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CHAIR'S EXCHANGE with Richard Cosier

Dean and Leeds Professor of Management
School of Management and
Krannert Graduate School of Management
Purdue University

Technology Will Help Shape the Future of Management Education

About midway through my second decade as a business school dean, I sometimes marvel at the changes that have taken place in management education over that time. And as exciting as the past changes have been, the future holds even more opportunities.

One of the biggest drivers in the change has been the explosion in technological advances. We've already seen the changes that handheld devices, such as the BlackBerry I always keep within arm's reach, can bring. Technology has eliminated geographic borders, and allows us to be in "work mode" 24 hours a day, seven days a week. Of course, whether that is progress can be debated in a future column.

Our students already have adapted to many of these changes. They can listen to podcasts of their latest lectures on their iPod (between the latest hits from Foo Fighters and Rihanna) and can download lectures to their phones. Who knows what the next wave of technology will bring?

Just as technology has changed our personal and professional lives, it is helping to shape the future of our profession. The methods of delivering education are certain to dramatically change with each new technological advance. For instance, we can create virtual classrooms that capture the advantages of "face-to-face" classroom experiences while not requiring people to be in the same geographic location.

Looking forward, the implications of this elimination of borders are enormous, and they could have a direct impact on the composition of faculty and its scope. There could evolve an elite group of "master teachers" in a virtual campus/classroom that delivers the instruction to masses of students using the latest technology. Simultaneously, a separate group of faculty researchers could evolve. Instead of teaching, they would devote the vast majority of their time to addressing vexing economic, political, and social problems of the time.

I believe this move toward a virtual campus has more implications for professional graduate programs, such as the MBA. I am somewhat more old-fashioned toward undergraduate education, as I believe there will continue to be a significant role for the residential campus in providing opportunities for social development and a transition for many from high school education to becoming knowledge workers in the global economy.

Regardless of the means of education delivery, though, it is vital that business schools do not lose sight of the importance of ethics. As we continue to tear down geographic barriers and spread the "gospel" of economic prosperity as a means for peace and collaboration around the world, the curricula for business schools will need to expand content and attention to managing complex organizations in a social context. At the heart of this movement is the requirement to encourage our future business leaders to use integrity in making decisions.

It's also important that we keep in mind the difference between an organization and an institution. A friend many years ago explained that an organization is a collection of things—people, facilities, equipment, etc. An institution, however, is

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something larger than the sum of its parts—it has a unique identity that transcends its components and typically a life that outlasts most components.

No matter what educational delivery system they use, it is important to recognize the “special status” of institutions—they can’t be easily created, but they can be quickly destroyed. Individuals, especially within AACSB institutions, should comport themselves in an ethical manner with the common goal of preparing our students for the challenges and opportunities they will face in a rapidly changing business world.

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DEAN'S CORNER

An Agenda for a New American Business School

Yash Gupta, Dean
Carey School of Business
Johns Hopkins University



As the inaugural dean of a new American business school, my days are filled hiring faculty, creating governance processes, establishing academic requirements, identifying needed programs and forging relationships with potential new partners in both business and academia. But I spend a surprising amount of time worrying about leaky pipelines.

These leaks are not in the kind of pipelines that run through my building—thankfully, the Carey Business School's home in the Johns Hopkins University is up-to-date and well maintained. Rather, I am thinking about the fact that in Baltimore city, where my school is located, tens of thousands of children enter the ninth grade every year but fewer than 40 percent will go on to earn a high school diploma. I am thinking about how China's One Child Policy will make an awakening giant an aged and infirmed giant; about extreme economic inequity in India, and destruction of the rain forest in Brazil. I am thinking about the migrating millions crowded into city slums rife with the opportunity to breed pandemic disease; and about the increasingly urgent race against the clock to minimize our carbon footprint, and the need to end our dangerous co-dependence with foreign dictators selling us sweet light crude by the barrel.

In the past, these pipeline problems—of a skilled workforce and healthy employees, of energy and natural resources, of environmental capacity—were concerns for other schools. They were problems to be addressed by the faculties of education or public health, economics or sociology, environmental engineering or foreign affairs. But no more. With a speed unimaginable only a few decades ago, the world has intruded into the day-to-day operations of businesses everywhere. We now recognize these factors are essential elements of economic growth, individual prosperity, and social stability. Yet in the business schools we have been slow to change our methodology, curriculum, and even our basic paradigm. Too many of us have used a U.S. textbook to teach a class in London and have erroneously called it a “global education.”

In order to provide a global business education, we must engage in deeper, more profound ways with global issues and challenges. Unfortunately, too often we are constrained by the very language of business, which tends to be inward-looking and self-reflective. This need is not dissimilar to the way the original and ancient language of medicine, with its intense focus on the individual disease state, eventually gave rise to the broader vocabulary of public health and its concern for the well being of millions. For business schools to be truly relevant we must learn to extend our thinking beyond what are now considered ordinary business concerns.

Since future economic competitiveness depends upon innovation, a fundamental challenge is the need to help both businesses and entire industries become more innovative. This is not a skill set that can be ordered up through the business schools by decree. In order to foster innovation we will need guidance from our colleagues in other schools whose expertise crosses the boundaries of many other disciplines. At Johns Hopkins we are especially fortunate to have access to leading researchers not just in medicine and public health, but also in disciplines ranging from engineering and robotics to space exploration, nanotechnology and the social sciences. For instance, the Johns Hopkins Center for Civil Societies Studies has developed unique expertise in non-profit organizations operating around the world. Business schools seeking to address global problems may need to partner with global NGOs –and future business leaders might find the seeds of these ideas here at Hopkins in partnerships forged across traditional academic boundaries.

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The vitality of a school depends on faculty commitment to scholarship and research. Research is an expression of faith in the possibility of progress. It arises from the belief that new things await discovery, that understanding can be expanded, and that human conditions can be improved. Research and teaching are complementary, intertwined activities. Research inspires faculty members to infuse their teaching with new knowledge and with examples of objective ways of discovering and testing new ideas. Our research, however, must enhance and extend our perspectives on the broader context of the practice of management, the formulation of policy in both public and private sectors, and our engagement with our profession .

This is not mere idle talk that can be used to fill the space when we aren't teaching new approaches to fixing the quarterly numbers. As at no time in the past history of the world, nations and peoples are looking to businesses and business leaders for innovative solutions to the most profound challenges before us. Global hunger and pandemic disease, planetary warming and natural resources depletion demand new and entirely different modes of commerce and production. The biggest sin that we can commit is giving our students the false hope that what we have always done in the past will be perfectly adequate preparation for the future.

The day approaches—if it is not here already—when shareholder value will be, for our business leaders, simply one important responsibility among many. If our students are to assume the mantle of leadership they will be best served by a strong foundation in ethics and a profound understanding of how cultural truths are expressed through the arts and humanities. The first order of a new business school is the need to address this new reality. It is a tall order indeed. I am proposing nothing less than the need to teach our future business leaders to become statesmen, in all the glorious 19th century connotations of the word: prophets and visionaries, explorers and dreamers, champions of the common good. They will not only lead society, but inspire it.

The pipeline of inspiring new ideas and new leaders may or may not be leaking. But it is my dream that with the founding of the Johns Hopkins University Carey Business School, it is a pipeline that has just gotten a little bit bigger.

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NEWSLINES

Collegiate Institutions Earn AACSB International Accounting and Business Accreditation

Marshall University has achieved initial accounting accreditation for its business school. Additionally, Augusta State University maintains its business accreditation, and both the University at Buffalo, State University of New York, and The University of Akron maintain their accounting accreditation.

[Press Release](#)

New Web Experience Coming Soon

Stay tuned as AACSB launches new Web features to streamline your online experience. Personalize your member profile, access committees and affinity groups, search a comprehensive online directory, enjoy easier event registration, subscriptions, and online purchasing, plus much more.

Thunderbird Professor Finds Brain Scans Don't Detect Lies But Do Show Culture [\[more\]](#)

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CONFERENCE NEWS

Innovative Curricula and Lessons for Leadership

Based on feedback from participants, AACSB International combines four vital conferences into one streamlined yet content-rich event.

Formerly the Associate Deans, Undergraduate Programs, Graduate Programs, and Emerging Curricula conferences, the [Associate Deans and Innovative Programs Conference](#) delivers necessary lessons and strategies to strengthen today's business schools.

Conference participants build their own agenda from topics including:

- Rewarding Faculty Accomplishments
- Experiential Learning
- Creating a Business Diversity Minor
- Building a Sustainability Program
- Ethics Education
- Redesigning the Undergraduate Curriculum
- Strategic Management

In addition to innovations on campus and in the classroom, many sessions also highlight inventive trends in the business world. Michael Burchell, vice president of Global Business Development at the Great Place to Work® Institute hosts a plenary session entitled "Creating a Great Place to Work®: Lessons from FORTUNE's 100 Best." Based on the annual list developed by his organization for FORTUNE magazine, Burchell discusses the business case for workplace development, the role of trust in becoming a great workplace, and best practices of these recognized companies.

Whether looking for key solutions to boost your program or seeking strategies to maximize effectiveness as an associate dean, this conference helps business educators realize their goals. Register by October 6, 2008 and save 200 USD.

Held in conjunction with the [Lessons For Aspiring Deans Seminar](#).

SEMINAR NEWS

Methods and Tools for Innovative Instruction

Develop your skills as an instructor through expert advice and practical applications at the [Teaching Effectiveness Seminar](#).

Facilitated by an experienced teacher and organizational behavior specialist, this seminar provides innovative methods for effective teaching in today's increasingly competitive academic environment. Participants gain knowledge and skills needed to balance the call for scholarship with the creation and delivery of highly relevant, student-focused courses.

Seminar topics include methods for improving instructional effectiveness, assuring student achievement, and engaging students in the learning process; technology and innovation to improve learning in and out of the classroom; and personal improvement in regard to teaching.



After completion, participants earn an AACSB International certificate indicating excellence as a scholar teacher.

This seminar is recommended for faculty who want to continually improve course effectiveness, new faculty, executives transitioning from the corporate world to the classroom, faculty who want to update their skills in technology, and Ph.D. students.

If you or one of your colleagues is interested in learning effective ways to better reach students, do not miss this seminar. Register by September 23 to save 100 USD.

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ASSOCIATION UPDATES

AACSB's *BizEd* Wins Three Florida Magazine Association Charlie Awards

BizEd magazine, AACSB International's by-monthly publication was recently honored with three awards at the 2008 Florida Magazine Association's (FMA) Charlie Awards gala.

For Writing Excellence, AACSB International won two Charlie Awards, the competition's top honor or gold standard. In the Association/Trade category for Best Editorial/Commentary, Sharon Shinn won top honors for "Business Enthusiast," which appeared in the May 2007 issue. Tricia Bisoux also won top honors for Best Feature in the Association category for "Design Think @ Innovation U," November 2007. In addition, the January 2008 "Technology" issue won highest honors for General Excellence in the Association/Trade category for Best Special Theme.

"*BizEd*'s reputation as the leading magazine in the management education market is no accident," said Brenda Lovell, vice president and chief education officer of AACSB International. "Each issue showcases the best in management education, and addresses hot-button issues through the dissemination of innovative ideas and insights on emerging trends. We are proud that *BizEd* and its editorial team have achieved the recognition they deserve."

The Florida Magazine Association is the professional organization for the state of Florida's publishing industry, and represents more than 200 magazines across the state. The 2008 awards competition included 75 categories, and over 920 entries were submitted from 70 publications. The awards were presented on August 23rd during the FMA's 2008 Publishing Conference and Exposition at the Portofino Bay Hotel, Universal Orlando.

AACSB is Recognized for its Efforts to Encourage Students to Stay in School

Recently, AACSB was recognized as an Outstanding Partner in inspiring Hillsborough County Florida students to value education to improve the quality of their lives. AACSB has been a supporter of the Economics for Success Program, which is part of Diploma-See, a partnership between the Greater Tampa Bay Chamber of Commerce, Junior Achievement, Hillsborough County Public Schools, and the Tampa Bay Workforce Alliance. The program seeks volunteers from the business community to speak to "at risk" (students who attend schools in areas with higher than average drop-out rates) eighth grade students about the importance of completing high school and pursuing higher education. The

AACSB IN THE NEWS

[Choosing a Business School through The New Site of the AACSB Study-rama](#), 08/08

[Help Needed: A Looming Shortage of Accountants in Academia](#)
Comstock's Magazine, 08/08

[Business School Accrediting Body Names Asia Branch Leader](#)
Tampa Bay Business Journal, 08/04/08

[A Bridge Less Traveled](#)
Inside Higher Ed, 08/08/08

[Peer Review: New Orientation](#)
The Chronicle for Higher Education, 08/15/08

[The Mommy M.B.A.: Schools Try to Attract More Women](#)
The Wall Street Journal, 08/20/08

[Business Students See Opportunity in Economy](#)
The Houston Chronicle, 08/27/08

[Indian B-Schools need focus on improving Quality – AACSB](#)
MBA Network – India, 08/28/08

[The ABCs of the MBA; Workers are Heading Back to School, Thanks to Poor Economy](#)
The Charlotte Observer, 08/31/08

[Strength Through Knowledge: An International Approach to Business Education Excellence](#)

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volunteers also speak to students about investing, careers, college, and other important life choices. AACSB staff members have participated in several of these events to help young students realize a pathway to a better life begins with education. [Learn More](#)

World Finance, Sept/Oct 08

[AACSB Accounting Program Accreditation and CPA Exam Success Rates](#)

Journal of 21st Century Accounting, Winter/Spring 2008

AACSB PRESS RELEASES

[Collegiate Institutions Earn AACSB International Accounting and Business Accreditation](#)

09/11/08

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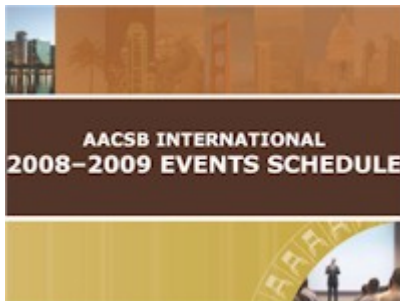
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MEMBER SERVICES

FEATURED MEMBER BENEFIT

AACSB Conferences and Seminars



[View now](#)

All year long and across the globe, AACSB International hosts interactive events to further your growth as a professional and help your institution achieve its goals. Seminars provide detailed, "how to" information on defined subjects, while conferences raise your awareness of multiple topics and provide extensive networking opportunities. As a member, you receive discounts on registration.

Throughout the year, AACSB events provide opportunities to network with colleagues through affinity group activities, welcome receptions, exhibits, and more.

View AACSB International's [Event Connection](#) to learn more about this year's learning opportunities for you and your colleagues.

For more information about specific events, contact events@aacsb.edu.

AFFINITY GROUPS

Upcoming Events

The following groups will hold meetings in conjunction with the AACSB International Continuous Improvement Conference.

[Continuous Improvement Conference](#)

September 21-23, 2008
Atlanta, Georgia USA

- [Associate Deans](#)
- [New Deans Learning Community](#)
- [Small Schools Network](#)
- [Women Administrators in Management Education](#)

Upcoming Conference Calls

Associate Deans

Topic: Globalization in Business Schools
Wednesday, September 17, 2008
2:00 – 3:00 p.m., Eastern Daylight Time (GMT -04:00, New York)
[Meeting Details](#)

Development Professionals

Topic: B-School Metrics: Do You Think You Have Enough Staff?
Monday, October 6, 2008
2:00 – 3:00 p.m., Eastern Daylight Time (GMT -04:00, New York)
[Meeting Details](#)

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ACCREDITATION

NEWLY ACCREDITED SCHOOLS

Collegiate Institutions Earn AACSB International Accounting and Business Accreditation

 Marshall University earns its initial AACSB International accounting accreditation.

 Augusta State University successfully maintains its business accreditation.

 University at Buffalo, State University of New York maintains its accounting accreditation.

 The University of Akron maintains its accounting accreditation.

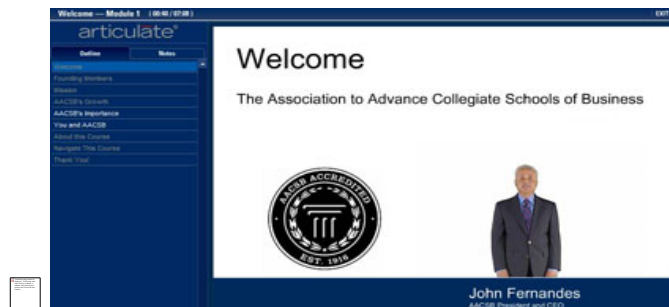
[Full Press Release](#)

Interested in pursuing AACSB business accreditation? Or, is your school up for your maintenance of accreditation? The Business Accreditation seminars will help prepare you for either process. [Learn More or Register](#)

ANNOUNCEMENTS

New Peer Review Training Provides Online Modules for Those Interested in Becoming Involved

AACSB recently launched its online peer review training. The online modules are focused toward those who wish to become involved in the mentoring and peer review efforts of the AACSB International accreditation team.



Course participants will learn about:

- The process and roles in the accreditation phase
- Member eligibility and application
- Development and implementation of an accreditation plan in the pre-accreditation phase
- Elements of the initial accreditation phase
- Elements of the maintenance of accreditation phase
- Timelines and overall processes of an applicant earning AACSB International accreditation

There is no cost to participate in the training. The modules may be reviewed at your own pace.

[Click here](#) to register and begin reviewing the course.

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SCHOOL NEWS

NEW PROGRAMS

University of North Texas Invests in Research

The school will invest 25 million USD to strengthen the State of Texas economy, bolster research, and develop vital technology. The investment will begin this year and include clusters of research supported by highly qualified faculty. [Press Release](#)

Skolkovo Plans for New Executive MBA

The Moscow School of Management is accepting applications for its new EMBA program beginning January 2009. The 18-month program will provide students access to unique faculty, professional networking opportunities, and leadership development. [View Program](#)

GONE GREEN

News Available at the AASHE The Association for the Advancement of Sustainability in Higher Education (AASHE) provides weekly updates on what universities are doing to go green. [Visit AASHE](#)

AWARDS

Gary Latham

University of Toronto secretary of state professor of organizational effectiveness was recently awarded with two honors. He was honored with the Thomas A. Mahoney Mentoring Award for his work with Ph.D. students and the Harry and Miriam Levinson Award for Exceptional Contributions to Consulting Organizational Psychology.



Allen McConnell

The University of Northern Colorado professor of accounting was awarded with the 2008 Outstanding Faculty Advisor by Beta Alpha Psi, an organization devoted

to financial information students and professionals. [Press Release](#)

Eswar Prasad

Cornell University Department of Applied Economics and Management's Nandlal P. Tolani senior professor of trade policy has been named a senior fellow of the Brookings Institution. [Press Release](#)

Gene Seago

Virginia Tech's Pamplin College of Business R.B. Pamplin professor of accounting was honored with the 2008 Outstanding Tax Educator Award. The award is co-sponsored by the American Taxation Association and Ernst &

APPOINTMENTS

New Deans

Asian Institute of Technology

School of Management
Barbara Igel
Dean

Butler University

College of Business Administration
Chuck Williams
Dean

Concordia College

Department of Business, Accounting, and Economics
Greg Cant
Dean and
Robert J. Johnson Chair
in Economics and Business Administration

George Fox University

School of Management
Ken Armstrong
Dean

Lander University

College of Business and Public Affairs
Charles R. Stowe
Dean

Lehigh University

Martin K. Saffer
Associate Dean

Kazakhstan Institute of Management, Economics, and Strategic Research

Bang College of Business

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Young. [Press Release](#)

Timothy Simcoe and Evan Rawley
Timothy Simcoe, a University of Toronto assistant professor of strategic management, and Evan Rawley, a University of Pennsylvania professor, were awarded with the Glueck Best Paper Award in the business policy and strategy division of the Academy of Management. Their paper was entitled, "Horizontal Diversification and Vertical Contracting: Firm Scope and Asset Ownership in Taxi Fleets."

Chen-Bo Zhong
Assistant professor of organizational behavior at the University of Toronto was honored with the William H. Newman Award from the Academy of Management for his outstanding dissertation on "The Ethical Dangers of Rational Decision Making."

GIFTS



Northern Kentucky University
College of Business names school in honor of 15 million USD gift from the Carol Ann and Ralph V. Haile, Jr./US Bank Foundation. The official school name will now be, Carol Ann and Ralph V. Haile, Jr./US Bank Foundation College of Business.

Sang Hoon Lee
Dean

Nottingham Trent University
Nottingham Business School
David Lamond
Associate Dean

Roosevelt University
Walter E. Heller
College of Business Administration
Teresa L. Friel
Dean

Southeastern University
College of Business and
Legal Studies
R. Joseph Childs
Dean

The Chinese University of Hong Kong
T.J. Wong
Dean

The University of North Carolina at Chapel Hill
Kenan-Flagler Business School
James W. Dean
Dean

University of Baltimore
Merrick School of Business
Darlene Brannigan Smith
Dean

University of the Pacific
Eberhardt School of Business
Rich Flaherty
Dean

Acting/Interim Deans

Adelphi University
School of Business
Rakesh C. Gupta

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Interim Dean

Bloomsburg University

College of Business
Dennis O. Gehris
Interim Dean

Sacred Heart University

John F. Welch College of Business
Ralph Lim
Interim Dean

University of Detroit Mercy

College of Business Administration
Gerald F. Cavanagh
Interim Dean

University of Houston-Victoria

School of Business Administration
Jifu Wang
Interim Dean

University of Macau

Michael Joseph Gift
Interim Dean

University of Wisconsin-River Falls

College of Business and Economics
Brian L. Schultz
Interim Dean

Other Appointments**Quinnipiac University**

Kim K. McKeage
MBA Director



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SURVEY NEWS

AACSB Ongoing Surveys:

2008-09 Salary Survey: OPEN September 15 (all except Canadian schools)

Deadline: December 5, 2008

2008-09 Salary Survey (Canada): TBA

Data and Report Availability:

New Report Downloads Available

Remember - Participating schools can download the overview reports from any of their completed surveys in the "Downloads" section of DataDirect. The primary representative can assign access to these reports to any DataDirect user account for your school.

2007-08 BSQ Overviews

The BSQ Overviews are now available for download. All schools that participated in the survey can access these reports free of charge. The primary representative of the school will see these in the "downloads" area of DataDirect and can assign access to additional users through the administration user setup tool.

* 2007-08 BSQ Overview – ALL Member Schools:

Report includes data based on 629 worldwide schools, academic units, and divisions reporting in the 2007-08 BSQ.

* 2007-08 BSQ Overview – US Member Schools:

Report includes data based on 493 US schools, academic units, and divisions reporting in the 2007-08 BSQ.

* 2007-08 BSQ Overview – Non-US Members Schools:

Report includes data based on 136 schools, academic units, and divisions outside of the US that reported in the 2007-08 BSQ. This report excludes data from US Schools.

New DataDirect Subscription Items:

2007-08 BSQ Data Now is Available

The 2007-08 BSQ data is available for use in the DataDirect benchmarking tools and with the custom comparison group reports. All subscribed schools have access to downloads and custom reporting for the 2007-08 BSQ data. If your school is not subscribed and would like more information on subscription options, please visit www.aacsb.edu/datadirect.

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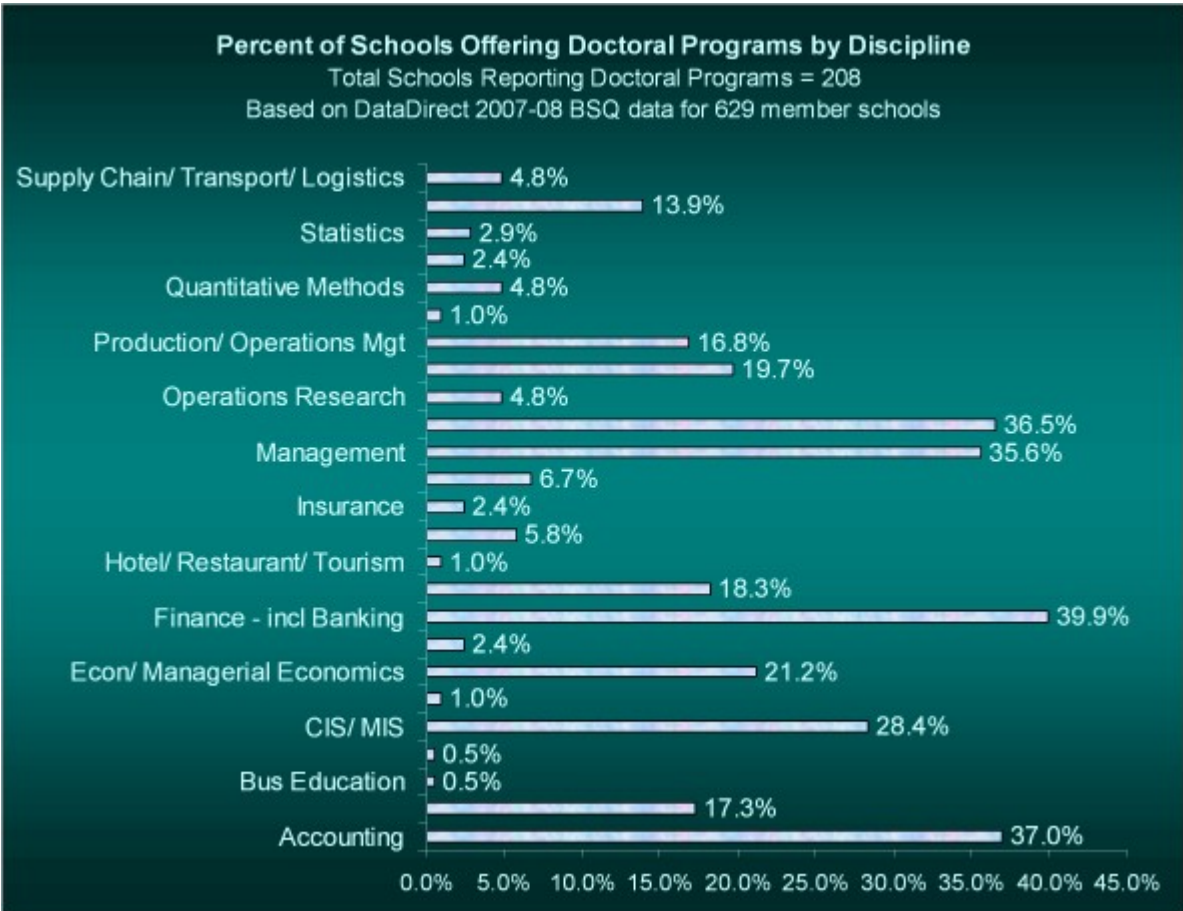
Custom Report Data Availability:

DataDirect Subscriptions

Data from AACSB International surveys are available for custom comparison group benchmarking and reporting through the DataDirect subscription feature. This gives your school access to custom reports from the BSQ and Salary Survey as well as benchmarking tools based on the data collected during our other surveys throughout the years.

If you have not yet subscribed and would like access to this data, please visit <http://www.aacsb.edu/datadirect> for more information on how to subscribe. If you have any questions, please contact jessica@aacsb.edu or joe@aacsb.edu for more information. Initial access is granted only to the primary representative who can then assign any user at their school access to the benchmarking tools.

DATA DIRECT



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Exhibitions

AACSB includes exhibitions at six conferences during 2008-2009. You can connect with the services you need, discover new technology, or take the opportunity to promote your school or product. AACSB exhibitions offer a one-stop market for business school professionals, whether you are looking for new innovations or showcasing your brand.

If your school, organization, or company desires to provide products and /or services to business schools, exhibiting at an AACSB conference is where you need to be! Click the conference you are interested in to access an exhibitor application.


- [International Conference and Annual Meeting](#)
- [Assessment Conference](#)
- [Associate Deans and Innovative Programs Conference](#)
- [Building B-Schools: Development and Communications Conference](#)

Continuous Improvement Conference - Closed

[Faculty Conference on Learning and Research](#)


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ASSOCIATE DEANS and INNOVATIVE PROGRAMS CONFERENCE

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ASSESSMENT CONFERENCE

FRIEND LEVEL
<p>The Fox School of Business and Management Temple University</p>

DEANS CONFERENCE

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 	<p>The Fox School of Business and Management Temple University</p>

**BUILDING B-SCHOOLS:
DEVELOPMENT AND COMMUNICATIONS CONFERENCE**

CONTRIBUTOR LEVEL	
	

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<p>Charles F. Dolan School of Business Fairfield University</p>	

NEW DEANS SEMINAR

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