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**CHAIRS EXCHANGE with JUDY OLIAN**

**Dean, UCLA Anderson School of Management  
2007–2008 Chair, AACSB International**

**The Millennials and Us**

Last month I sat on stage with Bill Gross, Founder and Director of PIMCO, one of the largest fixed-income management companies in the world, waiting our turns to speak at the 2007 commencement ceremony at UCLA Anderson School of Management. Despite our fairly frequent experiences addressing large crowds, we chuckled that we were both nervous. In contrast, our student speakers seemed confident and entirely comfortable with the circumstances. They could have been speaking to four people or 4,000—it didn't seem to matter. Bill reminded me that this generation has grown up in front of the camera and their approach toward public exposure is profoundly different than ours. They share everything, really everything, on Facebook, YouTube or Flickr, and they are fearless, uncensored, and unguarded in displaying their emotions and passions.

This generation of students – the millennials - has other distinctions. It thinks big and expects to have an impact. In the 2006 Cone Millennial Case Study, 61% of those born between about 1977 and 1998 feel personally responsible for making a difference in the world. But to them, it's not enough to talk or to IM. They want to engage, to take action, to galvanize others, to be part of a larger community making a difference. Take a look at some of your students' blogs—it's much more than who they are—it's what they aspire to be.

As the most technologically adept generation ever, millennials have grown up with internet networks that transcend time and space. Being part of a global community is natural when the medium is the web. Just consider the Live Earth concert weekend fueled by the energy of mostly millennials, reaching 178 countries, 35 territories, and resulting in 30 million web downloads so far. They used technology for the greater good. Music was the hook for those who watched or went online, but the purpose was larger -- to solve the world's climate crisis.

According to a recent survey by Net Impact, only one in three MBA students expects to work for large- or medium-sized businesses five to ten years after graduation. Four of every five MBA students believe companies should work to better society and will seek socially responsible employment in their careers. UCLA's Higher Education Research Institute collects survey data annually from college freshmen attending over 1200 colleges and universities in the US. In 2006, "helping others" was rated important by 66.7% of the freshmen, the highest rating this value has received in the last 20 years.

In business schools, we are recognizing and adapting to the shifting needs and passions of millennials. We've added new content into our curricula on social entrepreneurship, business and environmental sustainability, and leadership preparation for various segments of the not-for-profit world. According to the World Resources Institute and Aspen Institute's Beyond Grey Pinstripes survey, 54 percent of business schools require a course on corporate social responsibility or environmental sustainability, up from 34 percent in 2001. The nature of experiential learning among business students also has changed. Students are taking the analytic frameworks and leadership principles from the classroom, to internships and team projects that build self sufficiency and business skills in under-served and developing

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communities near their homes, and around the globe. The range, scale, and impact of these projects are breathtaking.

We're also realizing that we need to adapt the way we teach. Growing up with multiple technological 'toys' that they use concurrently, millennials do learn differently. Seymour Papert from MIT's Media Lab has used the term, "grasshopper mind", to describe their shorter attention span, and their rapid movement from one topic to another. Though perhaps challenging to the teacher, moving from one learning medium to another, engaging students in discussions and rapid exchanges, structuring learning through simulations and virtual reality, connecting learning to the world of the web rather than to abstract concepts, and creating collective rather than individual learning opportunities, are all required as ingredients of millennials' learning styles. Otherwise, teachers lose in the fierce competition for students' attentiveness.

But, one area where we've been slow to change concerns our measurement of outcomes. While AACSB has been promoting the assessment of learning outcomes as part of the accreditation process, media rankings are still fixated on a single model of career success –placement among large, traditional employers that tend to pay higher salaries and recruit according to a fixed cycle. Dean Joel Podolny of the Yale School of Management dared to ask, at the AACSB Annual Conference this year, whether a higher starting salary is indicative of a better program.

Taking a cue from the millennials, their interests and passions are likely to steer many of them away from the standard business employer, in a different, yet equally noble direction. They may willingly sacrifice salary for their ideals, and they take their time to find the perfect fit. Are they less successful graduates for that? Is the education they received inferior? Is the school less reputable because of these values exemplified among its students? Surely, we should accommodate and applaud the range of choices that students make when we successfully prepare them for organizational and global leadership of many forms.

The way we frame outcomes translates into admissions profiles. If we broaden our concept of the successful graduate, the profile of the desired candidate will change in parallel. At present, we tend to favor in admissions students who fit the predictive model of purposeful, career-focused, quantitatively strong students, who will be attractive to traditional employers. What about the charismatic applicant with an unformed plan for social entrepreneurship, who might enrich the learning community of students but doesn't fit the predictive mold of the successful corporate-minded graduate. Do we do justice, in business schools, to that type of millennial applicant to our programs?

I looked across the field of mostly millennials at last month's commencement. I felt very good about their values, and confident that we've stretched their ways of thinking. But I couldn't avoid the questions: Are we broad minded enough to embrace the full diversity of millennials who aspire to use a management education to realize their ideals? Are we as effective as we can be in igniting the excitement of learning among them? Where must we change?

I'll let you know after I IM a few millennials. I welcome your thoughts.

[Comments to the editor on this article](#)

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**DEAN'S CORNER**

**You can't ignore politics, no matter how much you'd like to.**  
--- Molly Ivins

**A Lesson of Alertness About Encroaching Legislation**

by Denise T. Smart, dean, Emmett & Miriam McCoy College of Business Administration, Texas State University-San Marcos



Throughout the year, we have closely followed attempts by governments at all levels to "increase accountability" in higher education through legislation that could insert government into decisions and processes best left with educators. In April, I reported on proposed activity in Texas at the AACSB International Conference and Annual Meeting. While much of the proposed legislation was unsuccessful, temporarily at least, it highlights the need for each of us to closely follow the political process and consider adding to the debate individually and through our institutions.

Higher education reform was to be a central focus of Texas legislative activity this biennium. On the table was a proposal by Texas Governor Perry to require exit tests for baccalaureate students at public colleges and universities. There also was talk of standardizing textbooks or, at the very least, restricting the ability to require students to purchase textbook editions in print for fewer than three years.

Fortunately, attempts at standardized testing were unsuccessful and nothing came of standardizing textbooks either. \$100 million, about a third less than requested, was set aside to reward schools for achieving performance goals including higher minority graduation rates, graduating more students in critical fields, and reducing the time it takes to graduate. All worthy goals but, for a legislative session that was to be focused on major higher education reform, the net effect was less than anticipated. True to the colorful nature of Texas politics, a fair amount of time and energy was devoted to trying to unseat the Speaker of the House.

While the Texas legislature declined to institute standardized testing of college students this year, it is clear that this is a bigger, more complicated issue for all of us, because what is happening in Texas is indicative of what's happening in other regions. Ways to increase accountability are hotly debated issues with literally dozens of agencies weighing in along with legislative bodies.

Take, for example, The National Center for Public Policy and Higher Education. In a "Policy Alert" the website leverages a five-state pilot project, the National Forum of College-Level Learning, sponsored by the Pew Charitable Trusts, to promote adoption of this standardized testing model. According to Margaret Miller, who directed the tests, the pilot has "demonstrated that learning, higher education's most important product, can be assessed in ways that make interstate comparison possible, that these assessments are consistent with other information we have about the states, and that the results can be useful to policymakers."

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With mounting concern over the position of U.S. higher education in the global marketplace and the increasing cost of a college education, the expectation for accountability will only increase. We need to consider greater engagement in shaping the discussion.

At Texas State, we are actively involved in an effort called the Voluntary System of Accountability Project (VSA). In fact, our President, Denise Trauth, is serving on the task force. The project is a partnership between the American Association of State Colleges and Universities (AASCU) and the National Association of State Universities and Land-Grant Colleges (NASULGC) to address the concerns raised by the Spellings Commission and is organized into three components: Student and Family Information, Core Educational Outcomes, and Campus Student Engagement. The latest updates are due mid to late July. One way to respond to increased government interventions is to be proactive on issues of concern to show that educators can and will address these matters.

Of particular interest are the issues around accreditation transparency, transfer of credit, and student outcomes data. These are issues we as an academic community, and as an association, need to address. AACSB has been a leader in student assessment and can use that experience to provide input and guidance based on what has been learned about assurance of learning through changing standards, seeking input, developing implementation processes, monitoring compliance, modifying standards, and generally focusing on continuous improvement. Critical to any discussion of standardization is respect for a school's mission. AACSB can be instrumental in highlighting and supporting the importance of individual institutional values.

To paraphrase Molly Ivins, as tempting as it may be, we cannot ignore the politics of increased accountability. It will behoove all of us to pay attention now, both regionally and nationally. Through our experiences with AACSB accreditation, we are in an excellent position to help shape this important discussion.

**LINKS:**

<http://www.aascu.org/accountability/default.htm>

[Denise T. Smart bio](#)

**DUES****2007-08 Membership Dues Invoices**

**Reminder!** Payment for 2007-08 dues and fees invoices was due on July 1, 2007. If you have questions or need another copy of your invoice, please contact AACSB Member Services at [membership@aacsb.edu](mailto:membership@aacsb.edu) or +1 813.769.6540. Please note that membership privileges and when applicable, accreditation activities, will be cancelled as of September 30, 2007 for any institution whose invoice remains unpaid.

AACSB International is committed to its mission to advance quality management education worldwide through accreditation and thought leadership. Your support through annual dues and fees is integral to the success of our mission, and we look forward to serving you in the upcoming year. Thank you.

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**ASSOCIATION NEWS****AACSB Welcomes New Board Members**

AACSB members and staff welcome eight newly elected board representatives for the 2007-2008 term.

The recently elected individuals include:

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

The board's executive management committee will include the following individuals:

- Judy D. Olian, dean and John E. Anderson Chair in Management, UCLA Anderson School of Management, University of California, Los Angeles (USA) as chair
- Richard A. Cosier, dean and Leeds Professor of Management, School of Management and Krannert Graduate School of Management, Purdue University (USA) as vice-chair elect
- David Saunders, dean, Queen's School of Business, Queen's University (USA) as secretary/treasurer
- John J. Fernandes, president and CEO, AACSB International

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

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### **BizEd Magazine Editors Receive Multiple Awards**

Magazine co-editors Sharon Shinn and Tricia Bisoux have recently been recognized with multiple awards for their editorial excellence in the AACSB publication, BizEd. BizEd Magazine is a bi-monthly publication for leading business schools, corporate universities, and other educational institutions that aid in the advancement of management education.

Tricia Bisoux was recognized with a gold award and Sharon Shinn with a bronze award in the SNAP EXCEL competition. The event, held annually, is sponsored by the Society of National Association Publishers. The competition seeks out exemplary work of association publishers and consists of nearly 1,000 publications and electronic media pieces. The judges base the awards on content, design, and general excellence.

Tricia's featured editorial was entitled, "Speaking the Culture" and appeared in the July/August 2006 BizEd issue. Sharon's recognized piece, "Work and Peace," appeared in the May/June 2006 issue of BizEd.

Download ["Speaking the Culture"](#) by Tricia Bisoux

Download ["Work and Peace"](#) by Sharon Shinn

### **AACSB Expands Job Postings**

Post your job openings and reach the right prospects with the AACSB Premium Recruitment Ad Package. This package increases your probability for recruiting the best candidates by utilizing our three sources for recruitment.

The AACSB Premium Recruitment Package provides maximum exposure for your job posting at a great value and includes:

- [BizEd Classified Ad](#)
- Ad in 2 issues of eNEWSLINE Open Positions
- [MEJobs](#) online posting

Advertise your open positions and get results, whether your open position is for provosts/presidents, directors/coordinators, deans, or b-school faculty members .

Let us help you connect to a targeted worldwide audience – [More information online!](#)

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**NEWSLINES****Prairie View A&M University Becomes a Top Producer of African American Baccalaureate Degrees**

Prairie View A&M University in Prairie View, Texas (USA) was recently named one of the top 15 producers of African American baccalaureate degrees in the United States, according to *Diverse Issues in Higher Education Magazine*.

Annually released, the top 100 listing identifies institutions that are making an impact on increasing the number of degrees earned by minorities in the U.S. The list is compiled from reports that are provided to the U.S. Department of Education's National Center for Education Statistics (NCES).

According to the NCES, African Americans now represent 9.5% of the students in 2004-05 that received a bachelor's degree from a degree granting institution. This is the highest percentage of African American bachelor's degrees conferred since 1976-77.

For more data on bachelor's degrees granted by racial or ethnic group, visit:  
<http://nces.ed.gov/programs/coe/2007/section3/table.asp?tableID=707>

**Ethics and Gender Impact Investor Choices**

There are many influences that may cause individuals to invest in an organization. Of those influences that seem to be becoming trends are ethics and gender.

Ethical behaviors within an organization can make or break an investor's decision to invest. Through the first round of the Graziadio School Corporate Board Room Study by the Graziadio School of Business and Management at Pepperdine University (California, USA), it was found that 76% of investors stated they would withdraw their investment funds if they learned of unethical but legal behaviors within an organization. The study also recognized that 67% of investors' state they are knowledgeable of at least some of the ethical standards held within the organizations in which they invest and 55% believe the boards generally behave ethically.

Investors have become savvy when it comes to watching out for unethical maneuvers that may jeopardize their returns. As it appears, ethics are becoming increasingly more important than return on investment. This may be associated with a high-risk of loss involved in funding an organization that engages in unethical behavior or, more hopefully, a cause of positive influences on professionals. "Clearly, investors are looking at more than the balance sheet and sales projections when it comes to investments," said Dr. Linda A. Livingstone, dean of the Graziadio School of Business and Management. "Corporate board leadership that is centered on values and ethical behavior plays an important role in how investors evaluate options."

In addition to ethics, investors are also looking at the gender ratio of the board of directors when making investment decisions. Data found in the same Pepperdine study uncovered that 51% of investors say having women on the board is important to their investment decision. Additionally, 25% believe a board with women present would make better decisions than an all male board. Even though 92% of investors

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surveyed felt that boards with women produce the same or better results than those without women, still half of investors (51%) say having women on the board of directors of a company is relatively important in their decision about whether to invest, including 20% who say this is very important.

The Graziadio School Corporate Board Room Study was based on interviews with 482 investors who were chosen based on individuals with \$100,000 or more in either mutual funds, individual stocks, or a combination of both.

**Former AACSB President Passes**

Gilbert R. Witaker, Jr., former provost and dean for the University of Michigan passed away at age 75 following a long battle with illness.

Gil, a former AACSB president, served many as a leader in the academic community. In addition to his tenure at the University of Michigan, Gil was once dean of Rice University's Jones Graduate School of Management, chairman of the Graduate Management Admissions Council, president of AACSB, and board member for the Consortium of Graduate Study in Management and the Forum for the Future of Higher Education. As a native to Oklahoma, Gil studied economics at Rice and the University of Wisconsin eventually earning his doctorate.

The family is requesting that donations be made to a charity of their choice or to the Ruth and Gilbert Witaker Endowed Scholarship Fund at the Jones School, MS 531.

**Research Explores Red Flags that Uncover Accounting Fraud**

According to an analysis of the Securities and Exchange Commission by Professor Patricia Dechow of the University of California, Berkley's Haas School of Business, growth companies that are experiencing weakening operational performance are most likely to "cook the books." Other indicators that an organization may be involved in unethical accounting practices may include unusually high growth in cash sales with declines in cash profit margins and earnings growth; decreasing order backlog and employee headcount; and unusually high increases in financing and related off-balance sheet activities such as operating leases. "A consistent theme among manipulating firms is that they have shown strong performance prior to the manipulations," the researchers noted in their paper. "Manipulations appear to be motivated by managements' desire to disguise a moderating financial performance."

In general, it was found that these manipulative accounting behaviors were most common in large organizations. Approximately 15% of accounting manipulations take place within the largest 10% of firms. As far as specific industries where manipulation is common, over 20% of the at-fault organizations were in the computer industry. However, the computer companies only comprise 11.9% of public companies.

The findings were part of a comprehensive analysis of the Securities and Exchange Commission Accounting and Auditing Enforcement Releases. The examination, conducted by Patricia Dechow, Weili Ge of the University of Washington Business School (USA); and Chad Larson and Richard Sloan from the University of Michigan's Stephen Ross School of Business (USA), was highlighted in the recent working paper titled "Predicting Material Accounting Manipulations."

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**First Global Guiding Framework for Academic Institutions Launched**

The Principles for Responsible Management Education (PRME) was recently launched at the 2007 Global Compact Leaders Summit held at the United Nations Office in Geneva, Switzerland. The PRME is the first global guiding framework for academic institutions to advance the broader cause of corporate social responsibility. The principles, established by a global task force of sixty deans, university presidents, and other business school representatives, are aimed at incorporating universal values in curricula and research. The initiative was developed by the United Nations Global Compact, AACSB International, European Foundation for Management Development (EFMD), the Aspen Institute's Business and Society Program, the Globally Responsible Leadership Initiative (GRLI), and Net Impact.

The Global Compact Leaders Summit, which took place on July 5, brought together hundreds of leading executives from various businesses, governments, and other areas. The summit provided many opportunities to access never-before released data on socio-economic and geopolitical mega trends that will enable the development of strategies for addressing issues at the nexus of business and society. These issues include climate change, human rights, anti-corruption, and access to finance and capital.

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**B-SCHOOL OPEN POSITIONS****DEAN OF THE BUSCH SCHOOL OF BUSINESS ADMINISTRATION**

Harris-Stowe State University invites nominations and applications for the position of Dean of the Busch School of Business Administration, who will report directly to the University's Vice President for Academic Affairs. The Business School, established as a department in 1993, has expanded to include a number of degree programs at the baccalaureate level, and has been accredited by the Association of Collegiate Business Schools and Programs (ACBSP) and the International Assembly for Collegiate Business Education (IACBE) and is currently preparing for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). The Business School will, in the near future, offer graduate degree programs in Business Administration.

The University itself was founded in 1857 and is now recognized by the U.S. Government as an HBCU because one of its predecessor institutions was an African-American College. The University has a diverse population among its faculty, staff, and student body. It also is a public, co-educational University that has undergone a significant evolution and expansion.

The person we are seeking must be a dynamic and visionary leader who will bring to the Business School a high level of energy, sound judgment, and innovation in the pursuit of excellence and toward the formation of successful entrepreneurs. The ideal candidate is one who possesses a doctorate in business administration, or in a discipline related to business. In addition, the successful applicant must have had at least five years of senior level administrative experience either at an institution of higher learning or in business, as well as, at least five years of teaching experience preferably at the college or university level. Demonstrated scholarly endeavors are also required.

Interested persons are urged to submit a letter of application, which sets forth their relevant experience, their current résumé or curriculum vitae, and a copy of their College and University transcripts. The letter should also identify three professional references, giving their addresses, telephone numbers, and other means of contact. **For detailed information regarding Harris-Stowe State University and the position being advertised, go to [www.hssu.edu](http://www.hssu.edu) – the University's web page.** Letters of application and their enclosures should be sent to:

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Harris-Stowe State University  
Office of Human Resources  
3026 Laclede Avenue  
St. Louis, MO 63103  
Fax Resumes to (314) 340-3395  
For additional information, call (314) 340-3340

On or about July 15, 2007, the review of written nominations and applications will begin. Written nominations and applications received after that date may also be considered, until the position is filled.

**Harris-Stowe State University is an Equal Opportunity Employer**

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**TRANSITIONS****Carnegie Mellon Appoints Dean for Second Term**

The Tepper School of Business at Carnegie Mellon (Pennsylvania, USA) has reappointed Dr. Kenneth B. Dunn as dean for his second five-year term. During his first appointment, Kenneth played a key role in many successful initiatives for the school. "Under Dean Dunn, the Tepper School has seen a marked increase in the quality of its students, in the importance placed on the impact of faculty research and in external relations and fund raising," said Carnegie Mellon provost and senior vice president Mark Kamlet.

"I am honored to be reappointed dean of the Tepper School of Business — among the best business schools in the country and the world," said Dunn. "We are committed to an exceptional educational and research environment, and to continuing to recognize and utilize the extraordinary achievements of our faculty and alumni in advancing the mission of the Tepper School of Business."

**Western Carolina University Welcomes New Dean**

Dr. Ronald A. Johnson has taken the position of dean at Western Carolina University's College of Business (North Carolina, USA). Ronald joined the college from Texas Southern University where he held the position of the JP Morgan Chase Chair in the Jesse H. Jones School of Business.

"Ron will be a valuable asset to the university as we continue our efforts to serve as an economic and entrepreneurial engine for the region. He will be called upon to build and strengthen relationships with business and industry partners at the local, regional, and national levels," stated Provost Kyle Carter.

Ronald was chosen following a U.S.-based search to replace outgoing dean Leroy Kauffman who will be returning to a faculty position at the university. Dr. Johnson's experience is wide spread within various business sectors, including top investment and securities firms, and international economic agencies.

**The University of Arkansas's Sam M. Walton College of Business Welcomes New Chair**

Dr. Moez Limayem has joined the Sam M. Walton College of Business at the University of Arkansas (USA) as chair of the information systems (IS) department. Dr. Limayem comes to the college from Lausanne University in Switzerland where he served as a professor and the director of graduate programs in the IS department. Previously, he served at City University in Hong Kong as a professor and director of the BBA Electronic Commerce Program also within the IS department. Dr. Limayem serves as the chair of management at the IS department at Laval University in Quebec, Canada.

"We are very excited to have an international researcher of Dr. Limayem's stature join the Walton College to lead the information systems department," said Walton College dean Dan Worrell. "He is an

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outstanding teacher and has extensive research and consulting experience in academic, private business and governmental information technology fields."

**Clayton State University Names New Dean**

Beginning January 2008, Jacob Chacko will become the new dean for the Clayton State University's School of Business (Georgia, USA). Jacob has served as the associate dean for the school since 1999 and will succeed current dean, Ernest (Bud) Miller, who will retire after 10 years of leadership at the university.

Jacob will act as a professor of marketing in addition to his duties as dean. He hopes to create a strong brand image for the school in order to "communicate a clear and succinct value proposition" to the university's stakeholders. As associate dean, he held a high-level of responsibility and led the AACSB pre-candidacy and candidacy process, as well as the development of the proposal for the MBA program.

**The University of South Carolina Selects New Dean**

Beginning September 15, Dr. Hildy Teegen will assume the position of dean at the University of South Carolina's Moore School of Business (USA). Currently, Teegen serves as the director for the Center for International Business Education and Research and professor of international business and international affairs at George Washington University (Washington D.C., USA).

Dr. Teegen has taught international business at a variety of locations including the University of Texas at Austin, the Instituto Tecnológico Autónomo de México in Mexico City, and the Instituto Tecnológico y de Estudios Superiores de Monterrey. She holds a bachelor's degree in Latin American studies and international business and a doctorate degree in international business with subspecialties in marketing strategy and economic development from the University of Texas at Austin.

**Mississippi State University Appoints New Dean**

Dr. Lynne Richardson will join Mississippi State University as dean of the College of Business and Industry effective August 1. She arrives from Ball State University's Miller College of Business where she served as dean for six years. Prior to her deanship at Ball State, she was an associate dean for undergraduate programs and external relations at the University of Alabama at Birmingham.



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**North Carolina State Names New Assistant Dean for Undergraduate Programs**

Dr. David Washington has joined North Carolina State's College of Management (North Carolina, USA) as the new assistant dean for undergraduate programs effective July 1. David first joined the college in the fall of 2006 as a teaching assistant professor in the Department of Management, Innovation, and Entrepreneurship.

Prior to joining North Carolina State, David held teaching positions at various institutions, including St. Augustine's College in Raleigh, North Carolina, Barton College in Wilson, North Carolina, and Wake Technical Community College also in Raleigh. In addition to his academic career, David was president of Washington Enterprise, a human resource consulting firm and has held numerous leadership positions while he served in the U.S. Army.

**APPOINTMENTS****University of Carolina at Greensboro Adds New Executives to Advisory Board**

The Joseph M. Bryan School of Business and Economics at The University of North Carolina at Greensboro (USA) has appointed four new executives to the school's advisory board. The board, established in 1986, is an advisory group for the dean supplying advice on the school's service to the business community, as well as feedback for research projects, educational programs, and external activities.

The new members include:

- Hoyt Phillips, president of the Greensboro Chamber of Commerce in North Carolina (chair)
- Susan Alt, president and CEO for Volvo
- Phillip D. Fowler, III, president and COO Geneva Corporation
- Denny Kelly, executive vice president, Bouvier Kelly, Inc.
- Jon M. Obermeyer, CEO Piedmont Triad Entrepreneurial Network

Those who were reappointed include:

Daniel A. Lynch, Natalie White Perkins, Gwyn F. Riddick, Gary L. Smith, Hal G. Waddell, III, and Elizabeth S. Ward.

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**NEW PROGRAMS****The University of Maryland to Deliver Virtual Career Services in China**

The Robert H. Smith School of Business at the University of Maryland (USA) will partner with CareerBeam to provide career services in China. The school, which already provides executive MBA programs in China, will now offer its graduates of the China Executive MBA Program access to online professional development services. These services will include career counseling, job postings, resume enhancement tools, and industry data for more than 175 industries and company research for more than 17 million companies in 70 countries.

“The Smith School is committed to helping China meet a critical demand for professionally trained executives who can operate effectively in an international environment,” said Howard Frank, dean of the University of Maryland’s Robert H. Smith School of Business. “One component of this equation includes making world-class educational opportunities readily available. The other includes providing access to resources that enhance individual career exploration and development.”

**Saïd and Oxford Collaborate with the Confederation of Indian Industry (CII) to Develop Business Centre**

Through a Memorandum of Understanding (MOU), the Saïd Business School and the University of Oxford will work with the Confederation of Indian Industry (CII) to develop the University’s India Business Centre located in India and Oxford, UK. The Centre’s objective is to explore major business policy questions in India by using the collaborative research of Saïd and Oxford. The questions that are uncovered will be used to engage practitioners and policymakers in creating a research agenda that will provide significant benefits. The Centre also will analyze the success of the Indian economy, as well as examine the major environmental and social problems that confront India.

**Concordia University, Montreal and HEC Executive Education Launch MBA in Aviation**

The John Molson School of Business at Concordia University, Montreal in Quebec will partner with HEC Executive Education to provide students with an English-language MBA with a major in aviation. The program is intended for managers of the European aeronautics industry who are assuming greater levels of responsibility and for managers from other industries that might have potential in the global aviation market. The modules in aviation will be held in Europe by HEC and will include a study trip to the Montreal headquarters of the International Air Traffic Association (IATA) and the International Civil Aviation Organization (ICAO) with courses taken at Concordia.

**Audencia Nantes School of Management Partners with French Petroleum Institute (IFP)**

A signed partnership between the Audencia Nantes School of Management (France) and the French Petroleum Institute (IFP) will enable students from IFP to study management for a semester at Audencia. Two students will attend classes held in English in fields such as marketing, corporate strategy, management control, and finance while working toward a Master of Science in Management. In return, two Audencia students will attend classes in IFP’s Petroleum Economics and Management Programme.

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The areas covered here will include energy geopolitics, refining, oil and products trading, as well as reservoir engineering.

The Audencia “hub approach” is designed to strengthen the links between the school’s Master of Science in Management programs and institutions internationally recognized in the technical, artistic, and cultural sectors.

**Carolinas Photonics Consortium to Assist in the Commercialization of Light-Based Technologies**

North Carolina State University, University of North Carolina at Charlotte, Western Carolina University, Clemson University, and Duke University (all U.S.-based institutions) have signed the CPC Inter-Institutional Agreement to provide the foundation for collaborative work aimed at the commercialization of light-based technologies. The main goal of the consortium is to commercialize photonics-based research by providing funding to competitively submitted proposals from the five campuses.

“There is a classic gap between great research and realization of the commercial opportunity. CPC provides a bridge to move technology to regional jobs by engaging a world-class collaboration of universities and providing some seed money to get the commercialization process started,” comments Jeff Conley, interim director for CPC.

In August 2007, CPC will announce its proposal program to provide the initial funding for a photonics-based project from each of the five campuses over a twelve-month period. The proposal will locate top commercial prospects and allow for funding to move forward. The Technology Entrepreneurship and Commercialization Program (TEC) at North Carolina’s College of Management will provide support for the commercialization and company development.

**Advanced Management in Fashion and Luxury Management in China is a Success**

The HEC School of Management in Paris, Tsinghua School of Economics and Management, and the Institut Français de la Mode welcome their second offering of the Advanced Management in Fashion and Luxury in China beginning September 2007 to March 2008. After a successful initial launch, the program is one-of-a-kind in China.

The goal of the program is to train senior executives for the demands of the rapidly advancing Chinese fashion and luxury markets. Throughout six modules, students explore topics such as global strategy, globalization, innovation, product strategy, and brand management.

The second offering will provide modules that are held in both Beijing and Shanghai in addition to an optional offering in Paris. The upcoming program also will feature a series of conferences and informal meetings with leaders from the fashion and luxury industries.

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**GIFTS AND GRANTS****The University of California, Irvine Receive \$6.6 Million Endowment Gift**

Don Beall and his family's foundation recently donated \$6.6 million to the University of California, Irvine's Paul Merage School of Business for expansion of programs for the Don Beall Center for Innovation and Entrepreneurship. One of the planned programs that the gift will help establish is an "open source" forum where innovations from numerous global companies will be posted on the Merage School's Web site.

As the second largest gift the school has ever received, Beall is no stranger to donating to the university. Previously, he contributed to the Paul Merage School, the Claire Trevor School of Arts, as well as other campus institutions.

"UCI plays such an incredible role in the well-being and the economic development of Orange County and the region, and for this region to reach its full potential, UCI has to reach its full potential," Beall said. "They're a long way along that journey, and we're able to provide a little help and anxious to do so."

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**AWARDS****University of Toronto Professor Receives Haim Falk Award for Distinguished Contribution to Accounting Thought**

For the second year in a row, the Canadian Academic Accounting Association (CAAA) has awarded a University of Toronto Rotman School of Management (Canada) faculty member with the Haim Falk Award for Distinguished Contribution to Accounting Thought.

This year, Gordon Richardson received the award in recognition of his impacts on scholarly research in Canada. Richardson has provided many innovative approaches to accounting research through his knowledge of accounting, economics, and finance. During his career, he has published various articles, book chapters, and professional activities, as well as held the position of editor for Contemporary Accounting Research and provided thesis supervisory work.

For more information on the Haim Falk Award visit: [www.caaa.ca/Research/ResAwrdr/index.html](http://www.caaa.ca/Research/ResAwrdr/index.html)

**University of Massachusetts Wins Competition for Top Leadership Programs**

The University of Massachusetts Boston (USA) Emerging Leaders Program won top honors in an international competition for leadership development programs. The European Foundation for Management Development (EFMD) in Brussels voted the program as, "Excellence in Practice." The program encourages high-level executives to nominate youthful professionals in the Boston area who have demonstrated potential and are seeking to increase their leadership skills.

"We are thrilled with this outstanding honor," said Dr. Sherry Penney, founding director of the Center for Collaborative Leadership and now also a professor at the University of Massachusetts' Boston College of Management. "The Fellows in our program are well positioned to provide a new generation of leadership for our region, especially against the backdrop of our changing corporate environment and shifting demographics."

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**NEW MEMBERS****New Members-Educational OUS****Providence University**

College of Management  
200 Chung-chi RD.,  
Shalu Taichung  
Taichung 43301  
Taiwan

Website: <http://www.mgt.pu.edu.tw>

**Groupe Sup De Co Amiens Picardie**

Amiens School of Management  
18 Place Saint Michel  
Amiens 80-038  
France

Website: <http://www.supco-amiens.fr>

**The Academy of National Economy under the Government of Russian Federation**

Graduate School of International Business (GSIB)  
Vernadsky Prospect 82  
Moscow 119571  
Russia

Website: <http://www.mgt.pu.edu.tw>

**New Members-Educational U.S.****Texas A&M University - Texarkana**

College of Business  
2600 North Robinson Road  
PO Box 5518  
Texarkana Texas 75505

Website: <http://www.tamut.edu>

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**CONFERENCE ALERT****Continuous Improvement Conference September 16-18, 2007 in St. Louis, Missouri**

Driving toward higher standards and beyond. This conference, the first major AACSB event of the academic year, was created for teams of business school faculty and administrative leaders and it is critical for schools seeking or maintaining AACSB International accreditation.

The conference features four tracks, including an "Assessment Track," designed for AACSB schools in the assessment process, an "Accreditation Track" organized around schools that are in or about to enter the accreditation process, an "Innovation Track" for schools focusing on continuous improvement, and the "Future of Higher Education Track" for all schools wanting to know about key issues driving the future of business schools.

Accreditation is the focus of the conference. Sessions feature such topics as the challenges of initial accreditation, the history of assessment, integrating career development into the curriculum, opportunities and challenges for executive education, and maximizing the mentor/applicant relationship while in the pre-accreditation phase.

Whether your school is on the road to initial accreditation or in the maintenance phase, this conference will provide you with valuable and helpful information, tips, and resources to help ensure a smooth journey.

For the agenda and to register, please visit [Continuous Improvement Conference](#)

**SEMINAR ALERT****AACSB International Announces the New Enhancing Faculty Effectiveness and Qualifications Seminar**

In response to the need for mission-driven faculty development processes, AACSB is excited to announce its newest seminar offering, the Enhancing Faculty Effectiveness and Qualifications Seminar October 8, 2007 in Tampa, Florida.

Drawing on information from accreditation review team experiences worldwide, this new seminar will highlight best practices for organizational specific operation strategies, as well as the management, development, and mentoring of faculty members. Deans, associate or assistant deans, department chairs, and faculty involved with accreditation will learn how to establish criteria for participating and supporting faculty and AQ/PQ faculty performance.

Facilitators for this seminar include Frank J. Navratil, professor of economics and finance at the John M. and Mary Jo Boler School of Business, John Carroll University and Jerry E. Trapnell, chief accreditation officer and a past chair (2002-03) of the board of directors of AACSB International.

To register, please visit [Enhancing Faculty Effectiveness and Qualifications Seminar](#)

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**SURVEY NEWS****New Downloads  
Coming Soon!**

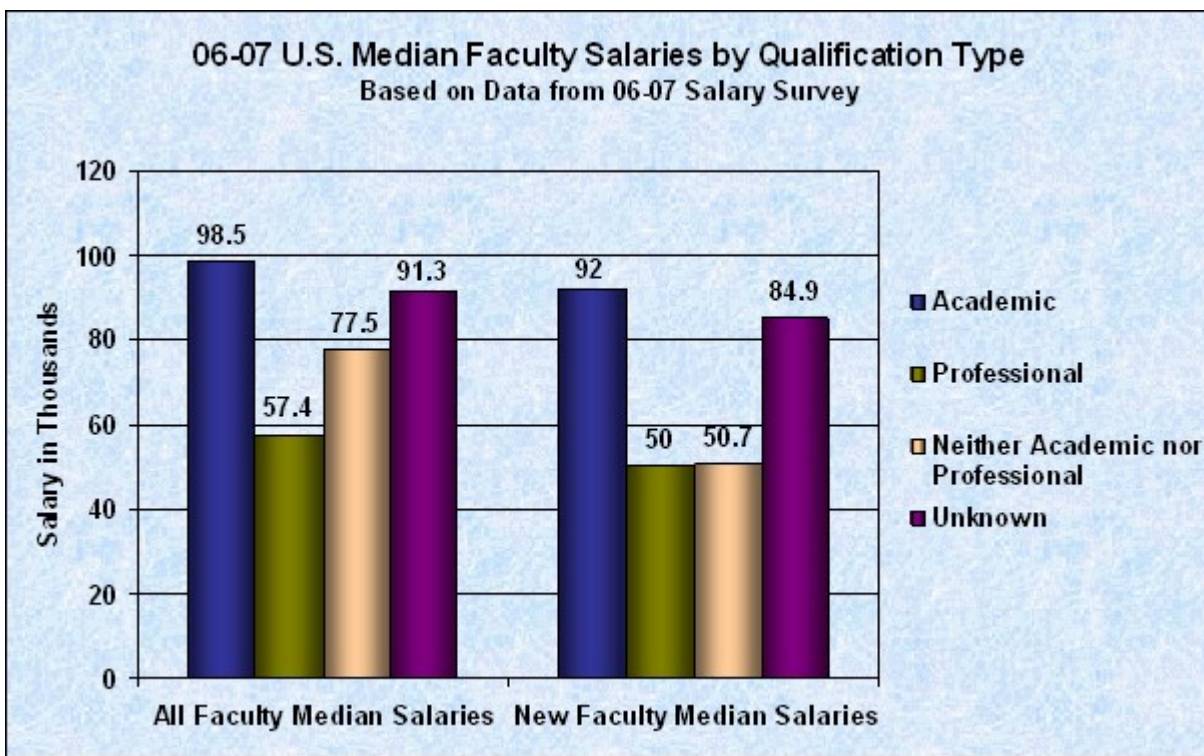
- 2006-2007 Business School Overview Report – Worldwide
- 2006-2007 Business Schools Overview Report - U.S.

**Upcoming Surveys  
Coming soon for all schools!**

- 2007 Issues in Business Education –  
To Be Released This Summer
- 2007-2008 Effective Practices Survey –  
To Be Released This Fall
- 2007-2008 Salary Survey –  
To Be Released in September

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