course development completed over the past several years," Ishol said.

AWARDS**Cleveland State University's College of Business Receives Another "Best in Practice" Award**

The Nance College of Business Administration at Cleveland State University was recently awarded its third consecutive Title VI-B grant from the U.S. Department of Education. The grant, totaling \$165,000 will help the College to develop new international business programs and resources that bring students, faculty, and companies together to actively engage in entrepreneurial-focused global business activities.

"This grant is a real milestone in our efforts to expand global business education and help Ohio firms maximize their presence in global markets," said Robert Scherer, dean of the Nance College of Business. "We're very proud to be recognized for our efforts to help students gain hands-on, practical experience in international business and promote economic development in the state at the same time."

The award seeks to recognize global business "Best in Practice" standards throughout the U.S.

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University of Arizona Professor Recognized with IBM Faculty Award for Sustained Achievement

In September, Dr. Sudha Ram became the third faculty member at the University of Arizona's Eller College of Management to receive the IBM Faculty Award for Sustained Achievement. Dr. Ram serves as a McClelland Professor of Management Information Systems and director for the Advanced Database Research Group.

Dr. Ram will use the monetary prize associated with the award to develop a series of case studies to identify best practices in enterprise storage management. She plans to integrate these cases into courses in order to teach graduate students how to deal with data life cycles, minimize the costs of storage, and when to archive or dispose of data.

This recognition marks the second award this year that Dr. Ram has received for her research. In April, the University of Arizona awarded her for her leadership in technology innovation with the UA at the Leading Edge Award.

Babson Professor Awarded for Management Science Innovation

The Association of European Operational Research Studies (EURO) awarded Dr. Lori Houghtalen, a Babson College professor, with the Management Science Strategic Innovation Prize (MSSIP) for her research on air cargo alliances.

Her honored paper, "Designing Mechanisms for the Management of Carrier Alliances," was co-authored with assistant professor Dr. Ozlem Ergun and associate professor Dr. Joel Sokol of Georgia Institute of Technology. Their paper addresses the operational issues that arise when cargo carriers form an alliance, the technical and legal challenges associated with integrating information systems of autonomous carriers, and how to best manage alliances to ensure sustainability.

The award recognizes outstanding contributions in theory or in practice to a well-chosen scientific area encouraging innovative researchers and possibly entire research groups to focus their work on a domain of a particular strategic interest.

For additional information about EURO XXII visit: <http://euro2007.vse.cz/>

Audencia Nantes School of Management Professor Named "Rising Star"

Dr. André Sobczak, a professor at the Audencia Nantes School of Management, has been awarded as the European "rising star" in the field of global responsibility from the Aspen Institute and the European Academy for Business in Society.

The title/award recognizes faculty with less than eight years of experience for the development of global responsibility through research, teaching, and other measurable actions. At only 34 years of age, Dr. Sobczak has founded the Center for Global Responsibility at Audencia that brings students and highly recognized partners to the institution. Additionally, he has assisted in the creation of a global responsibility track for the school's Master of Management students.

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NEW MEMBERS**Educational****CEFAM - Centre d'Etudes Franco-Américain de Management**

Lyon, Rhône Alpes
France

Colorado Technical University

Colorado Springs, Colorado
USA

Napier University

Napier University Business School
Edinburgh
United Kingdom

National Institute of Development Administration

The Graduate School of Business Administration
Bangkapi, Bangkok
Thailand

Millersville University of Pennsylvania

School of Humanities and Social Sciences
Millersville, Pennsylvania
USA

SVKM's NMIMS University

School of Business Management
Mumbai, Maharashtra
India

University Tun Abdul Razak

Selangor D.E.
Malaysia

University of the West

Department of Business Administration
Rosemead, California
USA

Corporate, Non-Profit, Government

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Isaacson Miller
Boston, Massachusetts
USA

Talent Recruitment International
Clichy, Cedex
France

Current AACSB Membership:

TOTAL MEMBERS: 1,104
Educational Members: 1,055
Corporate/Government/Non-profit Members: 49

CONFERENCE ALERT

[Associate Deans Conference](#)
[Data Management Conference](#)
December 13–15, 2007
Tampa, Florida USA

Featured Plenary:

Bully-Proofing Academic Departments
December 15, 2007
Presented by: C. Kristina Gunsalus

All too often leaders are overwhelmed by the thought of dealing with difficult people and conflicts in the workplace. As universities and academic environments encompass a wide-range of diverse individuals who possess very different personalities and creative styles, conflict resolution and complaint-handling can be a critical skill. In this session, *Bully-Proofing Academic Departments*, C. Kristina Gunsalus will explore the consequences of when the boundaries of collegial behavior are exceeded and provide insight on how to prevent conflicts that can destroy morale.

C. Kristina Gunsalus serves as a special counsel in the Office of University Counsel and adjunct professor for the College of Law, Medicine, and Business at the University of Illinois at Urbana-Champaign. Previously, Gunsalus served as an associate provost where she was responsible for items pertaining to academic policy and administration, including the training and support of department heads and interpretations and revisions to academic policy. She was known for working for the “department of yucky problems,” and provided oversight for discrimination and harassment procedures, various personnel cases, and was a member of the workplace violence team.

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In 2005, she was selected to serve on the Illinois Supreme Court's Commission on Professionalism. Additionally, Kristina is also an accomplished author. She has written about her experiences in her book entitled, *The College Administrator's Survival Guide*, which outlines strategies for effectively managing difficult people and conflict in the academic environment.

In her session, *Bully-Proofing Academic Departments*, Gunsalus will share her experience and provide tips for surviving challenging circumstances and complaint-handling.

SEMINAR ALERT**Lessons for Aspiring Deans Seminar**

December 1–2, 2007

Phoenix, Arizona USA

This seminar is for anyone who has ever wanted to become a business school dean. Event attendees will hear from well-known veteran deans who will share their experiences, insight, and lessons learned. The program also will provide tips on how to match your talents to your institution of interest through the message conveyed in your vitae.

[Learn more and register for the event](#)

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SURVEY NEWS

We would like to announce the release of the 2006-07 BSQ Overview Reports and data. Thank you to all of the schools that participated in the survey this year. The total participation for 2006-07 was 607 schools, a 6.7% increase from 2005-06. We also are pleased that participation from outside of the United States has climbed to 119 schools, an 11.2% increase from 2005-06. As we continue to refine the reporting process, we welcome your comments and suggestions to make this survey more effective and efficient.

2006-2007 BSQ Overview Reports:

The 2006-07 BSQ Overview Report – U.S. and 2006-07 BSQ Overview Report – Worldwide have been released and are available in the downloads menu of DataDirect for the primary representative of any school that completed the 2006-07 BSQ or has a current DataDirect subscription.

2006-2007 BSQ data available:

The 2006-07 BSQ data now is available for custom accreditation statistical reports. Subscribers to DataDirect can access this data through the benchmarking menu for use in Quick Reports, Report Writer, Tables & Graphs, Sorted Lists, and Cross-tabs and Frequencies.

The primary representative for schools that are not subscribed but have completed the 2006-07 BSQ can request two custom accreditation statistical reports by emailing knowledge.services@aacsb.edu or datadirect@aacsb.edu and including the comparison groups requested (minimum of 6 schools per group).

Ongoing OPEN Surveys:**2007-2008 Salary Survey:**

OPEN for all schools

DEADLINE: November 30, 2007

2007-2008 Effective Practices Survey:

OPEN for all schools.

DEADLINE: December 31, 2007

2007-2008 Issues in Management Education Survey:

OPEN for all schools.

DEADLINE: November 15, 2007

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SURVEY

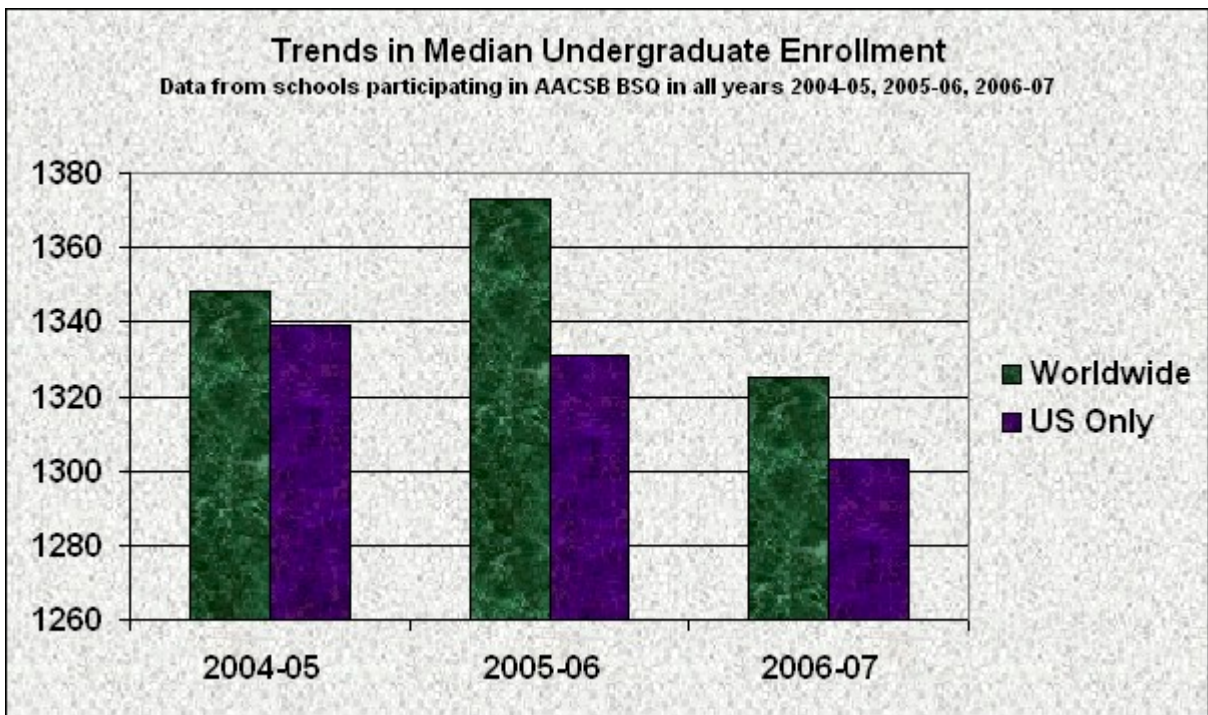
Career Counselor Survey

Help us help prospective business school students. If you have direct interaction with potential business school students and are aware of their needs, we need your feedback for the development of a student Web site specifically for individuals who are searching for business programs. Survey participants will be entered for a chance to win a digital photo frame.

[Take the Survey](#)

Deadline to Complete: October 19, 2007

DATADIRECT



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