



## PAST ISSUES

- ▶ Archives
- ▶ Unsubscribe

## FALL 2008

### SCHOOL NEWS

#### ALUMNI SUCCESSES

Emory University  
University of Houston  
University of Virginia

#### GLOBAL EFFORTS

Jacksonville University  
NYU  
University of Illinois

#### MILESTONES

Boise State University  
Cornell University  
Georgia State University  
IESE  
Pepperdine University  
Purdue University  
Thunderbird School of Global Management  
University of Alabama  
University of Tennessee  
University of Missouri-Kansas City  
Villanova University

#### PROGRAM INNOVATIONS

Arizona State University  
IAE  
Santa Clara University  
São Paulo  
SDA Bocconi  
University of California, Berkeley and Columbia Business School  
University of Minnesota

### Contents

#### ▶ More Records

*The 2008 Executive MBA Council Conference in Chicago, Illinois, broke records and featured many highlights*

#### ▶ Plenary Session Highlights

*Speakers explore technology and the Executive MBA brand*

#### ▶ Much Value

*2008 Executive MBA Council research studies show growth, an increase in applications, and other key findings*

#### ▶ Kudos

*George Bobinski, associate dean, Binghamton University School of Management, receives the 2008 Bud Fackler Service Award*

#### ▶ Leadership Perspectives

*The Directors' Forum explores social capital and corporate relationships*

#### ▶ Branding: Your Thoughts

*The results of the council branding survey show support for promoting the value of the degree*

#### ▶ Professional Development

*Register now for the next Marketing and Admissions Program, scheduled for March 22-25, 2009, at Villa Graziadio Executive Center in Malibu, Calif.*

#### ▶ NEW: Offering for European Market

*Designed especially for programs in the European market, the new Marketing and Admission Program – Europe, is scheduled for April 28-29, 2009, at the University of Chicago Booth School of Business in London*

#### ▶ Council Leadership

*The council welcomes new members to the 2008-2009 Executive MBA Council Board of Trustees*

#### ▶ Ocean Plans

*Mark your calendar for the 2009 Executive MBA Council Conference, set for Oct. 18-21, in San Diego, Calif.*

### Features

#### ▶ Update

*By Michael Desiderio, Executive Director*

#### ▶ Board Member Profile

*Brad Vierig  
University of Utah*

#### ▶ Corporate Member Profile

*XanEdu*

### LINKS

- ▶ Printer Friendly Version
- ▶ Calendar
- ▶ www.EMBAC.org
- ▶ School News

### More Records

*The 2008 Executive MBA Council Conference in Chicago, Illinois, broke records and featured many highlights*

The Executive MBA Council Conference that took place Oct. 26-29, 2008, attracted a record number of 420 registrants. Participants attended conference workshops, concurrent sessions, meetings, and networking events. A brief recap of conference highlights follows:

#### PLENARY SPEAKERS

Plenary speakers included Thornton May, futurist, executive director and dean of the IT Leadership Academy; Ted Snyder, dean, University of Chicago Booth School of Business; and Tim Westerbeck, managing director and principal, Lipman Hearne.

#### BUD FACKLER

George Bobinski, associate dean, Binghamton University School of Management, received the Bud Fackler Service Award from the council.

#### 2008 RESEARCH RESULTS

A record 123 Executive MBA Programs participated in the 2008 Student Exit Benchmarking Survey, and 307 member programs completed the 2008 Membership Program Survey. The conference included a presentation on results.

#### 2008 CHARITY

Conference participants donated more than \$5,000 to the non-profit organization, Schools on Wheels, which brings education to low-income populations in Chicago neighborhoods. Corporate member Campus Text donated a significant lead gift.

#### PRESENTATIONS

The 2009 conference featured 15 concurrent sessions. To view PowerPoint presentations from the majority of concurrent sessions, visit [Conference Resources](#).

#### SPECIAL THANKS

The 2009 Executive MBA Council Conference Planning Committee lent their time and talents to make the Chicago conference a great experience for participants. A record level of support from sponsoring schools and corporate members also contributed to the success of the conference. The council thanks all those involved.

Planning Committee  
Patty Keegan  
University of Chicago  
Co-Chair

Brad Vierig  
University of Utah  
Co-Chair

David Ardis  
University of Michigan

Jeff Bieganeck  
University of Minnesota

Donna Blackburn  
University of Alabama

Ann Carrel  
Northern Illinois University

Chris DeTrempe  
University of Notre Dame

Bill Lindsey  
Loyola Marymount University

Lucy Maillette  
Michigan State University

Andrew Roberts  
Euromed Marseille

Ajay Vinze  
Arizona State University

Council Representatives  
Michael Desiderio  
Darlene Gorrill  
Karen Mc Lintock

Event Planners/eventAcuity  
Linda Thompson

Sponsoring Schools  
**Gala Sponsors**  
Northwestern University  
University of Chicago  
University of Notre Dame

**Platinum Sponsors**  
Graduate Management Admission Council  
Jesuit Colleges and Universities

Williams College of  
Business, Xavier University  
Marquette University,  
Graduate School of  
Business  
Erivan K. Haub School of  
Business, Saint Joseph's  
University  
Fordham University  
Graduate School of  
Business Administration  
Loyola Marymount  
University  
Leavey School of Business,  
Santa Clara University  
Albers School of Business  
and Economics, Seattle  
University  
Loyola University Chicago  
The Sellinger School of  
Business, Loyola College in  
Maryland

University of Chicago  
The Wharton School, University of  
Pennsylvania

**Gold Sponsors**  
Columbia University  
Emory University  
New York University  
Rice University  
University of Illinois  
University of Michigan  
University of Minnesota  
University of North Carolina at Chapel  
Hill  
University of Southern California  
University of Utah  
University of Virginia

**Silver Sponsors**  
Bradley University  
Michigan State University  
Southern Methodist University  
University of Washington

**In-Kind Sponsors**  
Dan Dry Photography

Northern Illinois University  
University of Washington

#### Corporate Sponsors

Accent Travel Group  
AIH Destination Management  
The Austral Group  
Campus Text, Inc.  
CareerBeam, LLC  
Financial Times  
Global Tracks  
Harvard Business School Publishing  
Intelliworks, Inc.  
International Study Programs  
Ivy Software  
Lore International Institute  
Meridian Resources, Inc.  
SS&C Technologies Zoologic Learning  
Solutions  
The Washington Campus  
XanEdu Custom Publishing

#### SAN DIEGO

Mark your calendar now for the next Executive MBA Council Conference, set for Oct. 18-21, 2009, in San Diego, Calif., and for information and updates, visit the web site at [www.emba.org/conference.htm](http://www.emba.org/conference.htm).

[» top](#)

---

### Plenary Session Highlights

*Speakers explore technology and the Executive MBA brand*

Three plenary speakers explored the topics of technology, the Executive MBA brand now and in the future, and best practices for marketing Executive MBA Programs.

**Thornton May**, futurist, executive director and dean of the IT Leadership Academy, looked at the value and increasing impact of information technology (IT) on business.

"IT enables value creation," says May. That value translates into business opportunities, but in a rapidly changing world of technology, recognizing those opportunities is not easy. "No technology is strategic forever."

Executive MBA Programs already are incorporating technology in different ways, including online case discussions, online forums, and podcasts, among other applications. But Executive MBA Programs can help students understand the changes in technology and improve their ability to marshal technological change for improved business results, says May.

Integrating information systems and technology management into the classroom – whether through information technology courses or other courses that feature a technology focus – is important. "This is the age of big information," he says. "There is a new blog every second every day. Our Executive MBA students are leaders in the age of big information."

The Executive MBA industry has enjoyed much success, and its brand is on track to remain strong, says **Ted Snyder**, dean of the University of Chicago Booth School of Business.

"What industry in the world has had the kind of growth that we have had? This has been a very good industry to be in, and there will be very good things going forward."

Forces at play in business continue to reinforce the importance of the knowledge that the degree offers.

"Complexity and interdependence are underlying drivers, and they

especially drive the Executive MBA," says Snyder. "Globalization is far from running its course...If programs are not global, they still want to be connected globally."

Fragmentation of the industry can pose challenges, and maintaining the integrity of the brand is key. "Reputation and quality win out," he says.

Those are also keys to remaining competitive in challenging economic times. "I do believe that this is going to be a tough period," he says, but sacrificing quality for revenue isn't a route that the Booth School has or will want to take.

"We have to make the point that the Executive MBA degree will make you stronger in your job."

Competition is getting fiercer for Executive MBA Programs, says **Tim Westerbeck**, managing director and principal, Lipman Hearne.

"The Executive MBA degree is a popular product, and a lot of people are vying for top Executive MBA students in the marketplace," he says.

Globalization, technology, and declining sponsorship are all impacting the industry and influencing the Executive MBA degree. Trends point to the dominance of global or local Executive MBA Programs, says Westerbeck, and bode less well for national programs.

The school or institution really drives its brand, and the culture and experience help differentiate brands, he says. Brand-based marketing helps strengthen the products of the school.

The core of the brand is really the actual experience, and faculty, staff, and students all share a role in brand stewardship. "The brand promise is sacred," he says. "It gets broken, and you are in trouble."

Westerbeck also shared some best practices, which included the following:

- Market analyses and research must drive product development
- Objective analysis of competition and product advantage is essential
- Specific audience research drives product positioning, brand messages and channels, and tactical selection
- Differentiation at the emotional and brand personality level is the objective
- Online marketing and information sessions remain fundamental
- Media relations is less costly, but garners mixed results depending on a variety of factors

In the future, branding will become more critical and more challenging, he says. "Technology will be a greater force in program execution and marketing."

» [top](#)

---

### **Much Value**

*2008 Executive MBA Council research studies show growth, an increase in applications, and other key findings*

The number of Executive MBA Programs continues to grow, but at a slower rate, according to the findings of the 2008 Executive MBA Council Membership Program Survey.

From 1980 to 1989, 16 percent of all programs started; from 1990 to

1999, 37 percent of all programs started, and in this decade to date, 31 percent of all programs began. Fewer programs also are seeking to expand, 37 percent this year, compared to 57 percent in 2007.

Applications rose from 83.4 to 88.7, with enrollment yield declining slightly from 82 percent to 80 percent. Student quality remains high, as work and management experience, GMAT scores, and GPAs remain steady.

Full sponsorship declined from 34 percent in 2007 to 32 percent in 2008, with self-sponsorship declining slightly from 33 percent to 32 percent and partial reimbursement increasing from 33 percent to 36 percent.

According to results from the 2007-08 Student Exit Satisfaction Survey, students remain satisfied with Executive MBA Programs, with 83 percent rating overall program performance extremely well, 72 percent rating the overall value of the program as excellent, and 80 percent rating the overall quality as excellent.

In addition, the results support strong continued return on investment:

- 75 percent say they greatly increased their value to their organization
- 97 percent say the program met or exceeded their expectations for impact on their career
- 98 percent say the program met or exceeded their expectations for impact on their organization
- 67 percent say the program greatly increased their ability to be promoted
- 39 percent reported expecting a promotion and 43 percent received a promotion
- Students reported an average payback period of 43 months for them, down from 45 months in 2006-07, and 22 months for their organization, down from 23 in 2006-07
- They also reported a 23 percent increase in salary from when they entered the program to when they graduated

The council plans to launch a new Corporate Outcomes Assessment Survey in 2009, which would allow programs that participate in the Student Exit Benchmarking Survey to survey direct managers of exiting students. Look for more information in the next *EMBA News*.

For information on participating in the Student Exit Benchmarking Survey or the Student Entry Benchmarking Survey, visit your school portal.

[» top](#)

---

### **Kudos**

*George Bobinski, associate dean, Binghamton University School of Management, receives the 2008 Bud Fackler Service Award*

The Executive MBA Council honored George Bobinski, Ph.D., associate dean of the School of Management at Binghamton University, State University of New York, with the 2008 Bud Fackler Service Award.

The Bud Fackler Service Award recognizes contributions to the Executive MBA Council and to Executive MBA Programs worldwide, including efforts to help other programs, to share best practices, and to raise the quality of Executive MBA Programs. The council named the award after Bud Fackler, the late director of the Executive MBA Program at the University of Chicago and one of the council's founders.

Bobinski co-chaired the Executive MBA Council research committee from 2001 to 2008. Under Bobinski's leadership, the council made significant strides in its research initiatives, including achieving close to full participation in its survey of member programs, gathering data about the return on investment of the Executive MBA degree for students and their organizations, and offering new survey tools that track student perceptions both when they enter their program and after they complete their program.

"The council's research provides many benefits for our members," says Bobinski. "It allows them to compare programs, become aware of new trends, and understand best practices."

Michael Desiderio, executive director of the Executive MBA Council, says Bobinski's commitment to enhancing the council's research projects has greatly benefited all members. "Our members consistently report that the council's annual research initiatives are one of the top benefits of belonging to the council. George has been instrumental in ensuring we provide members with insightful information about Executive MBA Programs and the industry as a whole."

Bobinski also served as chair of the Executive MBA Council Board of Trustees from 2004 to 2005. During his term, the council planned and executed its first non-North American Executive MBA Council conference, held in Barcelona, Spain.

Bobinski has taught courses in marketing management, advertising, marketing research, and consumer behavior. He has received a number of teaching awards and recognition at both the undergraduate and graduate level. He received his bachelor's degree in management from the University at Buffalo, State University of New York, and his MBA in finance and marketing, and Ph.D. in marketing from Indiana University.

[» top](#)

---

### Leadership Perspectives

*The Directors' Forum explores social capital and corporate relationships*

The second offering of the Directors' Forum filled to capacity, with many on the waiting list.

The half-day event for academic and administrative directors featured Ron Burt, Hobart W. Williams Professor of Sociology and Strategy, University of Chicago; a panel on corporate relations; and a discussion about ways to strengthen and maximize corporate relationships.

Burt explored the competitive advantages of social capital, explaining the nuances of different kinds of social networks.

One type of network features much cohesion – the members of network know one another and share one source of information. The other network relies more on disconnections among members in the network. Essentially one network member may forge a relationship with others who have different subsets of connections.

Members in the first type of network may develop their own shorthand as a group. Members in the other network may be exposed to different perspectives and ideas. The first type tends to drive variation out; the second involves much diversity.

The first type of network facilitates closure and ongoing structure and systems to achieve ends that are important to the bottom line. The other type of network facilitates brokerage, which paves the way for innovation and top-line growth.

For business leaders, networks with variation can offer a significant advantage. Social capital can be taught, Burt says, and Executive MBA Programs can help students marshal their social capital. "It is a

powerful force and a valuable one for business leaders.”

After Burt’s presentation, Beverly Stewart, director of Graduate Programs, University of Missouri–Kansas City, Connie Chambers, coordinator of alumni and corporate relations at the University of Alabama, and John Cady, director, Kelly Executive Partners at Indiana University, spoke about their efforts to increase their ties with organizations, which included corporate visits with CEOs, leveraging of existing events and outreach activities, and coordination of efforts based on outcomes. Jose Luis Alvarez, professor, Business Policy, ESADE, facilitated the panel. Participants also worked in small groups to share ideas.

» top

---

### Branding: Your Thoughts

*The results of the council branding survey show support for promoting the value of the degree*

More than 77 percent of Executive MBA Council members who participated in the council survey rated initiatives to improve the understanding and perceived value of the Executive MBA as a high or very high priority for the council, with the remaining respondents ranking it at least as a medium priority.

The council launched the branding survey in October to learn more from members about ways that the council can help promote the value of the Executive MBA experience. The council sent the survey to the primary representatives at 208 member schools, and 96 members, or 46 percent, responded.

More than 47 percent of respondents indicated that the Executive MBA offering was not well understood in comparison to other graduate business management offerings in the marketplace, and 44 percent indicated that the perceived value of the Executive MBA offering was much higher or higher than other graduate management offerings.

The majority of respondents – 81 percent – selected an expanded public relations campaign to the business press as the initiative with the highest level of impact. Other options included a strategic marketing campaign funded by members, a Corporate Advisory Board of senior-level executives from industry, and presentations at other conferences.

When asked if they would contribute to a special fund to support branding efforts, respondents offered mixed support. While 62 percent said they would, many public schools indicated it would be difficult to participate.

The council’s board and branding committee will review the survey results and determine next steps.

» top

---

### Professional Development

*Register now for the next Marketing and Admissions Program, scheduled for March 22-25, 2009, at Villa Graziadio Executive Center in Malibu, Calif.*

Designed especially for academic and/or administrative directors, associate and/or assistant directors, and others who are responsible for recruiting and marketing of Executive MBA Programs, this intensive, four-day program offers valuable perspectives and knowledge about the nature of the Executive MBA in today’s marketplace.

The council moved the location of the program from Atlanta to the West Coast for this 2009 offering. The program has been running on

the East Coast since its inception, but the Villa Graziadio Executive Center in Malibu, Calif., will offer a new environment that supports learning and growing.

During the March 22-25 program, participants will bolster their own professional network while learning best practices and cutting-edge ideas that they can apply on the job to improve the success of their programs. The program covers key content areas such as:

- Positioning and branding
- A common body of knowledge and professional practices that relate to marketing, admissions, interviewing, and selection of candidates
- Professionalism, including legal/ethical issues, use of the GMAT, and communication with corporate sponsors
- Sensitivities that participants face in roles and environments
- Ways to deal with the myriad of challenges

It also features leading experts, case studies, and interactive exercises. Register before Jan. 21, 2009, and save \$100 in registration fees. To register, visit [www.emba.org/courses\\_marketing\\_admissions.htm](http://www.emba.org/courses_marketing_admissions.htm).

» [top](#)

---

### **NEW: Offering for European Market**

*Designed especially for programs in the European market, the new Marketing and Admission Program – Europe, is scheduled for April 28-29, 2009, at the University of Chicago Booth School of Business in London*

New in 2009, the Executive MBA Council, with support from the Graduate Management Admission Council (GMAC), has developed the Marketing and Admissions Program – Europe, especially for Executive MBA Programs in the European market.

Set for April 28-29, 2009, at the University of Chicago Booth School of Business on its London campus, the Marketing and Admissions Program – Europe focuses on the following key issues for programs in the European market:

- Distinguishing your Executive MBA from other offerings in the market and knowing your competition
- Understanding how and when to use face-to-face recruiting, print and web-based communications, and advertising
- Checking your marketing messages to ensure they are clear and on target
- Using customer management relationship systems to help transform leads into filled seats
- Developing effective alumni and corporate relations initiatives that support your marketing and admissions
- Monitoring the cost-effectiveness of your marketing efforts

During the program, you'll learn from the experiences of other participants, as well as expand your network. The program features mini-cases of Executive MBA scenarios in Europe.

Diane Belevander, associate dean, MBA Programs, at the Rotterdam School of Management, Erasmus University, and Leyland Pitt, professor of marketing, Segal Graduate School of Business, Simon Fraser University, will lead the program.

For information and registration, visit [www.emba.org/courses\\_marketing\\_admissions\\_europe.html](http://www.emba.org/courses_marketing_admissions_europe.html).

[» top](#)

---

### Council Leadership

*The council welcomes new members to the 2008-2009 Executive MBA Council Board of Trustees*

Five new members were elected to the Executive MBA Council Board of Trustees in October:

- Jeff Bieganeck, director of admissions, MBA Programs, University of Minnesota (Branding)
- Jordi Diaz, director of programs, EADA (Research)
- Lucy Maillette, executive director – Executive MBA & Weekend MBA Programs, Michigan State University (Professional Development)
- Catherine Molony, director, MBA Program for Executives, East, and Director of Admissions, The Wharton School, University of Pennsylvania (Professional Development)
- Guillermo Selva, associate dean, MBA and Executive MBA Programs (Conference)

In addition, Barbara Singer, senior vice president, client relationship development, Lore International Institute, a Korn/Ferry Company, has joined the board as the new corporate liaison.

This group joins the following returning board members:

- Susan Carver West, assistant dean, University of Alabama (Board Chair)
- John Fraser, director, Executive MBA Program, University of Iowa (Past Board Chair)
- Ethan Hanabury, associate dean at the Columbia Business School (Branding)
- Bill Lindsey, associate dean, Executive MBA, Loyola Marymount University (Conference)
- Maria-Eugenia Marin, director of international relations at the Instituto de Empresa (IE) Business School in Madrid (Membership)
- Brad Vierig, assistant dean, executive education, and director of the Executive MBA Program at the University of Utah (Treasurer)

The council thanks the outgoing board members for their service:

- Barry Van Dyck, director of Degree Programs, executive education, University of Notre Dame, and past board chair
- Beatrix Dart, professor of strategic management, University of Toronto
- Anne Herbert, director of quality and accreditation, Helsinki School of Economics
- Lyn Hoffman, associate dean, London Business School
- Patty Keegan, senior director, Executive MBA Program, University of Chicago
- Joe Kinczel, director, AIH Destination Management, corporate liaison

[» top](#)

---

## Ocean Plans

*Mark your calendar for the 2009 Executive MBA Council Conference, set for Oct. 18-21, in San Diego, Calif.*

Plan now to attend the 2009 conference, set for Oct. 18-21, at the Westin Gaslamp Quarter in San Diego, Calif. The conference will feature a great slate of professional development opportunities, as well as a location with many benefits.

Famous for sunshine and its near-perfect climate, San Diego boasts a population of more than one million residents, making it California's second largest city and the country's seventh largest city.

Located on the coast of the Pacific Ocean, San Diego counts 70 miles of beaches, which support activities that include sailing, scuba diving, fishing, surfing, swimming, walking and jogging, or just lounging on the sand.

The city and county of San Diego also offer other natural wonders to explore. To the east, the terrain varies from foothills to mountains to the 600,000-acre Anza Borrego Desert State Park. The north features an agricultural community and wine growers, and the Mexican border towns of Tijuana, Rosarito, and Ensenada lie to the south.

Highlights of San Diego's many attractions include:

- Sea World of San Diego
- LEGOLAND California
- Balboa Park, the largest urban cultural park in the U.S., and home to 15 museums, numerous art galleries, beautiful gardens, and the world-famous San Diego Zoo
- USS Midway Museum
- Lux Art Institute
- Maritime Museum of San Diego
- Mission Valley/Old Town
- Birch Aquarium
- Wineries

Look for ongoing conference updates at [www.emba.org/conference.htm](http://www.emba.org/conference.htm).

» top

---

## Features

### Update

*By Michael Desiderio, Executive Director*

The calendar indicates a new year is fast approaching, but I would be remiss if I didn't mention the great success that we experienced at the Chicago conference this past October!

More than 400 people from more than 25 countries around the world attended this exciting conference. As several attendees at the event pointed out to me, tough economic periods are the time to connect even more closely with their industry association. With this in mind, we appreciate the opportunity to serve you and look forward to seeing you at future conferences and upcoming council events.

Speaking of upcoming council events, in 2009 we have many exciting offerings on the horizon. In March we will continue the delivery of our flagship **Marketing and Admissions Program**, which takes place this year in Malibu, Calif.

In addition, for the first time we are launching **Marketing and Admissions - Europe** in London at the end of April. We encourage you to consider attending one of these sought-after offerings.

Also, be sure to check the council website often for dates of the various regional meetings. My goal is to personally attend as many of these as possible depending on when they are scheduled. If our paths don't cross at a regional meeting, perhaps we will see each other at one of the two Marketing and Admissions Programs as I will be attending both.

As discussed during the Council Update session at the annual conference, 2008 was a year of firsts. If you were not able to join us for that session be sure to peruse the annual report section of the fall issue of *Executive Connections*.

My best to you for the new year, and I look forward to connecting with as many members as possible throughout 2009!

[» top](#)

---

### Board Member Profile

*Brad Vierig*

His choice to attend the Executive MBA Program at the University of Utah proved a good one for Brad Vierig.

Vierig, who received his bachelor's degree in accounting from the University of Utah, began his career at Ernst and Young. After establishing himself in public accounting, Vierig joined American Stores, a major retail food and drug business, as a senior financial officer. His boss at American Stores encouraged Vierig to look into the Executive MBA Program at the University of Utah.

Although Vierig insisted that it was not the right time to return to school, his boss, an Executive MBA alumnus, felt differently. Knowing firsthand what a difference the program could make in Vierig's career, she constantly reminded him of the benefits of pursuing a degree.

Concerned about the impact on his family, Vierig waited before entering the program. When he did become a student, he finally understood why his boss had been so resolute. "It took a few months to get hooked, but I did," Vierig says. "I loved it. I found that it was a great career investment."

Now Vierig owes much of his success to his boss' persistence. His Executive MBA experience improved his job performance, introduced him to a phenomenal professional and personal network, and ultimately opened the door for a new career direction.

In fact, Vierig enjoyed his time in the Executive MBA Program so much that at the end of the program, he told the director, "If you ever decide to retire, I want this job."

As it turned out, that is exactly what happened.

When the previous director of the program left in 2000, Vierig interviewed for the position and received the offer. Throughout his years in the finance industry, Vierig had experience in teaching various educational programs. The opportunity to become the program's director also gave him the chance to teach at a university level.

Since he began working for the university, the Executive MBA Program has grown in many ways, including increases in applications, enrollment, and revenue. Vierig also has enhanced student services, and updated and improved the curriculum.

"I really enjoyed improving the program," he says. "I'm a very competitive person, and I want to continue setting and meeting goals."

His successes have not gone unnoticed. The dean recently asked him to lead the school's Professional MBA Program. As assistant dean of executive education, Vierig continues to oversee operations of the Executive MBA Program and non-degreed programs, as well as teach finance.

With his transition into the academic world, Vierig also became involved in the Executive MBA Council Conference. He quickly met new colleagues, who were willing to answer questions and share ideas. Based on those positive experiences, he decided to volunteer, serving on several conference committees. Vierig also contributed to organizing and teaching in the Executive MBA Toolkit. In 2007, he was elected to the council board, and in 2008, he co-chaired the conference in Chicago with Patty Keegan from the University of Chicago.

"It's not just the conference that makes the council a great organization," says Vierig. "It's also the regional meetings, professional development courses, and other offerings, as well as the ability to pick up the phone and talk to another colleague who understands your issues. There is a great deal of value to participating in the council."

Vierig also shared the following information with *EMBA News*:

*My hobbies include:* Biking (road and mountain) and skiing: "My favorite bike ride is any one that goes uphill."

*My favorite city is:* Rome

*I'm most proud of:* "My three children – one works at Price Waterhouse in California, another at Target headquarters in Minneapolis, and my third is majoring in psychology at the University of Utah – I love it when she stops by for lunch."

*I'm reading:* "I read many publications like *Bicycling*, *Mountain Bike*, *Forbes*, and *Fortune*, as well as the *Wall Street Journal* and *Financial Times*."

*I'm passionate about:* "Kids, family, biking, espresso, and being successful. I'm highly driven to be successful in what I do. I'm passionate about taking everything you do in life and making it better."

*My next significant project is:* "Improving the Professional MBA Program."

*You may not know that:* "I was a cheerleader in high school, and I won the state tennis championship in high school."

*When I think about the council, I think:* "About a terrific conference, camaraderie, and fun people."

» top

---

## Corporate Member Profile

*XanEdu*

Executive MBA students live busy lives, and Executive MBA Programs provide a variety of services to students that make it easier for them to focus on their studies. To save students the inconvenience of visiting the local bookstore for their materials, programs look for the most efficient ways to distribute course materials.

Eight years ago, when technology began opening new options for educational use, XanEdu entered the educational market as one of the first companies to offer a web-based delivery platform for course materials.

Today, Executive MBA Council corporate member XanEdu helps academic programs obtain course materials efficiently, affordably,

and legally.

"We work with many Executive MBA Programs to minimize the amount of resources they invest in getting course materials in the hands of students, and we offer the convenience and benefits of digital delivery," says Tyler Steben, vice president, XanEdu Custom Publishing.

XanEdu's primary CoursePack product consists of a content archive that contains business cases, book chapters, journal material, videos, and interactive cases from the best business publishers.

"We adapt our offerings to the needs of each customer, ensuring that we're supporting their strategic goals and solving their problems," says Steben. While XanEdu delivers print and digital course materials, it primarily views its role as solving customer needs, he says. For example, XanEdu negotiated with a publisher on behalf of a program to change its pricing structure.

"Another program uses XanEdu as a point of differentiation and asks us to come to orientation to brief the students on the benefits of our online platform," says Steben. "We distinguish ourselves by working hard to understand the needs of each program and then work to alleviate the points of pain they have around delivery of course materials."

The company releases two to three updates of its online system each year and regularly adds content, including more and more video, audio, and interactive material. XanEdu is planning to launch additional features, functionality, and content specifically for the Executive MBA market in 2009.

XanEdu has worked with MBA and Executive MBA Programs for some years, and it was the company's Executive MBA customers that encouraged XanEdu to join the Executive MBA Council as a corporate member.

"After last year's meeting, we, roughly at the same time, had a couple of customers who are members say, 'you know, at the annual meeting there was a lot of discussion of digital course materials, and XanEdu's name even came up a couple of times—you really should think about participating,'" says Steben.

XanEdu joined the council in 2008 and attended the 2008 Executive MBA Council Conference in Chicago. XanEdu has found the organization and its members open and friendly.

"We've really enjoyed the opportunity to interact in a less formal way with Executive MBA staff," he says. "Through these interactions, we've been able to understand their needs more deeply, and this results in us providing a more responsive offering. Everyone has been extremely welcoming and warm. It's a great experience to have an opportunity to be more responsive to customers and to have fun doing it."

In the future, XanEdu plans to introduce new features and content partnerships, and Steben encourages any programs that may want to provide some feedback on test efforts to contact him. Collaborating with Executive MBA Programs on solutions is one of the most satisfying parts of his work, he says.

"I think I most enjoy knowing that we are helping, in a small way, to make the learning experience better, either by ironing out problems programs have or through the benefits of online content and delivery."

*For more information, contact Steben at [tsteben@xanedu.com](mailto:tsteben@xanedu.com) or at 734.302.6571 or visit [www.xanedu.com](http://www.xanedu.com).*

**>> top**

© Copyright 2008 The Executive MBA Council. All Rights Reserved. A Global Web Strategies, Inc. Web Production.



## PAST ISSUES

- ▶ Archives
- ▶ Unsubscribe

## FALL 2008

### SCHOOL NEWS

#### ALUMNI SUCCESSES

Emory University  
University of Houston  
University of Virginia

#### GLOBAL EFFORTS

Jacksonville University  
NYU  
University of Illinois

#### MILESTONES

Boise State University  
Cornell University  
Georgia State University  
IESE  
Pepperdine University  
Purdue University  
Thunderbird School of Global Management  
University of Alabama  
University of Tennessee  
University of Missouri-Kansas City  
Villanova University

#### PROGRAM INNOVATIONS

Arizona State University  
IAE  
Santa Clara University  
São Paulo  
SDA Bocconi  
University of California, Berkeley and Columbia Business School  
University of Minnesota

### School News

#### ALUMNI SUCCESSES

##### Emory University

The Executive MBA class of 2003 at Emory University's Goizueta Business School raised funds to support a pre-business boot camp for students who otherwise would not experience such an opportunity.

Alumni Sarah C. O'Brien, CFO of Kodak Dental Systems in Atlanta, along with a committee of six classmates, including Lou Cataland, Kenneth Poinsette, and Jim Lester, started fund raising when Andrea Hershatter, associate dean and director of the BBA at Emory, suggested the idea.

The plan struck a chord with the executives, and now, the Executive MBA alumni are mentoring prospective Emory students on business concepts and careers, in an effort to make studying business a more accessible path for students who need additional support in reaching their professional goals.

"In the business school, there is the idea of an interdependent community," says Hershatter. "Even younger alums—those not yet in the position to donate large sums—can find ways to add significant value to the school. We see it when alumni help other Goizueta graduates secure positions in their firms. Many of our alumni are very invested in Goizueta's continued success and want to help bring along the next generation."

##### University of Houston

Jill Finke, 2007 graduate of the Executive MBA Program at the University of Houston's Bauer College of Business, received the 2008 Leadership Award from the Western Group Ambulatory Surgery Division of HCA Health Care, the first time a first-year administrator has earned the award. Finke started her new position at HCA shortly before graduation. Her achievements include beating projected earnings and retaining valued employees even as a competitor entered the market one block away.

##### University of Virginia

The McIntire School of Commerce at the University of Virginia established a new alumni outreach program especially for graduates of the management of technology master's degree program.

"It's really important that we build relationships with our graduate alumni," says Nicole Fitzwater, the school's first-ever director of graduate alumni development. "Doing so will help our grads to stay connected with one another and with McIntire, as well as creating lifelong learning opportunities."

Lifelong learning is an important component of alumni outreach, says Fitzwater. Faculty members are selecting readings for alumni, which are posted in a blog format that allows alumni to discuss them.

### LINKS

- ▶ Printer Friendly Version
- ▶ Calendar
- ▶ www.EMBAC.org
- ▶ Council News

In addition, the school has hosted 18 alumni events for more than 550 participants. In summer 2008, events included family picnics, lunches, wine tastings, golf clinics, and happy hours. In fall, a football tailgate event raised more than \$5,000 for the school's annual fund.

Events also are taking place regularly in Charlottesville, Richmond, Northern Virginia, and Washington. Future alumni events are planned in Atlanta, Boston, New York, and Charlotte.

---

## GLOBAL EFFORTS

### Jacksonville University

The Executive MBA Program at Jacksonville University includes a global business experience that involves an international trip. The trip offers students experience with conducting business and managing organizations around the world, including exposure to the social, political, historical, and other environmental elements that influence the decision-making process, business functions, and the leadership styles at a variety of global organizations.

During summer 2008, the Executive MBA class traveled to Dublin, Ireland, to visit leading organizations that included Ulster Bank Group, Dublin Port Company, Microsoft Ireland, The Ogilvy Group, O'Briens Irish Sandwich Bars, Lee Overlay Partners, and Irish Distillers. Both professors and students reported very positive feedback on the value of the trip.

### NYU

In spring 2008, first-year NYU Stern Executive MBA students stepped off campus and into South America to expand their global business acumen and cultural perspectives.

Students traveled to Argentina and Brazil as part of a Global Study Tour (GST) course, which Anat Lechner, clinical associate professor of management and organizations, taught. Required in each year of the program, GST courses reflect the curriculum's global perspective on business. The course culminates in a one-week trip abroad where students meet with leaders of industry, financial institutions, and government organizations. Past destinations include Chile, China, India, Russia, and Turkey, among others.

During the Argentina trip, students visited BOVESPA, the São Paulo Stock Exchange – the only stock trading center in Brazil and Latin America's largest stock exchange – and discussed the exchange's transformation into an electronic marketplace. They also met with leaders from The Votorantim Group, one of the largest private industrial conglomerates in Latin America, and from Tenaris, a global tube supplier for the energy industry, to learn about the latest in biofuels. Students also spoke with representatives of the Central Bank of Argentina about the socioeconomic issues that face South America.

After studying Brazil and Argentina's economic, political, and social characteristics in class, many of the students found the visit to be an eye-opening experience. First-year Executive MBA student and stem-cell biologist Dr. Raj Chadalavada (MBA '09) explained: "We talk about inflation every day in America and how it's topping out at 5 percent, but then you go to Buenos Aires, where they're facing 25 percent inflation, and it really puts your life into perspective."

### University of Illinois

The University of Illinois Executive MBA recently launched its International Study capstone course for the class of 2009.

During the final nine months of the 20-month program, the class will work in small groups on consulting projects for organizations with operations in China. For their final exam, students will travel to China in spring 2009 to present their findings to the senior executives of their client partner organizations and to participate in an outstanding immersion experience. The International Study course faculty members are also the executive and associate directors of Illinois Business Consulting, the student consulting organization of the Illinois College of Business.

This year's clients include large global corporations – most with headquarters in Illinois – a Chinese financial exchange and several Asian-based startups. Many client partner organizations have returned for their third or fourth project with Illinois Executive MBA students. One new client is a Beijing-based company that is owned by an alumnus, who was inspired to move to China after completing his Executive MBA.

Examples of recent projects include:

- Recommending an organizational structure for a U.S. company's planned China operations
- Assessing the feasibility of a branded used equipment market in China
- Developing a strategy for an Asian-based startup to enter the U.S. market
- Recommending the Eurasian country in which the company should build its next factory
- Researching anticipated safety/emissions standards in different countries and recommending target production standards
- Evaluating the projected competitive market in Australia for a key product produced in China

---

## MILESTONES

### **Boise State University**

Boise State University celebrated the graduation of the first class of its two-year Executive MBA Program in May 2008.

This outstanding group of 25 Northwest business leaders left a lasting impact on the university and community with their following contributions:

- Inspired by the Executive MBA faculty "call to leadership" throughout the program and hoping to leave a legacy of giving, the class established and funded the Executive MBA Class of 2008 Endowed Scholarship as a class gift.
- More than 60 percent of class members already have received promotions or job advancements since beginning the program.
- Several Treasure Valley-based companies are already considering or implementing Executive MBA student capstone projects. For example: The Idaho Youth Ranch's fund-raising arm, The IYR Thrift Shop, is starting to implement the business model of one Executive MBA team. The Idaho Youth Ranch is expanding with the sale of donated items on amazon.com. (<http://www.youthranch.org/>).
- Local business leader, Mark Rivers, was so inspired after witnessing several Executive MBA teams' visions for a high-tech incubator, that he, along with the help of Executive MBA students, opened the Water Cooler in downtown Boise, Idaho.

### **Cornell University**

Rachel Shelton has joined the Executive Programs' team at Cornell University as assistant director for admissions and marketing.

Shelton worked as a television producer for major networks, as well as a consultant with Towers-Perrin, and with private clients on graduate school admissions. She received her MBA from the Wharton School. Shelton will be based in the New York metro region and will work with both the Cornell Executive MBA and the Cornell-Queen's Executive MBA Programs.

### **Georgia State University**

Maury Kalnitz, former managing director of the Executive MBA

Council, will serve as director of the latest offering of the J. Mack Robinson College of Business at Georgia State University – the Executive Doctorate in Business.

With classes set to begin in fall 2009, Robinson's Executive Doctorate is one of only a few such programs in the world. Unlike other doctoral programs, the Executive Doctorate is targeted at senior executives with an MBA or other advanced degree who are working full time, and want to bring the knowledge that they gain to bear on problems and issues within their organization. The program is designed to enable executives to understand the research process and to apply research in solving actual business problems.

Comprising three years of academic work, the executive format program will include once-a-month residencies in Atlanta, running from Thursday through Saturday. Robinson's Executive Doctorate in Business will provide its graduates with the knowledge and acumen needed to identify, understand, and tackle the complex and interdisciplinary issues that characterize current and emerging global management. The degree curriculum is composed of course-based activities and research projects, with an increasing focus on the latter as students progress through the program, culminating in writing and defending a thesis.

Lars Mathiassen, a Georgia Research Alliance Eminent Scholar, professor of computer information systems at Robinson, and co-founder of its Center for Process Innovation, will serve as academic director. Throughout his career, Mathiassen has frequently collaborated with industry on research to develop and improve information services, business processes, and organizational change initiatives. Kalnitz is a graduate of Robinson's Executive MBA Program as well as its former director.

"Lars and Maury are uniquely qualified to develop and deliver an executive doctorate program that is equal parts rigor and relevance," says H. Fenwick Huss, dean of Robinson College. "By combining Maury's understanding of executive education with Lars' experience applying academic research methodology to contemporary business problems, we will provide a program that will benefit both our students and the companies with whom they work."

#### **IESE**

IESE Business School noted the following milestones:

- The school is currently celebrating its 50th anniversary, with an array of academic conferences and events. The school began in 1957, when it offered its first executive education program for senior managers at a time when the concept of executive education was scarcely known outside of the U.S. IESE launched the MBA Program in 1964, under the guidance of Harvard Business School. The Harvard-IESE Committee continues to meet annually to discuss matters of mutual interest and relevance. In 1993, in response to a rapidly globalizing environment, IESE began forging joint programs with a number of top U.S. business schools such as HBS, Stanford, MIT Sloan School of Management, and the University of Michigan. In addition to its portfolio of MBA Programs, IESE offers a Ph.D. in management and a wide range of executive education programs.
- IESE has expanded its well-established Global Executive MBA Program by offering a new monthly version for working executives. The program integrates the latest distance learning technology with residential modules in Barcelona, Madrid, India, and New York –17 residential weeks in 22 months. In between modules, they remain connected with faculty members and other participants. The program also includes company visits, guest speakers, and networking events.
- Driven by the strength of its existing relationships in the U.S., IESE now has a permanent office in New York.
- Membership in the IESE Alumni Association has reached more than 31,000, including alumni in 104 countries and 29 alumni chapters. The association supports networking through continuous education programs, regional chapter meetings, and annual global alumni reunions. It also assists IESE in its goals of helping companies better serve people and society,

delivering educational initiatives by encouraging the development of management research and teaching, and increasing awareness of IESE and its activities.

#### **Pepperdine University**

Pepperdine University's Graziadio School of Business and Management announced the following appointments.

- Larry W. Cox joins the faculty as associate professor of entrepreneurship. He previously served as director of the nationally recognized Entrepreneurship Center at Ball State University's Miller College of Business. Under his leadership, the Entrepreneurship Center established a new venture generation program, the Nascent 500 Business Plan Challenge, and an entrepreneurship apprenticeship program, among many other innovations. Cox received his Ph.D., M.A., and B.S. degrees from University of Nebraska-Lincoln.
- Kevin Groves joins the faculty as associate professor of organizational theory. Previously, he served as an assistant management professor at California State University, Los Angeles, and director of the PepsiCo Leadership Center. He is actively involved in a range of empirical research projects that address leadership and organizational behavior topics, including charismatic/transformational leadership, leadership competencies, emotional intelligence, managerial thinking styles, executive development, and succession planning. Groves received both his Ph.D. and M.A. degrees from Claremont Graduate University and a B.A. degree from Eastern Washington University.
- Demos Vardiabasis, professor of economics and commissioner for the California Commission for Economic Development (CED), has been appointed to chair the commission's Entertainment and Tourism Advisory Committee. The committee will identify key challenges to the industries' growth and offer recommendations for solutions to the California Commission for Economic Development.

"The entertainment and tourism industry are vital for the economic growth of California, and creating proactive strategies will make them more competitive domestically and internationally," says Vardiabasis. "I have the fortune of working with a select group of business leaders at the forefront of California's entertainment and tourism industry. I am confident we will provide the governor, lieutenant governor, and legislature with excellent suggestions that will make California even more competitive."

Vardiabasis leads the Presidential and Key Executive (PKE) MBA Program and Executive MBA Program at Pepperdine University. He has more than 25 years of experience as a professor, entrepreneur, executive, and consultant.

#### **Purdue University**

Krannert Executive Education Programs at Purdue University celebrated its 25th anniversary in 2008.

The school launched its first executive master's degree program and dedicated the Krannert Center for Executive Education in 1983. Today, Krannert Executive Education Programs (KEEP) enroll more than 200 working professionals in three unique part-time degree paths and provide customized, non-degree programming to hundreds more annually.

In spring 2008, *U.S. News & World Report* ranked the KEEP Executive MBA Program in the top 20 nationwide. In 2007, the *Financial Times* ranked the KEEP International Executive MBA Program 11th worldwide. Both programs began in 1994.

KEEP also recently expanded its Weekend MBA Program for working professionals. The program originally ran one class every three years. For the first time in January 2009, a new group of students will start classes while another class begins its second year and a third completes the program.

In addition, KEEP continues to offer open enrollment and customized

non-degree programs.

In staff news, Hank Suerth, previously director of student and academic services at KEEP, now serves as director of corporate and alumni relations. Alan Ferrell, director of Krannert graduate career services for the past 16 years, is now director of Executive Education Programs at KEEP. In his new position, Ferrell is responsible for the management of administrative operations related to the Executive MBA, International Master's in Management, and Weekend MBA, and non-degree programs. He also will expand career services, programming, and other resources for students and alumni of executive programs.

#### **Thunderbird School of Global Management**

Thunderbird and the Graduate Institute of International and Development Studies have begun a new strategic collaboration in executive education. Through this new alliance, Thunderbird is taking its top-ranked Executive MBA to Geneva, its well-established European headquarters for its corporate learning division. Both schools also will expand their menu of offerings in executive education through collaborative open enrollment programs and the development of a joint certificate.

Developed in a modular format and targeted to working professionals in Europe and the Middle East, the program will begin in fall 2009. Most Executive MBA Program modules will take place in Geneva, with global rotations in China, Russia, the Middle East, and the Americas.

Thunderbird also expanded its global learning network through a new partnership with Peking University in Beijing, China. As a result of the partnership, Peking University will be a new site for Thunderbird students to participate in a six-week study-abroad module. Thunderbird and Peking University's School of International Studies also have agreed to work together to develop a dual degree program and executive, non-degree programs.

In other news, a \$1.6 million grant from the United States Agency for International Development-USAID to the Business Development Center in Jordan, will fund a partnership with Thunderbird School of Global Management to offer business training programs for Jordanian executives and entrepreneurs. The partnership will bring Thunderbird's leading business education expertise into Jordan through executive training, scholarships for Jordanian students, and specialized training for Jordanian business owners.

With the grant, Thunderbird will launch Project Artemis Jordan in October 2009. The school founded the business training program Artemis in 2005 to educate female entrepreneurs. The program provides women with entrepreneurial training, coaching, mentoring and access to resources that allow them to start or grow small businesses in their homeland.

#### **University of Alabama**

Cheryl Altemara recently joined the University of Alabama's Executive MBA Program as manager of admissions. She also will assist with recruiting and marketing.

Altemara received her B.S. in public relations from the University of Alabama. Previously, she worked in the University Libraries as a development officer with responsibility for securing major gifts for the five main campus libraries. She has extensive experience in development and alumni and corporate relations.

#### **University of Tennessee**

The University of Tennessee noted the following milestones:

- The Executive MBA 2008 class traveled to Vietnam and China for its annual Global Seminar. During September, students and faculty spent two weeks in Ho Chi Minh City, Hong Kong, Macau, and Shenzhen, visiting companies and meeting with executives and government officials to learn about doing business in Vietnam and China. Several highlights of this trip included a visit to a Metro Store in Ho Chi Minh City and a tour of the DP World Container Port in Hong Kong.

- Bruce Behn, Ergen Professor in Business, received the Outstanding Service Award from the American Accounting Association's International Section. He also was elected vice president of section and regions for the American Accounting Association.
- Jan Williams, dean of the College of Business Administration, was awarded the inaugural Stokely Foundation Leadership Chair, the first such endowed dean's chair on the University of Tennessee Knoxville campus.
- Donde Ashmos Plowman, Faskerud Professor of Strategic Management, received the *Academy of Management Journal* Best Paper Award for 2007.
- Anne Smith was named Best Reviewer for Business Policy and Strategy by the *Academy of Management Journal*.
- Tom Mentzer, Bruce Chair of Excellence, is one of the initial Chancellor's Professors.
- In its fifth year, the Aerospace MBA 2008 graduating class is its largest to-date, with 27 students from 15 commercial and government organizations in five states.
- The Professional MBA Program just celebrated its 10th year with a record-setting class of 57 students from east and middle Tennessee.
- The University recently created the National Defense Business Institute (NDBI), the first university-based institute focused on helping the Department of Defense, other government agencies, and the defense industry analyze, find innovative and practical solutions, and improve results to their acquisition and business management programs. Dave Patterson, who has a long and distinguished career in the aerospace/defense industry, is its director.

#### **University of Missouri-Kansas City**

Joan V. Gallos, Ed.D., professor of leadership and director of the Bloch Executive MBA at the University of Missouri-Kansas City, has been named the University of Missouri Curators' Distinguished Teaching Professor of Leadership.

As its highest academic rank, the University of Missouri awards the professorship to a select few tenured faculty with extraordinary records of teaching excellence, award-winning scholarship, and professional accomplishment. This appointment honors the career-long commitment to innovative management and professional education of Gallos and underscores the visibility and impact that her leadership brings to the Executive MBA Program at the Henry W. Bloch School of Business and Public Administration.

#### **Villanova University**

In 2008, Villanova School of Business launched the inaugural Read to Lead program. As part of the program, Executive MBA alumni and incoming undergraduate students read a business book with a highly relevant theme and met to discuss it.

During the summer, freshmen students received a of *Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time* by Starbucks Chairman and CEO Howard Shultz and Dori Jones Yang. In fall, Executive MBA alumni conducted workshops with freshmen to explore the complex leadership topics highlighted in *Pour Your Heart Into It*. More than 25 percent of Executive MBA alumni participated in the event. Starbucks Senior Vice President Katharine Lindemann also spoke to students about the book, her perspectives on global leadership, and the Starbucks approach to management, marketing, and ethical business practices.

In addition, Villanova announced the following staff updates:

- Robert F. Bonner has been named associate dean of graduate and executive programs at the Villanova School of Business. Bonner has served as an executive officer of the MBA Career Services Council and on the Graduate Management Admission Council (GMAC) Industry Conference Advisory Board. The *Philadelphia Business Journal* recently recognized his work in

graduate business education by naming him one of the top young leaders in the greater Philadelphia region.

- Rachel Garonzik joined Villanova as the director of recruiting and marketing for the Executive MBA Program.
- Jennifer Wiess is the new associate director of the Executive MBA Program.

---

## PROGRAM INNOVATIONS

### Arizona State University

The W. P. Carey MBA – Executive Program at Arizona State University introduced a new program that exposes Executive MBA students to diverse local arts organizations through a panel discussion, performances, and backstage tours.

The “Business 4 Arts” partnership includes a class session that features executives from Arizona Opera, Ballet Arizona, the Phoenix Symphony, and Arizona Theatre Company, as part of the Executive Program’s Thought Leadership series.

The idea originated with Diana Hossack, a 2008 W. P. Carey MBA graduate who worked in non-profit opera for two decades and whose time in the Executive MBA Program transformed her perspective.

“It was such a profound experience for me to immerse myself in business thought for two years after being totally focused on the non-profit arts for 20 years,” says Hossack. The Executive MBA experience so changed Hossack that she felt challenged to return the favor – by bringing her passion for arts back to the Executive MBA alumni.

“One of the things that Diana brought to our attention was that we don’t quite have the outreach into the arts that we should,” says Ajay Vinze, faculty director for the Executive Program, and the Earl and Gladys Davis Distinguished Professor of Information Systems at the W. P. Carey School. The partnership is mutually beneficial, as Executive MBA students benefit from learning more about the arts and the arts organizations gain exposure to current and future business leaders who might become season ticket holders, or one day join their governing boards.

“As we look at the MBA students who are coming through the program and going into the field of business, we’re catching them at the level where they can gain an understanding of the value of the arts,” says Debra Harrison, executive director of Arizona Opera.

### IAE

IAE Business School recently undertook several initiatives relating to corporate relations, regional oriented research, and innovation to enrich its program portfolio.

As a result, the Executive MBA Program introduced the following changes:

- A student-centered model
- A pedagogical approach based on the development of competencies
- More emphasis on the regional and global perspective
- More weight to other active methodologies that complement the case methodology

The program’s learning outcomes involve developing and strengthening leadership ability; building strong analytical thinking; enhancing the ability to manage diversity and keeping an open mind in a culturally varied environment; considering the ethical perspective in making business decisions; and developing creativity, innovation, and entrepreneurial skills.

The program continuously considers options for redesign to help students acquire the skills that they need to succeed in today's environment. The Executive MBA Program at IAE ranks first in South America, according to a *Wall Street Journal* ranking. Non-Argentinean headhunters also place the school in the top position within the Argentine market.

#### **Santa Clara University**

Executive MBA students at Santa Clara University are exploring emerging business practices from the inside as part of a cutting-edge immersion project.

"It takes a very long time for innovative business practices to reach the classroom," says Kirthi Kalyanam, marketing professor and faculty director of the Executive MBA Program, which makes it frustrating for both faculty who want to stay on the cutting edge and students who want to apply the business practices of tomorrow today.

To address that issue, Kalyanam is partnering with Keith Goodwin, senior vice president of World Wide Channels at Cisco Systems, to develop the first immersion for students, which showcases Cisco's value-based channel management program. Other planned immersion projects look at the evolution of entrepreneurial ventures and reverse logistics that enable customers to responsibly dispose of products when they are finished with them.

Each immersion begins when a faculty member identifies an innovative practice at a company from both a theoretical and practical perspective. The faculty member then works with an executive sponsor from the company to design the immersion experience. Santa Clara faculty's deep contacts with Silicon Valley businesses make the immersions possible, says Kalyanam.

"We're connected well enough so that we're able to spot new business practices in the making," he says. "The immersions are about getting an inside look into new frontiers that you're not going to find out about somewhere else."

#### **São Paulo**

Recognizing the importance of integrative thinking for leadership, the Business School of São Paulo - BSP has strengthened its approach in exploring the topic.

Integrative thinking at the Executive MBA Program builds bridges between the Cartesian and systems models. The linear, Cartesian thinking model fragments the objects of knowledge and examines them separately. The systems thinking model examines the whole and the relationships between the parts that build it without fragmenting it.

Integrative thinking uses a set of methods that allows building those bridges between the Cartesian and systems models. It supplies the necessary flexibility to deal with local and global issues and to switch from one to the other according to the needs of the moment. It is a fundamental management and leadership development instrument. Management complexity requires patient, pragmatic, and disciplined work. Integrative thinking is, until now, the best answer to that challenge and supports management of the complexity in the corporate environment.

#### **SDA Bocconi**

The SDA Bocconi School of Management took the overall victory in the fifth edition of the MBA Cup, the yearly regatta for MBA students. The SDA team has placed first four times and second once in five regattas.

This year, 17 business schools from nine different countries and more than 300 students participated in the regatta, which was organized by the Sailing Club of SDA, in partnership with the prestigious Yacht Club Italiano, and was held in Santa Margherita Ligure on the Mediterranean coast. Among the participants, a boat from London Business School, the "Pink Ladies" consisted of only female sailors decked in pink, and a crew from INSEAD with eight students of eight different nationalities.

BMW, Deloitte, Santandrea (Gabetti Group), and Vodafone sponsored the event. The top finishers follow:

1. SDA Bocconi - Italy
2. Icade Business School - Mexico
3. Instituto de Empresa - Spain
4. Warwick Business school – U.S.
5. RSM Erasmus University - Holland
6. London Business school – U.K.
7. INSEAD - France
8. Tuck Business school – U.S.
9. Columbia Business School – U.S.
10. Whu - Otto Beisheim School of Management - Germany
11. Sauder School of Business, University of British Columbia - Canada
12. Kellogg School of Management – U.S.
13. Wharton Business School – U.S.
14. IESE - Spain

#### **University of California, Berkeley and Columbia Business School**

Kimberly Cooper, MBA 08, president and CEO of Fortuna Group Inc. in Portland, wanted to design an independent study that would allow her to examine the interplay of capital and positive social returns and to analyze any competitive advantages of sustainable practices.

Thanks to the Berkeley-Columbia Executive MBA Program, she succeeded in initiating a course on sustainability that looked at the role of capital in achieving quantifiable social returns.

A partnership of the University of California, Berkeley's Haas School of Business and Columbia Business School, the Berkeley-Columbia program recently introduced the ability for students to create new courses. The social enterprise course was the program's first student-designed class.

Cooper's classmate Tracy Gray, MBA 08, managing director of Collaborative Equity Partners in Los Angeles, lined up corporate and academic speakers for the course, including Dan Henkle, senior vice president, social responsibility, Gap Inc.; Bonnie Nixon-Gardiner, global program manager, Hewlett-Packard; and Lloyd Kurtz, CFA, lead portfolio manager, socially responsible investing, Nelson Capital Management.

The course covered three primary program areas: competitive advantages of economic and social convergence; strategies that benefit the "triple-bottom line;" and consumer relations.

Columbia Professor Ray Fisman inspired the students to think about the social side of business, says Gray. Haas School Professor David Levine was the faculty sponsor. "He elevated our thinking to a much higher level," says Cooper. "He challenged us to do a doctorate-level project."

#### **University of Minnesota**

Since its inception in 1984, the Carlson Executive MBA (CEMBA) Program at the University of Minnesota has used projects with local organizations to help create practical, real-world experiences for students in exchange for some useful (and free) consulting analysis.

Historically, these course projects were stand-alone projects aligned with specific courses. In 2004, a group of students suggested combining some of these course projects into a single project. As a result, the program developed an integrated, first-semester experience that was shared with three first semester courses – organizational behavior, financial accounting, and operations management.

Now in its fourth year, the First Semester Capstone has proven has a resounding success on several dimensions. Students have a great consulting experience while being mentored by their professors and fellow students. They are challenged to connect what they have learned in the classroom with a real-world company. Since most of the consulting clients are firms that employ students, these projects add direct value to the organizations where students work. The project is an important opportunity for the program to help students develop their project leadership, analysis, problem solving, and

presentation skills. CEMBA students receive valuable, structured, and personal feedback from many sources – their teammates at both midterm and end of the semester, their professors, and their consulting clients.

[Printer Friendly Version](#) | [Calendar](#) | [www.EMBAC.org](http://www.EMBAC.org) | [Council News](#)

© Copyright 2008 The Executive MBA Council. All Rights Reserved. A Global Web Strategies, Inc. Web Production.