

**John Fernandes, President and Chief Executive Officer, AACSB International****Baseball, Bosox and B-Schools**

The sweet smell of spring not only reminds us that our international conference and annual meeting in Tampa is imminent; it also heralds a new major league baseball season. What a great time of the year!

More than five years ago, in the inaugural issue of BizEd, I wrote about some of the uncanny parallels between baseball and business schools. It occurs to me that those similarities still exist and may be even more striking. First and foremost, baseball and b-schools have become global games, emphasizing inclusiveness, teamwork, and diversity; and both are in the gleam of an attentive public eye.

Historically, the United States has been the leader in management education and its national pastime; yet today, both business schools and baseball depend on the talents and greatness of its contributors from all over the world. Japan is the reigning world baseball champion; and major league stars come from Australia, Canada, the Dominican Republic, Mexico, Korea, Venezuela and several other countries. When it comes to lists of “best b-schools,” U.S. schools share billing with a host of schools from other parts of the world that are advancing management education in the spirit of AACSB International’s mission.

A few weeks ago, the major league baseball world was awakened from its winter sleep when its newest global star, Daisuke Matsuzaka, formerly of Tokyo, Japan, landed in Florida. He now is a member of one of baseball’s most enigmatic teams, my lifelong Madonna, the Boston Red Sox. Now, Daisuke is not a very large man, certainly not in comparison to teammates like the massive David (Big Papi) Ortiz. Why would the Red Sox pay as much as \$60 million for the diminutive Daisuke?

Herein lies another parallel of big brother baseball and younger brother business schools. Daisuke throws strikes. He consistently pitches long into the game, and he minimizes bad pitches. For eight years in the Japanese major league, he achieved outstanding numbers, culminating in his leadership of Team Japan to the World Baseball Classic championship in March 2006.

Business schools are increasingly being driven by the numbers, too. Nearly every accredited school uses AACSB’s DataDirect service to check the stats on peer and inspirational programs. Good numbers are the direct result of good strategies, and every b-school now thinks globally as it designs, develops, and implements its local programs, many of which are delivered on multiple continents.

Although there are many analogies between baseball and b-schools, let me offer just one more. Baseball’s most precious and fragile resource is its pitchers, whose bodies are stressed and strained in their efforts to best well-prepared major league hitters. Like baseball, b-schools have a precious, dwindling, and over-used resource—their academically qualified faculty, whose glory years, unfortunately, may be gone forever. To satisfy the voracious desire for management education throughout the world, these individuals are being stretched more than ever over territory that is constantly expanding. Like baseball, business schools must look to all corners of the world to identify the talent to teach its future business leaders.

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Business schools must “work the numbers” and exert their ingenuity and energy to attract high-potential educators from all appropriate resources. As I wrote more than five years ago, we likely will rely more and more on a combination of academically qualified faculty and other professional teachers and leaders to meet global teaching needs—just as baseball teams build their best teams by pulling from many different resources.

Don't forget spring's other big event! If you haven't already registered for the AACSB International Conference and Annual Meeting in Tampa, Florida, I hope you'll do so right away. AACSB's 90th anniversary program will stretch your thinking about business education by showcasing the world's best practices by and for global management education leaders. Hope to see you in our beautiful, world headquarters city.

Oh, and don't forget to cheer for the Red Sox!

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**DEAN'S CORNER****Dilemmas, New Responsibilities for Business Schools Worldwide**

by Pierre Tapie, dean and president, ESSEC Business School

As business schools, how relevant are we to the powers and duties of modern, multinational companies?

The concentration of economic wealth within very large companies is such that half of today's 100 largest organizations are governments and half are corporate entities. The resulting consequences for the business world are threefold:

Firstly, economic power has given these companies considerable influence over entire economies, countries, or regions; and power creates duty. Secondly, private organizations extend their missions and actions to areas traditionally dedicated to the public good—social insurance, health services, education, security services, and even military activity as exemplified by the Iraq war. Thirdly, there are areas where private companies are the main creators of new paradigms and are more involved in research than universities or the public sector.

As soon as new ideas are formed within a private perimeter--by definition limiting the access of knowledge diffusion--companies acquire new, increasing powers. These are especially evident in the areas of biotechnology and information technology, where the most advanced laboratories are located in private companies.

While companies have more power, the social acceptance of globalization is an increasing matter of concern. We know how this concern may vary from region to region. The vocal protestations from Porto Alegre, to the French "No" vote on the European constitution, to the riots during World Trade Organization meetings in Seattle, are significant signals.

The tension between corporate power and its legitimacy (*vis-à-vis* public opinion) has never been so strong. Because this tension can cause significant damage to businesses and the wealth of nations, who or what institution has ability and authority to effectively address the various dimensions of this tension? Business schools—armed with the necessary technical skills and academic legitimacy—are probably best positioned to do so.

Are business schools really tackling the challenge, though? I don't think so, and, if they are, it is quite rare.

It is difficult to raise questions that may create discomfort for the top financial supporters of business schools, as well as the recruiters who pay our graduates the highest salaries, and thereby improve our position in rankings. Tackling the issue means opening the Pandora's Box of the mission of "business in society," of the "purpose of business" itself, and its likely evolution over the next 20 years. A fascinating perspective indeed, but one that really is not mainstream.



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All of this can be considered relevant only if long-term interests outweigh short-term gain. A short-term focus on how to progress in rankings or appeal to candidates and faculty will, unfortunately, keep deans and their schools preoccupied. My argument is that if we, as academics, are unable to focus on this debate, we lose—in the long term and at great cost—our social legitimacy.

The public acceptance of business itself is a hidden hypothesis of our own mission of preparing future leaders for the business world. As the afore-mentioned issue will inevitably become a major one, we would be better off seriously investigating the question. If we do not do so, others—philosophers, authors, politicians, and unionists will, but they do not always have a sense of economic realities. If wrongly advised, governments can make bad policy decisions through poor decision-making or because they are unable to sufficiently influence public opinion on a key issue. In several European countries there is a fissure between public opinion and economic rationality at the expense of social wealth. This disconnect appears to be of extreme importance on a global scale, and will be manifested more as other countries enter further stages of development.

As academics, our supposed mission is to take advantage of the vast scope of balanced ideas and culture. The pressure we face, either from limited research or resources, creates a major risk of being overly oriented toward short-term operations.

Will we be sufficiently committed to our academic character or will we lean too heavily toward marketing and self-promotion, unable to grasp these increasingly pressing issues?

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**ASSOCIATION NEWS****Nine Business Schools Earn Initial AACSB Accreditation**

Nine institutions of higher learning from four countries have earned initial accreditation in business from AACSB International—The Association to Advance Collegiate Schools of Business. Founded in 1916, AACSB is the longest serving and largest global accrediting body for business schools that offer undergraduate, master's, and doctoral degrees in business and accounting.

The newly accredited schools in business are Helsinki School of Economics (Finland), University of Illinois at Springfield (USA), North Georgia College & State University (USA), Queens University of Charlotte (USA), Sejong University (South Korea), Shenandoah University (USA), Sonoma State University (USA), Tsinghua University (China), and University of Wisconsin-River Falls (USA). It also was announced that Nicholls State University (USA), which previously achieved business accreditation, has earned accreditation in accounting.

"AACSB commends the faculty, deans, directors, and administrative staffs for their exemplary work in helping their schools earn the highest achievement in business school accreditation," said John J. Fernandes, president and chief executive officer of AACSB International. "We send our heartiest congratulations to each of our newly accredited schools and wish them the best for the future."

The newly accredited schools raise to 549 the number of institutions that have earned specialized AACSB accreditation for their business schools. They become part of an elite group that makes up less than 10 percent of the world's business schools that have achieved business and/or accounting accreditation from AACSB. Tsinghua University becomes the first Chinese business school on the Chinese mainland to earn AACSB accreditation.

Earning accreditation is a three to seven-year process where a business school undergoes meticulous internal review, evaluation, and adjustment. During this period, schools develop and implement a plan to help it meet the 21 AACSB standards that require highly qualified faculty, as well as a commitment to continuous improvement and keeping curricula responsive to the needs of business. Accounting accreditation further requires the satisfaction of an additional set of 15 standards that are specific to the discipline and profession of accounting.

"It takes a great deal of commitment and determination to earn AACSB accreditation," said Jerry Trapnell, executive vice president and chief accreditation officer of AACSB International. "These schools have met rigorous standards of excellence, as well as made a commitment to ongoing improvement that ensures that they will deliver a high quality education to students."

**28 Schools Earn Maintenance of Accreditation**

In addition to the newly accredited schools, 28 AACSB accredited institutions have successfully completed their maintenance of accreditation review in business and/or accounting. As required by AACSB standards, all accredited schools must go through a peer review every five years in order to maintain their accreditation.

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**Schools Earning Five-Year Maintenance of AACSB Accreditation**

University at Albany, State University of New York (USA) – Business  
University of Alaska Fairbanks (USA) – Business  
Auburn University – (USA) – Business and Accounting  
Boston University – (USA) – Business  
Brigham Young University (USA) – Business and Accounting  
University of California, Berkeley (USA) – Business  
University of Central Michigan (USA) – Business  
University of Colorado at Boulder (USA) – Business  
Fairfield University (USA) – Business  
Indiana University, Bloomington/Indianapolis (USA) – Business and Accounting  
Lehigh University (USA) – Business and Accounting  
The University of North Dakota (USA) – Business  
Rider University (USA) – Business and Accounting  
Rollins College (USA) – Business  
Seattle University (USA) – Business  
University of Scranton (USA) – Business  
Shippensburg University (USA) – Business  
Southern Methodist University (USA) – Business  
University of Tennessee at Knoxville (USA) – Business and Accounting  
Tennessee Technological University (USA) – Business and Accounting  
The University of Texas at El Paso (USA) – Business and Accounting  
The University of Texas at San Antonio (USA) – Business  
Texas State University-San Marcos (USA) – Business  
University of Wisconsin-Madison (USA) – Business and Accounting  
Valdosta State University (USA) – Business  
Villanova University (USA) – Business and Accounting  
Wake Forest University-Babcock (USA) – Business  
Wake Forest University-Calloway (USA) – Business and Accounting

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**NEWSLINES****College of William and Mary Breaks Ground for New Home**

A new \$75 million home for the b-school at the College of William and Mary will be ready in the fall of 2009, following groundbreaking for the project last month. The Alan B. Miller Hall, named after an alumnus, will bring faculty, staff, and students at the Mason School of Business together in a state-of-the-art, 160,000-square-foot building.



Construction on the project, in which \$50 million will be financed with private funds, is expected to begin in May. The balance of the funding will come from the College of William and Mary. Designer for the building is Robert A.M. Stern Architects.

“This remarkable facility will reflect who we are as a business school and enable our efforts to create the next generation of great business leaders,” said Mason School Dean Lawrence B. Pulley.

The building is being designed to achieve LEED certification, a designation for projects that meet certain environmentally friendly guidelines. The three-story structure will include a much-needed multi-purpose space, as well as a 50-foot atrium and a café that will seat 100 inside and more in an outside patio area. It also features modern classroom space, breakout/project team rooms, conference rooms, and seminar spaces.

The building’s namesake is chairman and president of Universal Health Services, Inc., one of the largest American hospital management companies with 100 facilities in the USA and Puerto Rico. Net revenues of the company are approximately \$4.5 billion annually.

**HEC Paris Launches Program to Help Increase Revenue for African Cotton Farmers**

HEC Paris, in conjunction with the Foundation for World Agriculture and Rural Life (FARM) and the African Cotton Producers’ Association, has announced special training programs designed to increase productivity within the African cotton industry.

The objective of these courses, to be offered in the city of Bobo-Dioulasso, Burkina Faso, is to help improve the competitiveness of agriculture and increase farmers’ revenues. Due to its importance in agricultural systems, cotton was chosen as the first focus for the training center. At a future date, work will begin on diversifying production and developing other fields of agricultural study.

HEC’s direct contribution to the partnership will be a specialized master’s program for approximately 30 students who already hold a bachelor’s degree or equivalent. In addition, it will offer a program of

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executive education designed for agricultural professionals, elected officials, technicians, producers, and administrators.

Throughout the next academic year, HEC will welcome approximately 15 directors of professional organizations of African cotton producers.

"This is a key project for HEC. Not only is it part of our educational mission but it also reflects our commitment to corporate social responsibility," said Bertrand Moingeon, associate dean for HEC Executive Education.

### **University of Chicago's London Campus Graduates First EMBA Class**

The first class to enroll in The University of Chicago's executive MBA program since the school moved its European campus from Barcelona to London in 2005 recently received diplomas at the Rockefeller Chapel in Chicago.

The London graduating class includes 83 students representing 32 different nationalities, with more than three-fourths of the class from countries other than the United Kingdom. A wide range of companies employs executives from this class, including Goldman Sachs, the 2012 Olympics, Macquarie Bank and Arla Foods, among many others.

"Studying at GSB London enabled me to experience the best of U.S. business school teaching without leaving my job," said 32-year-old Briton Isobel Leaviss, an Olympics Project Executive with London Development Agency. For Leaviss, the Chicago program provided "an opportunity to step back, explore new ideas and immediately apply them in my work environment. The EMBA has equipped me to tackle new situations with greater confidence."

The program consists of a series of 16 one-week modules, 13 of which are held in London and three of which are divided between the school's campuses in Chicago and Singapore. The same professors who teach in the school's full-time MBA programs teach the EMBA courses.

### **Kennesaw State's Capozzoli Helps Develop Accounting Disclosure Definitions**

The work of Ernest Capozzoli, an accounting professor at the Coles College of Business at Kennesaw State University, could make it much easier for stockholders to rapidly receive detailed, high-quality information about public companies.

Capozzoli is one of only two academics serving on a prestigious nationwide team developing standardized definitions for financial statement footnote disclosures through XBRL (eXtensible Business Reporting Language), the universal language of financial reporting. Organized by the Financial Accounting Foundation, the development team is managed by XBRL U.S.

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"This project will change the way more than 10,000 companies regulated by the Securities and Exchange Commission will interact with the SEC and the investing public," Capozzoli said. "The significance, complexity, and importance of the project cannot be understated."

Public companies' annual reports have voluminous footnote disclosures that contain important information for investors. But since there's no easy or practical way to retrieve the data, it can be difficult for investors to get basic information. Through Capozzoli's work, future investors will be able to download easily understandable disclosure information for an individual company or an entire industry segment.

### **Government Funding Will Make New Building Possible at University of Toronto**

The Province of Ontario for the University of Toronto's Joseph L. Rotman School of Management has approved a landmark \$50 million in funding. The funding will make possible construction of a new building that will create space for a 50 percent expansion of the school's graduate programs, as well as a home for the newly established Centre for Jurisdictional Advantage and Prosperity.

An additional \$10 million in government funding also has been allocated to the project, while a further \$60 million will be raised from private donations to match the government total. Already, the campaign to raise private funding is more than half way to its goal.

The new building, to be constructed on the University's St. George Campus, will be in addition to the existing facilities of the Rotman School, which opened in 1995.

The Centre for Jurisdictional Advantage and Prosperity will study how jurisdictions, including provinces, become magnets for companies to start up, locate, and grow. In the past, this type of knowledge has been fragmented across many fields.

"This disconnected knowledge has been less helpful to policy-makers and businesses than is required," said Roger Martin, dean. "The Centre will remedy this by attracting and bringing together the best group of scholars in the world to study jurisdictional advantage in order to create new and valuable insights that will benefit Ontario and the world at large."

Over the past decade, the Rotman School has assembled the largest academic research group in Canada dedicated to the study of Jurisdictional Advantage and Prosperity but has lacked the physical and funding infrastructure necessary to advance the research. Later this year, a world-renowned academic director for the Centre will be announced.

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**Eller College at University of Arizona Challenges High School Students' Ethical Values**

Future business leaders still in high school are getting early exposure to key business issues at the Eller College of Management at The University of Arizona. The college has opened its doors to the state's college prep set to encourage the spirit of entrepreneurship and to stimulate discussions on personal and business ethics.

Students from 11 southern Arizona high schools discussed ethical dilemmas during the Eller College High School Ethics Forum, a first-of-its-kind event made possible through support by PricewaterhouseCoopers.

"The Eller College of Management prides itself in producing business leaders who think critically and ethically," said Paul Melendez, ethics program director and public policy lecturer at the Eller College of Management. "The High School Ethics Forum provides an opportunity for students to sharpen their critical thinking abilities and become exposed to real-world business issues even before they get to college. It is never too early to begin ethical discussions."

**Wal-Mart CEO Addresses Mays School MBA Students**

A roomful of attentive MBA candidates fell quiet as Eduardo Castro-Wright, the public face of Wal-Mart, answered the question: "What can you say about outsourcing and Wal-Mart's role in the loss of American jobs in manufacturing plants?"



Wal-Mart's Eduardo Castro-Wright spent a March afternoon with MBAs at Texas A&M's Mays School of Business

His answer was swift. "If you're a capitalist, you can't take the view of separate markets—the global market is where we live today. We favor U.S. products in our stores, even with a premium, but not to the extent that you're going to pay for it as a consumer. Competition is a beautiful thing. It makes us better everyday."

Castro-Wright, making his first visit to Texas A&M since his undergraduate mechanical engineering days in the 1970s, told students that Wal-Mart's mission is to make life better for consumers. And though Wal-Mart sales have grown by \$17 billion in the past year—more than the combined value of Google, eBay and Yahoo—the "human-first" message underscores the company's key to maintaining growth and profitability.

He pointed out that along with establishing 3,550 retail outlets in the United States, the company has brought benefits to the individual communities that it serves, from increased purchasing power to community enhancements that include stores run on solar power (Colorado) or wind turbines (Texas).

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“You can’t be successful in improving lives if you just bring products in at lower prices for consumers,” he said. “As the largest retailer in the world, we shoulder some responsibility for helping the world become a better place.”

Castro-Wright pointed out that a new Wal-Mart can revitalize “urban deserts” and build traffic in a previously withering retail market, but in other places it could threaten mom-and-pop businesses. He said the company’s recent push for less packaging means the company’s truck fleet can reduce fuel consumption because it will haul less material.

The sheer size and scale of Wal-Mart’s operation also helps bring new, energy-saving technologies to the retail floor, such as LED lights for freezer cases that were costly to manufacture. With 6,000 worldwide stores each putting in LED lighting, an instant market for an LED manufacturer is created.

**TRANSITIONS****Sanjay Sharma New Dean of Business School at Concordia University in Canada**

Sanjay Sharma has been named dean of the John Molson School of Business at the University of Concordia in Canada. He was appointed for a five-year term beginning Aug. 1.

Sharma comes to Concordia from Wilfrid Laurier University in Canada where he holds a research chair in organizational sustainability and is professor of policy in the School of Business and Economics. Since 2005, he has been the director for the Certified Management Accountant's Centre for Responsible Organizations, which focuses on research and practice in the areas of organizational sustainability, corporate social responsibility, ethics, environmental management, social issues, and corporate governance.

Before joining Wilfrid Laurier University, he was associate professor and the director of the executive MBA programs at Saint Mary's University in Halifax, Nova Scotia. He has authored and edited numerous publications in the highest ranked journals in management and has helped establish the credibility of a new field of scholarship. He participated in a number of international and national research bodies, advised several corporations and not-for-profit organizations, and was a Fulbright Scholar in 2001-2002.

Prior to his academic career, Sharma had 16 years of senior management experience with international corporations in the United Kingdom and India. He earned a PhD from the University of Calgary and an MBA from Panjab University in India.

**Elon University Taps Former George Washington University Associate Dean**

Mary A. Gowan, for the past two years the associate dean for undergraduate programs at George Washington University, has been named dean of the Martha and Spencer Love School of Business at Elon University (USA) effective July 1.

Gowan, who came to George Washington University in 2002, taught undergraduate, MBA, and doctoral courses. She also had an active research agenda, publishing in academic/business journals and 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 was on the faculty at The University of Texas at El Paso, University College of Mercer University, and visiting professor at the University of Maryland's Robert H. Smith School of Business. She also taught for the Helsinki School of Economics in South Korea and in Finland.

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**BRIEFLY**—**H. Martin Shane** has been named dean of the School of Business at **The University of Texas at Brownsville (USA)** ... **Richard Dearth** has been appointed interim dean of the Kelce College of Business at **Pittsburg State University (USA)**, replacing Russ Hardin, who is leaving at the end of the academic year to become accounting department chairman at the University of South Alabama (USA) ... **Joe Alexander** has been named associate dean and senior professor of performance excellence at the Jack C. Massey Graduate School of Business at **Belmont University (USA)**.

**APPOINTMENTS****Danos Re-appointed to Fourth Term as Dean of Tuck Business School**

Paul Danos, dean of the Tuck School of Business at Dartmouth College for the past 12 years, has been appointed for a fourth term by Dartmouth President James Wright. Danos came to Dartmouth in 1995 from the Ross School of Business Administration at the University of Michigan, where he was senior associate dean.

"Among his many accomplishments, Paul has recruited a distinguished faculty, advanced the school's physical expansion, and ensured Tuck's global presence and reputation," said Wright.

Danos, a former member of the board of directors of AACSB International, serves on the board of directors for General Mills and BJ's Wholesale Club Inc. and on the advisory board of the University of Notre Dame's Mendoza College of Business. Previously, he served on advisory boards for the Graduate Management Admission Council (GMAC), Ledyard National Bank, National Taiwan University, The Rassias Foundation Board of Overseers, LEAD Council of Deans, Accentus, and others.

"In my mind, Paul Danos is hands-down the best business school dean in the world, and his appointment to a fourth term is roundly welcomed ..." said William F. Achtmeyer, chairman of Tuck's board of overseers. "As our school continues in its second century, we look forward to supporting Paul as he cements Tuck's position at the very top of MBA programs around the world."

### UNC Greensboro Business School Professor to Serve on United Nations Commission



Albert N. Link, professor of economics at the Bryan School of Business and Economics at The University of North Carolina at Greensboro, has been named the U.S. representative on the U.N. Economic Commission for Europe. The Commission's meetings will be held at the U.N. Mission in Geneva, Switzerland, beginning this summer.

Link will join a team of experts to evaluate the innovation and competitiveness policies of the European Union, while serving as the spokesperson for U.S. innovation policy. He also has been named vice-chairperson for the commission's policy initiative.

An accomplished researcher in the field of innovation policy, Link has been an advisor to the National Academy of Sciences and has served as an advisor on science and technology to the governments of Austria, Canada, France, Germany, Korea and New Zealand.

A member of the faculty since 1982, Link authored the book *Innovation, Entrepreneurship, and Technological Change*, to be published in July by Oxford University Press.

### DePaul Hires Bank of America Exec to Head New Financial Services Center

DePaul University's College of Commerce has named William A. Obenshain, a former managing partner of Bank of America's European private equity business, as the executive director of its new Center for Financial Services. Obenshain will oversee the center's education, research and outreach programs, including new MBA concentrations in banking and investment management to be offered this fall.

Obenshain brings 38 years investment and banking experience to his new post. As founder and chairman of Bank of America's BA Capital Partners Europe from 1995 to 2006, he managed 16 investment professionals and \$1.3 billion in capital in 10 European countries. Previously, he served three years as managing director and head of special asset administration for Bank of America and Continental Bank, which Bank of America acquired in 1994. During a 26-year tenure at Continental (1968-1994), he rose through the ranks from trainee and account officer to managing director of the institution's Midwest and New England corporate banking services.

Before joining Continental, Obenshain served in the U. S. Navy for five years, earning the rank of lieutenant. He obtained a bachelor's degree from Dartmouth College and completed his MBA at Dartmouth's Tuck School of Business.

**BRIEFLY—Babson College** (USA) has named **Susan Foley** to the newly created position of executive director of research centers ... **Towson University** (USA) has appointed **Clay E. Hickson** as director of its new Business Globalization Center, a startup incubator to encourage international business activity in Maryland.

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**NEW PROGRAMS****Harvard Business School, Kennedy School Announce New Joint Degree Program**

Harvard Business School (HBS) and Harvard's Kennedy School of Government (KSG) have launched a fully integrated joint degree program in business and government that is designed to prepare leaders to manage complex organizations, shape public policy, and work in positions of influence to tackle critical issues in health care, the environment, economic development, and government regulation.

"From tax policies and trade agreements to a wide range of laws and regulations, the interaction between business and government for the greater good of society has never been more important," said Harvard Business School Dean Jay O. Light. "As they embark on careers that will have a significant impact on corporate policy and public affairs, students in this new program will benefit from the strong practical focus that is the hallmark of both schools."

The culmination of a multiyear effort by faculty and administrative task forces from both HBS and KSG, the program will blend offerings from the current required and elective curricula of both schools along with new, specially designed courses and seminars and a program of two summer internships. The program will admit its first students in the fall of 2008. It will take three years for candidates to complete, and upon graduation, they will earn degrees from both schools.

Students will have their choice of two options: a master's degree in business administration/master's degree in public policy (MBA/MPP) or a master's degree in business administration/master's degree in public administration-international development (MBA/MPA-ID). To pursue either of the new joint degrees, students must be admitted independently to both Harvard Business School and the Kennedy School.

The new programs will replace an existing concurrent degree program at KSG and HBS—an arrangement that enabled students to earn both degrees separately. Both schools will continue to support all concurrent degree students until they have graduated.

Students also must complete two separate summer internships during the program. Between the first and second years, students will work in a public service or policy-based position; and between the second and third years, they will obtain positions in a private sector or non-profit organization.

**Senior Level Managers Graduate from Chinese Fashion/Luxury Program**

A first-of-its-kind advanced management program in fashion and luxury has produced its first 51 graduates of a collaborative program developed by Tsinghua School of Economics and Management, Institut Français de la Mode (IFM), and the HEC School of Management-Paris.

The graduates, representing senior level management from 24 companies in the fashion and luxury sectors, averaged 38 years of age and 14 years of work experience.

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The objective of the Advanced Management Program in Fashion and Luxury is to prepare senior managers for the challenges in the rapidly evolving Chinese fashion and luxury markets. The six-module executive program comprises a wide range of subjects that include global strategy and brand management, globalization and innovation, product strategy and brand management. Each module is run over a three-day weekend on the Tsinghua campus in Beijing.

HEC Paris, IFM and the Tsinghua School each have contributed a number of their internationally recognized faculty to the program. These include Jean-Noël Kapferer, an expert in luxury and brand management; Florence Muller, a leading French expert on fashion/luxury culture and history; and Li Fei, a leading expert on China's retail management and brand positioning management.

Participants have the opportunity to further enhance their international exposure in the fashion and luxury sector by taking an optional study trip to Paris, the world's fashion capital, in May 2007. This eight-day trip will give participants the opportunity to encounter the luxury industry and attend high-level meetings and conferences led by authorities in the field.

The next intake of managers for the program will be in September 2007. Application brochures and materials are available at <http://www.hec.fr/hec/eng/fashion-luxury>

### **Warwick Business School Exports Service Leadership Program to Singapore**

The Singapore Institute of Management will be the recipient of a new program in service leadership to be taught by the Warwick Business School of the University of Warwick. The two schools, along with the Singapore Workforce Development Agency, signed an agreement early this year and the program was launched last month.

Participants in the program must be Singaporeans or permanent residents of the country, and must have the backing of their employers. The Workforce Development Agency has launched a scholarship program that will provide participating organizations with 70 percent of the funding for course fees.

The first cohort of around 20 participants will include managers and leaders of customer service teams in industries such as healthcare, catering, tourism, and transportation. Sponsoring employers include Tan Tock Seng Hospital, Suntec Singapore International Convention and Exhibition Centre (SSICEC) and Singapore Airport Terminal Services (SATS). Teaching will take place at the Singapore Institute of Management, and graduates will earn a Diploma in Service Leadership.

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**University of Maryland's Smith School to Launch Global Consortium MBA Program**

The University of Maryland's Robert H. Smith School of Business has entered into a strategic partnership with India-based Management Development Institute and the University of International Business and Economics in China to jointly deliver an MBA program that will simultaneously draw students from the United States, China, and India.

The two-year, full-time program—to be launched in the fall of 2008—will focus on global entrepreneurship and offer insight from the world's key markets. Students will complete the first year of the program at their respective home institutions, then come together for three modules: the first in the United States, the second in China, and the third in India.

The Smith School also announced plans to work with Management Development Institute to explore the possibility of an annual India business plan competition to be modeled after Smith's highly successful China Business Plan Competition, now in its third year.

**New Eller College MBA Programs Provide Study Opportunities in Mexico, Asia, and Europe**

Students at The Eller College of Management at The University of Arizona (USA) will have the opportunity to work this summer at Emerson electronic subsidiaries in Hong Kong, Manila, Vienna, and Minnesota as part of new MBA programs.

Students will be able to work for Emerson subsidiaries Astec Power and Artesyn Technologies at the four different locations. In addition, four institutions in Mexico will be the destination of several other Eller science and engineering students as part of a collaborative agreement between the college and the schools located in Mexico.

The four Mexican scientific organizations participating with Eller are Centro de Investigaciones en Óptica, A.C. (CIO), Leon; Centro de Investigación Científica y de Educación Superior de Ensenada (CICESE), Ensenada; Consejo Nacional de Ciencia y Tecnología (CONACYT), México City; and Instituto Nacional de Astrofísica, Óptica y Electrónica (INAOE), Puebla.

Cross-disciplinary teams of science and engineering students and first-year MBA students will evaluate various technologies, and then prepare market analyses, financial plans, and business models for each institution.

**Rise and Shine: Rotman School Launches Morning MBA Program in Toronto**

MBA students in the Toronto area who also are working professionals will be able to pursue their studies early in the morning before heading to their jobs. It's all part of the new three-year Morning MBA at the

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University of Toronto's Rotman School of Management, with the majority of core classes to be offered Tuesday and Thursday mornings, from 7 to 9 a.m. First classes are set to begin in September.

Students in the program also are required to complete five week-long courses during their three years of study. Electives, offered in the second and third year, may be taken in the morning, afternoon, or evening.

The Rotman School also offers a two-year MBA Program, which admits 270 full-time students each year from more than 25 different countries. A three-year, part-time MBA Program enrolls up to 65 working professionals in both evening and morning cohorts. There also are two executive MBA programs, one of which offers classes in seven locations on four continents over a 14-month period.

### **Thunderbird Expands Joint Degree Programs with Asian Partner Institutions**

The Thunderbird Global School of Management continues to expand its global learning network by announcing several new partnerships and programs in Asia, including a dual degree program with a top business school in Taiwan, a student exchange program with a prestigious university in Beijing and a nondegree certificate program for Chinese managers that will be offered in Beijing, Shanghai, and other cities.

Thunderbird will team with Soochow University in Taipei, Taiwan, to offer a dual degree program that will allow students to earn an MBA from Soochow and a master's degree in global management from Thunderbird. Soochow is a private university with about 13,000 students in five schools, including its business school.

Thunderbird's newest student exchange program will be with Tsinghua University in Beijing, which this month became the first business school on the Chinese mainland to become accredited by AACSB International. The non-degree executive education program will be in partnership with the Enterprise Research Institute of the Development Research Center of the State Council of China. The 12-month certificate program for Chinese managers will launch in September 2007.

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**GIFTS AND GRANTS****\$3.85 Million Gift Has \$2 Million Earmarked for UNC Greensboro Business School**

A portion of the \$3.85 million gift from Microsoft Vice President Robert McDowell and his wife Lissa Shelley McDowell will establish the Bob and Lissa Shelley McDowell Research Center for Global Information Technology Management at the Bryan School of Business and Economics. The center will address business and society-related information technology challenges faced by companies as they expand globally.

The gift also will provide support for the university's Weatherspoon Art Museum and enhancing student reading, writing and speaking skills.

The McDowell gift will allow UNCG to greatly expand its information technology program by establishing the nation's first center to investigate the international applications of information technology.

McDowell delivered the keynote address during last year's UNCG Corporate Expo, which brought together top level business leaders from across North Carolina. He told business leaders: "The quality of education between the U.S. and the rest of the world is closing. We either succeed globally or we die."

**NEW MEMBERS****Educational****ADVANCIA-NEGOCIA**

8 avenue de la porte de Champerret  
75838 Paris Cedex 17  
France  
<http://www.advancia.fr>

**Institute of Business Management (IoBM)**

Korangi Creek  
Karachi, Sindh 75190  
Pakistan  
<http://www.cbm.edu.pk>

The Institute, the only Pakistani business school with a full fledged research program, is the publisher of the Pakistan Business Review. The Institute's academic programs—modern and comprehensive in concept and structure—broadly resemble honors programs offered by U.S. universities.

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**Pole Universitaire Leonard de Vinci**

Ecole de Management Leonard de Vinci  
F-92916 Paris La Defense Cedex  
France  
<http://www.emlv.org>

**University of Northern British Columbia**

School of Business  
3333 University Way  
Prince George British Columbia V2N 4Z9  
Canada  
<http://www.unbc.ca>

With a core campus in Prince George and regional campuses throughout northern British Columbia province, UNBC recognizes the importance of quality teaching, personal attention, ground-breaking research, and being relevant to the North.

**Corporate****Citibank, The Student Loan Corporation**

7375 Moeckel Road  
Grass Lake Michigan 49240  
<http://www.studentloan.com>

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**AACSB International**

777 S. Harbour Island Boulevard, Suite 750  
Tampa, Florida 33602-5730 USA  
Tel: 813-769-6500 Fax: 813-769-6559

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**CONFERENCE ALERT****Faculty Conference on Learning: Register Now and Save \$300!**

Orlando, a popular destination for the entire family, is the site of this summer's AACSB Faculty Conference on Learning: Building Toward Success, June 6–8. Participants will share best practices and experiential techniques, delve deeper into comprehensive business simulations to assess learning in the classroom, and explore specific strategies designed to help business school professors internationalize their careers.

The four plenary sessions feature top faculty teaching experts on subjects of importance to all instructors. **Brad Wheeler**, chief information officer and dean of IT for Indiana University, will discuss the most important and influential open source community project in academia — the Sakai Project. Brad teaches MBA courses on executive leadership of IT strategy, and has taught e-business and e-learning courses for corporate/academic audiences on six continents and in 26 countries.

**Joe Hoyle**, the David Meade White Distinguished Teaching Fellow in the Robins School of Business at the University of Richmond, will share a unique Socratic approach he has successfully used to engage and encourage his students. BusinessWeek named Hoyle, a 34-year teaching veteran, as one of 22 favorite b-school professors in the U.S.

**Richard A. Cosier**, dean of Purdue University's Krannert School of Management, and vice chair - chair elect of the AACSB board of directors, will preview the findings of AACSB International's Task Force on the Impact of Research and share the committee's recommendation about the way research is measured.

**Christine M. Riordan**, associate dean for external relations at the Neeley School of Business at Texas Christian University, will discuss "Establishing a Leadership Program." Riordan has designed innovative leadership programs for many Fortune 500 and private companies, state governments, and several universities.

Attendees who register prior to May 6 will save \$300. For more information, visit [Faculty Conference on Learning](#).

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**SEMINAR ALERT****New Deans Seminar Set  
June 24–27 in Tampa**

The popular New Deans Seminar, a must for those new to dean's position or serving as an interim dean, is filling up fast and will surely play to a full house when the seminar convenes in the AACSB world headquarters city of Tampa in June.

The seminar provides deans, interim deans, and program directors with valuable information about their responsibilities and how their educational role changes when they assume a leadership position. Led by facilitators with years of experience as business deans, the seminar covers all the necessary requirements for a successful deanship. Topics include: career paths and success factors, mastering the inside game, friend raising and fund raising, accreditation, challenges facing new deans, change management, and others.

Facilitators for the event will be **Allan D. Spritzer**, professor of management and former dean of business at East Tennessee State University; **Otis Baskin**, professor of management and former business dean at Pepperdine University; **Donna T. Mottilla**, business dean at Christopher Newport University; and **Jerry E. Trapnell**, executive vice president and chief accreditation officer at AACSB International.

For more information, visit: [New Deans Seminar](#)

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**SURVEY NEWS****Current Surveys:****2006-2007 Business School Questionnaire (BSQ)**

All Schools: OPEN

Deadline: April 27, 2007

**2006-2007 Accounting Programs Questionnaire (APQ)**

All Accounting Accredited Schools: OPEN

Deadline: May 25, 2007

**Dean Survey**

All Schools: OPEN

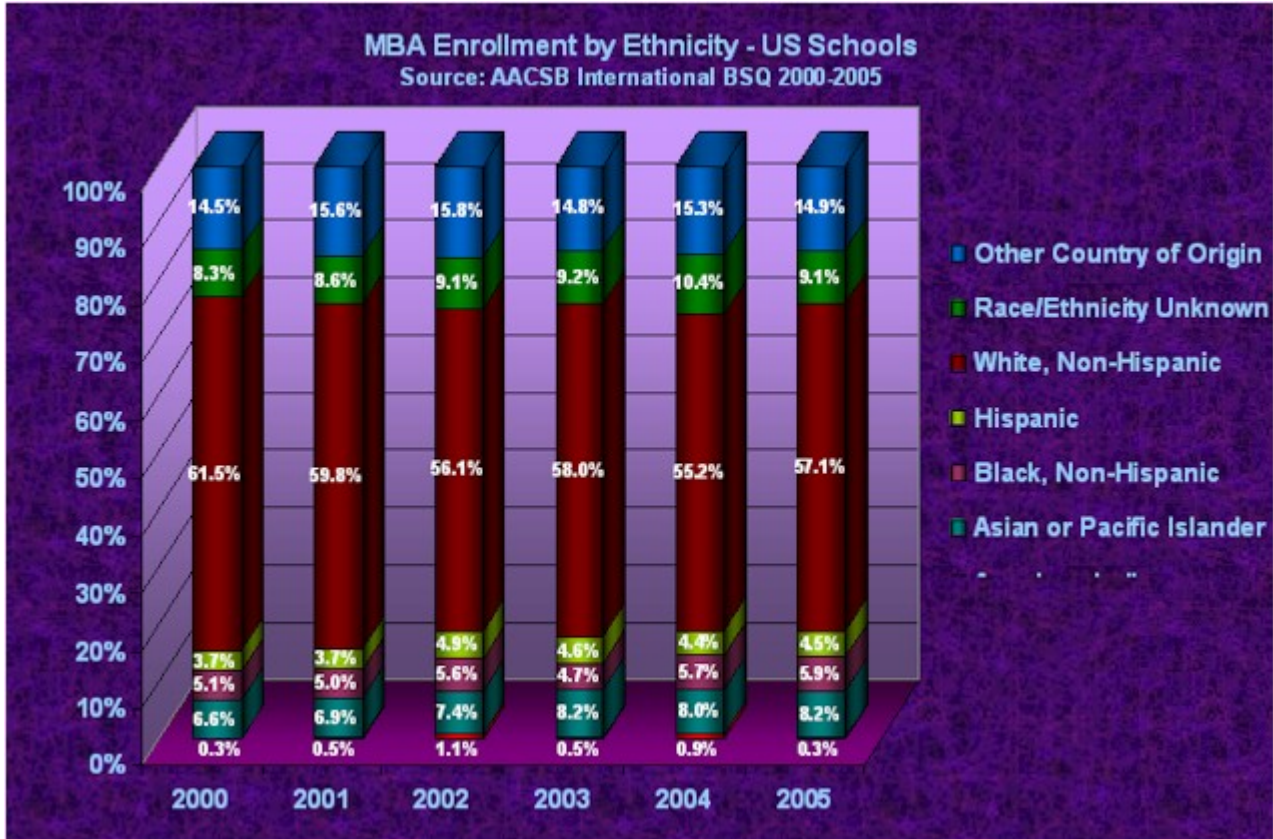
Deadline: May 4, 2007

Thank you to all of our members currently working on the BSQ, APQ, and Dean Survey. We look forward to receiving all of this year's data and sharing the results regarding the current trends in business education. This year's BSQ is the second year on the new DataDirect format and we have had wonderful responses to the new streamlined sections for Finances, Business School Faculty, and Staff.

All 2005-2006 BSQ participants should watch their email inbox! The BSQ Overview Report is being finalized and will be distributed as a download through DataDirect this month. With this new system in place, all of the future overview reports for the BSQ will be released more quickly as our data cleaning and analysis process has been greatly enhanced. An extra bonus: DataDirect subscribers will have the option of creating overview reports customized with their own chosen comparison groups.

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