

Executive MBA Council

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Past Issues

- ▶ Archives
- ▶ Unsubscribe

EMBA News

Quarterly online newsletter of the Executive MBA Council

WINTER 2008

SCHOOL NEWS

ALUMNI SUCCESS

Concordia University
The Ohio State University

GLOBAL NEWS

Washington University

MILESTONES

EADA
Georgetown University
Kellogg-WHU
Politecnico di Milano
Purdue University
San Francisco State University
Temple University
Thunderbird School of Global
Management
University of Miami
University of South Florida
University of Tennessee
Virginia Commonwealth
University

PROGRAM INNOVATIONS

University of Amsterdam and
Vlerick Leuven Gent
University of Denver
University of Missouri-Kansas
City
Copenhagen Business School

Contents

▶ Request for Proposals

Submit your proposal by April 18 to present a concurrent session at the 2008 Executive MBA Council Conference, set for Oct. 26-29 in Chicago, Illinois

▶ On Students' Minds

Results of the second Executive MBA Council Student Entry Benchmarking Survey shed light on key decision factors for students

▶ Survey Registration

There's still time to register for the Student Exit Benchmarking Survey and the Student Entry Benchmarking Survey

▶ Last Chance

Register quickly to take advantage of the remaining available seats for the 2008 Marketing and Admissions Program, scheduled for March 30-April 2, in Atlanta

▶ Upcoming Meetings

Executive MBA Council regional meetings continue

▶ On the Web: Improved and New

Council updates program grid for members

▶ Media Appearances

The Executive MBA Council contributes to stories about the degree

Features

▶ Update

By Michael Desiderio, Executive Director

▶ Board Member Profile

Lyn Hoffman

▶ Corporate Member Profile

CareerBeam

Links

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

Request for Proposals

Submit your proposal by April 18 to present a concurrent session at the 2008 Executive MBA Council Conference, set for Oct. 26-29 in Chicago, Illinois

Consider sharing your innovative practices during a concurrent session at the 2008 Executive MBA Council Conference. The council is now accepting proposals from members for concurrent sessions at the conference.

Concurrent sessions highlight new and best practices on diverse topics and help reinforce the 2008 conference theme, Powering the Brand, Energizing the Industry. Topics that relate to issues such as marketing and branding, innovation, global perspectives, programmatic and professional development, and other related subjects are welcome.

The conference planning committee encourages concurrent workshops that represent the diversity of markets and the needs, interests, and roles of conference participants, as well as collaborative presentations with faculty or staff from different universities and international collaborations.

Use the RFP form and instructions available at http://www.emba.org/conference_rfp.htm to prepare your proposal. Please plan to submit your proposal by the RFP deadline of Friday, April 18.

» top

On Students' Minds

Results of the second Executive MBA Council Student Entry Benchmarking Survey shed light on key decision factors for students

The top five factors that students consider when selecting Executive MBA Programs include the quality of faculty, reputation of the school, program format, quality of classmates, and curriculum/class offerings, according to the results of the second annual Executive MBA Council Student Entry Benchmarking Survey.

The survey offers programs and the industry information about the factors that students consider when looking at programs, their expectations of programs, their information-gathering process, and their perceptions of the admissions process. Approximately 1,966 new students from 44 member programs responded to the survey.

The 2007 survey findings revealed that two-thirds (66 percent) of students in Executive MBA Programs considered applying 12 months before attending. To select a program, students weighed the factors listed below, which they rated on a 10-point scale. The mean rating is in parentheses. In this year's survey results, curriculum/class offerings, strength of elective offerings, and the admission process increased in importance.

- Quality of faculty (9.06)
- School reputation (8.96)
- Program format (8.68)
- Quality of classmates (8.66)
- Curriculum/class offerings (8.34)
- Location/geographic setting of campus (8.29)
- Rankings (8.28)
- Global content (7.8)
- Strength of alumni network (7.26)
- Integration of technology (6.92)
- Strength in a particular functional area (6.69)
- Class size (6.60)
- Strength of elective offerings (6.38)
- Admissions process (6.28)

- Total cost (tuition and fees) (6.20)
- Career services (5.99)
- Program web site (5.29)

The top five factors that prompted students to consider a program were the same top factors that influenced their decision to apply: colleague/friend, alumni/current student, rankings, school information session, and campus visit. Rankings were more important when considering a program than when applying.

Students also rated on a 10-point scale the program resources that helped them make the decision to attend a particular program. Again, the mean is in parentheses.

- Faculty/staff (8.24)
- Admissions process (8.13)
- Information session (8.11)
- Campus visit (7.79)
- Alumni (7.47)
- Program web site (7.27)
- Current student (7.25)
- Program brochure (6.62)
- Virtual information session (5.38)
- Program CD-ROM (4)

According to the survey, seventy-seven (77) percent of students expect to be given new responsibilities from their employers while enrolled in an Executive MBA Program. Thirty-eight (38) percent expect to be promoted while enrolled, and 59 percent expect to be promoted after they complete the program. Students expect that their salary at the end of the program will be 24 percent higher than when they started. Comparing incoming expectations with outgoing outcomes, about 43 percent of program graduates who completed the 2007 Executive MBA Council Student Exit Benchmarking Survey were promoted during their programs, and their salaries increased by 21 percent.

Sixty-seven (67) percent of students will be partially or fully reimbursed or sponsored by their employers. Incoming students expect that it will take 51 months to recoup their personal investments if they assume the entire cost of tuition. They estimate that the payback period for employers sponsoring students will be 29 months if the employers sponsor the entire cost of the program. Graduates in the 2007 Executive MBA Council Student Exit Benchmarking Survey estimated that the payback period was 45 months for students and 23 months for employers.

» top

Survey Registration

There's still time to register for the Student Exit Benchmarking Survey and the Student Entry Benchmarking Survey

With graduation coming closer for many programs, now is a great time to register for the Student Exit Benchmarking Survey.

The Executive MBA Council offers the survey to give member programs a deeper understanding of student opinions and to provide a snapshot into industry trends. The Student Exit Benchmarking Survey is also available in a Spanish version. For general and registration information, visit www.emba.org/research_studentsurvey.htm.

Be sure to take advantage of the Student Entry Benchmarking Survey as well. Registration for the 2008 entry survey continues through October 31. The entry survey offers programs a cost-effective way to measure the perceptions and expectations of newly

admitted students, gauge the effectiveness of marketing and admissions efforts, and compare results against those of similar programs. For information and to register, visit www.emba.org/research_studentsurvey_entry.html.

Results of the Program Survey, Student Exit Benchmarking Survey, and Student Entry Benchmarking Survey will be presented at the 2008 conference.

[» top](#)

Last Chance

Register quickly to take advantage of the remaining available seats for the 2008 Marketing and Admissions Program, scheduled for March 30-April 2, in Atlanta

A few seats still remain for the 2008 Marketing and Admissions Program, set for March 30-April 2, 2008, at the Georgia Tech Hotel and Conference Center in Atlanta. This unique professional development opportunity is designed for professionals who are involved in recruiting and admitting Executive MBA students.

The Executive MBA Council, in collaboration with the Graduate Management Admission Council, sponsors the program, which features best practices, practical tips, and ideas to improve your processes immediately. Experts in the field lead program sessions. Find out why the program consistently receives rave reviews from participants by registering today. To register or to learn more, visit www.embac.org/courses_marketing_admissions.htm.

[» top](#)

Upcoming Meetings

Executive MBA Council regional meetings continue

The 2008 slate of Executive MBA Council regional meetings began in February with the USA/Canada Western Regional Meeting, which took place Feb. 24-26 at the University of California at Berkeley.

Upcoming regional meetings include:

USA/Southeast Regional Meeting

April 6-8, 2008
Vanderbilt University

USA/Canada Northeast Regional Meeting

April 14-15, 2008 - Host: Columbia Business School, New York
See <https://www0.gsb.columbia.edu/embac> for agenda, registration, hotel, and other information

USA/Canada Midwest Regional Meeting

June 17-18, 2008
The Ohio State University

For registration information and updates, visit the council web site at www.emba.org/regional_upcoming.html.

[» top](#)

On the Web: Improved and New

Council updates program grid for members

The Executive MBA Council recently updated the Program Survey Snapshot Grid.

Available to Executive MBA Council members only, this profile snapshot offers a side-by-side comparison of key program features, including program type, cohort size, starting month, class time, status of international trip, total program cost, program length, accreditation, and management and work experience requirements.

Based on data from your school portal, the grid format allows for easy side-by-side comparisons of member program features. Check out the grid at http://www.emba.org/protect/formembers_program_grid.html

[» top](#)

Media Appearances

The Executive MBA Council contributes to stories about the degree

The Executive MBA Council recently provided information for a number of stories about Executive MBA education. Those appearances included the following:

- *2007 Executive MBA Council Survey Results Offer Industry Insights*, appeared on Reuters wire service, Investor News web, Finanz Nachrichten web, and CNBC web
- *Executive MBA Degrees Growing in Popularity*, International Student Guide
- *Boomers Pursue Executive MBA*, by Myra A. Thomas, boomster.com

[» top](#)

Features

Update

By Michael Desiderio, Executive Director

It's hard to believe that we're fast approaching the end of the first quarter of 2008. It's becoming apparent that it will be an exciting year, albeit a very busy year for the Executive MBA Council.

Already this first quarter we have seen the implementation for the 2008 conference in Chicago, set for Oct. 26-29, begin to unfold. Needless to say this conference is shaping up to be a stellar experience for all participants. In addition to working on the details for the 2008 conference, we also have been gearing up for the Marketing and Admissions Program, scheduled for March 30-April 2 in Atlanta Georgia. I will attend this program personally for the first time and very much look forward to experiencing an event that has played to rave reviews since its start in 2002.

The season for regional meetings also has begun. I attended my first regional meeting, which was hosted by Berkeley in sunny, and yes it was sunny, California. The well-attended meeting attracted approximately 40 people from more than 20 schools. The information sharing and collegial culture that is a council hallmark

was alive and well at the USA/Canada Western Regional Meeting. My goal is to be at as many regional meetings as possible this year, and I would encourage you to come to the meeting in your region as well. It would be a pleasure for our paths to cross.

Finally I wanted to close by making you aware of some new council initiatives that will be "hitting the streets" in the next several months.

First, the council will launch a member's only discussion board. This discussion board will allow members to share thoughts, insights, and raise questions in a forum that will facilitate dialog across time zones and geographic constraints. Our members have shared with us that they value the ability to further stimulate ongoing dialog with other members. Secondly, stay tuned for information about a pilot webinar that we will run in late April. This pilot will be small but it will serve as the potential launching pad for a series of webinars to help bring learning opportunities to our members in a short, convenient format to augment our current face-to-face professional development offerings.

As always, if you have questions, ideas, or concerns, please feel free to contact me. Looking forward to seeing you soon!

[» top](#)

Board Member Profile

Lyn Hoffman

Lyn Hoffman's experience in the international arena began early in her career as a conference reporter with the International Air Transport Association in Geneva, Switzerland.

Hoffman spent more than half of the year traveling around the world, "staying in the most exciting cities for up to two months at a time, and observing some very smart and tough senior airline executives negotiating at the highest level on fares, routes, and conditions," she says. "I think I understood 'global' even at that early stage in my career."

Now associate dean, Sloan Fellowship and Executive MBA Programs, and associate dean, Global Partners, at the London Business School, Hoffman found those cultural immersions good preparation for her next steps.

As she studied for her master's degree in English literature from the University of Melbourne in Australia, Hoffman tackled projects in marketing, sexual harassment, affirmative action, and human resources policies and discovered a new direction. "This was my first taste of education as a career rather than education."

After completing her program, she accepted a position as enrollment officer at an Australian college and then became director of the MBA Program at Wolsley Hall Oxford. She subsequently joined the University of Bristol, which at the time had just launched an MBA in international business with partner Ecole des Ponts et Chaussees in Paris. She also earned her second master's degree in education from the University of Bristol.

Some 12 years ago, the London Business School recruited Hoffman to direct its Sloan Fellowship Program. Now in addition to the Sloan Fellowship and all Executive MBA Programs, she is responsible for designing and implementing a strategy to build international alliances and partnerships.

Hoffman finds her exposure to Executive MBA students inspiring.

"They are amazing," she says. "They have committed to a rigorous period of study while at the same time performing well in a challenging career and also balancing the needs of family and friends. I admire them greatly. I also understand them because I did one of my degrees while I was working and know what it's like to juggle a number of different and conflicting balls."

Her connection to Executive MBA education led her to the Executive MBA Council. She first became involved with the council when she assumed responsibility for the Executive MBA Programs at the London Business School. It was a rewarding introduction.

"I was excited by the people I met, by the conversations I had and the sharing of experiences and knowledge," says Hoffman.

Hoffman was elected to the council board three years ago and in that short time has seen the organization undergo much change.

"My term ends this October, but I am very excited by the future and will very much miss working with my fellow trustees and, indeed, our new Executive Director Michael Desiderio," she says. "Together they are an extraordinary group of people, and the council is in terrific hands."

Hoffman also shared some personal information with *EMBA News*:

My hobbies include: "There are a number of favorite things I do outside of work. We have a small house in Provence, France, and go there at every opportunity for long weekends. I also love art, so art galleries are my stamping ground, and when you see me curled up with a good book, you know I am at my most relaxed."

My favorite city is: "Probably Paris, but London and New York are up there as well."

I'm most proud of: "I have been married to my Australian husband Paul for almost 30 years; he and my marriage are the best things in my life."

I'm reading: *Saving the World* by Julia Alvarez.

I'm passionate about: "France, art, and literature. I also have selective but strong political views; I marched for three hours against the war in Iraq in London, which is the first time I've participated in a political march in decades."

You may not know that: "I started my doctorate in education before I joined London Business School – until I gradually realized that, sadly, the two were incompatible in terms of time."

When I think about the Executive MBA Council, I think: "The Executive MBA Council is the most collegiate and supportive professional organization that I have been associated with."

[» top](#)

Corporate Member Profile

CareerBeam

In the 1990s, Colleen Sabatino noted a growing trend at business schools. Increasingly, students in Executive MBA Programs, savvy business leaders with years of experience, wanted guidance in navigating the next steps of their career.

Sabatino turned that observation and her passion for counseling executives into CareerBeam. "We started the company in 1998 as a career management consulting firm to work with experienced professionals," says Sabatino.

The timing was right, as Executive MBA Programs in the last decade responded to student interest by enhancing their career coaching and career service offerings. The number of students who paid for their Executive MBA education rose, helping drive more attention to career issues.

As a council corporate member, CareerBeam helps fill the career development gap for many Executive MBA Programs by offering an online career management package, as well as one-on-one coaching. The company also works with corporate clients.

"We can meet the need by providing a virtual career services platform or offer a higher level of service with personal career coaching," says Sabatino.

Sabatino expects demand for career management services to remain strong among students in Executive MBA Programs and business leaders, who recognize its value in helping achieve their career goals. "This is a trend that will continue to grow."

The broad term 'career services' can encompass many aspects, including professional development, career management, and job searches. "With professional development, the question becomes how do you make sure that you are prepared to advance in your career," she says.

Career management looks at the means of reaching expectations, whether the expectation involves a promotion within an organization or a move to a new type of position. "It is very much focused on what you can do now to move you to where you want to be in the future."

When CareerBeam coaches work with Executive MBA Programs, they describe the career management component of the Executive MBA Program at orientation. They also contact each student for a consultation to talk more about their goals and ways to reach those goals. Students can continue to work with one-on-one coaching throughout their program.

Online the CareerBeam virtual career services center guides Executive MBA students through all aspects of career planning. At their own pace, they can start with self-guided assessments and move to clarifying goals and developing and executing strategies. They can take advantage of numerous tools and resources along the way. Schools can integrate and brand the CareerBeam portal.

Sabatino learned about the Executive MBA Council through a member program and was eager to join. "It has been such a phenomenal fit for us," she says. "It is a great group. We have more fun at the Executive MBA Council Conference than any other conference. I like this group of people."

CareerBeam continues to grow with a cadre of counselors throughout the world. "We have a very strong track record," says Sabatino. "We have 100 percent retention, and we had a 900 percent growth rate last year."

A nationally certified career counselor and author of career development books, Sabatino has spent her career helping others advance in their careers. She served as assistant director of career services at Rice University and as a career counselor at Vanderbilt University, as well as president of Advanced Career Development Incorporated and director of Career Services for Jewish Family Services.

Along the way, she discovered a kinship with business leaders. "I really enjoy working with individuals who were more experienced in their careers," she says. She continues to enjoy helping them reach their goals. "It's simply rewarding to see the impact of what we do on the lives of students."

For information about CareerBeam, contact Sabatino at colleen@careerbeam.com or visit www.careerbeam.com.

[» top](#)

[Printer Friendly Version](#) | [Calendar](#) | www.EMBAC.org | [School News](#)

Executive MBA Council

EDUCATE • NETWORK • INFORM

Past Issues

- ▶ Archives
- ▶ Unsubscribe

EMBA News

Quarterly online newsletter of the Executive MBA Council

WINTER 2008

SCHOOL NEWS

ALUMNI SUCCESS

Concordia University
The Ohio State University

GLOBAL NEWS

Washington University

MILESTONES

EADA
Georgetown University
Kellogg-WHU
Politecnico di Milano
Purdue University
San Francisco State University
Temple University
Thunderbird School of Global Management
University of Miami
University of South Florida
University of Tennessee
Virginia Commonwealth University

PROGRAM INNOVATIONS

University of Amsterdam and Vlerick Leuven Gent
University of Denver
University of Missouri-Kansas City
Copenhagen Business School

School News

ALUMNI SUCCESSES

Concordia University

Pierre Despars, who received his Executive MBA degree in 1995 from Concordia University in Canada, was awarded the title of Fellow (FCMA) by the Ordre des comptables en management accrédités du Québec in November 2007. This honor recognizes the achievements of CMAs who distinguished themselves in their community. Despars is executive vice-president, finance and business development, Gaz Metro.

The Ohio State University

The Fisher College of Business Executive MBA Program at The Ohio State University added a new dimension in its efforts to involve alumni.

Based on feedback from alumni, the program identified a need for continuous learning and in 2007 developed the "Keeping Your Competitive Edge" session for alumni to refresh their skills.

In May 2007, Fisher faculty offered three half-day seminars for alumni to share new research and cutting-edge practice ideas. Faculty who do not teach in the Executive MBA Program led this first offering, allowing alumni to meet other faculty members. The seminars also encouraged alumni to mingle with current students during meals as a social and networking opportunity. The program scheduled the "Keeping Your Competitive Edge" session the day after the annual golf outing, a popular event that attracts both alumni and students.

Plans are already underway for the 2008 "Keeping Your Competitive Edge" session in May. This year's sessions will highlight faculty from the Executive MBA Program who are working in new, exciting research areas.

For more information, contact Carol Newcomb at newcomb_28@fisher.osu.edu.

GLOBAL NEWS

Washington University

The Executive MBA-Shanghai Program, a partnership of Olin Business School at Washington University in St. Louis and Fudan University in Shanghai, China, graduated its fifth class last December.

Links

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

Fifty students travelled from Shanghai to St. Louis to complete their last two weeks of classes, which included several days of joint study with St. Louis-based Executive MBA students. They toured the city and celebrated the culmination of the 18-month program.

Professors of both schools teach classes once each month in English at Fudan University. More than 30 percent of Executive MBA-Shanghai students come from outside of China, including Europe and North America. The program admits one new class each May and will begin its seventh class this year. Executive MBA-Shanghai graduates receive an MBA degree from Washington University and an Education Certificate from Fudan University, and are alumni of both universities.

The Olin EMBA-Shanghai Program is ranked seventh in the world by the *Financial Times* and has been ranked first in mainland China for two consecutive years.

MILESTONES

EADA

Marjolein Overmars recently joined EADA as the new director of the school's Executive MBA.

Overmars received her bachelor of business administration from Nyenrode Business Universiteit in Breukelen, the Netherlands, and her MBA from EADA in Barcelona. She previously worked as a supply chain manager with Sealed Air, an American multinational in the packaging sector for the food industry in Barcelona, managing customer service, and logistics and graphic arts in the Iberian Peninsula.

Her career experiences also include directing the financial department of Royal Nedlloyd, now DHL, a Dutch logistics multinational, first in Madrid and then in the Czech Republic, and managing the business development department in Barcelona.

Earlier in her career, she developed various projects in the field of finance, market analysis, and consulting in nine different countries, including Indonesia, the six countries of Central America, the Netherlands, and Spain.

Georgetown University

Georgetown University's McDonough School of Business and Walsh School of Foreign Service are partnering with ESADE Business School in Spain to launch a new Global Executive MBA Program.

Scheduled to start in June 2008, the Georgetown-ESADE GEMBA Program will be delivered in six 11-day modules over 16 months, and will be taught in seven leading commercial cities, including Washington D.C., Bangalore, Moscow, Barcelona, Sao Paulo, Buenos Aires, and New York.

"This program will give accomplished executives a chance to both crystallize their professional experience and better understand the complexities of global business in a world-class program that is adapted to their schedule," says George Daly, dean of the McDonough School of Business. "I am excited about this new Global Executive MBA Program, the result of our collaboration with ESADE Business School."

Georgetown University also welcomed the following staff members:

- **Michelle Botha** assumed a new role as associate director of the Global Executive MBA Program. Botha previously served as director of MBA Programs at the University of Lausanne, Switzerland, as well as working for the Stock Exchange Euronext in both London and Paris.

- **Kirsty Hosea** assumed a new role as director of program development. Hosea previously served as director of corporate relations for Temple University's Executive MBA Program in Philadelphia. She also spent five years in Hong Kong in a regional marketing role for Tourism Australia where her team launched the renewed 'Brand Australia' campaign across 10 countries in the Asian region.
- **Katerina Kulagina** joined the Executive Education Office with responsibilities for recruiting and admissions, as well as for providing academic services to current International Executive MBA students. Previously, she worked in the Office of Advancement at the University of North Carolina-Chapel Hill and served as assistant director for development activities at the Edmund A. Walsh School of Foreign Service.
- **Gordon Swartz** joined the school as associate dean for executive education. He previously served as a management consultant specializing in go-to-market strategy and organizational change, and as a professor of marketing and deputy dean of the MBA Program at London Business School.
- **Mary Anne Waikart** joined the school as assistant dean for executive degree programs. She previously served as associate dean of the MBA Program at London Business School, director of the MBA Program at University of Maryland, director of St. Albans School of Public Service, and vice president at the Morino Institute.

Kellogg-WHU Executive MBA

The *Financial Times* ranked all four schools of the global Kellogg Executive MBA alliance in the top 20 in the world, with Kellogg-HKUST holding the top spot.

The *Financial Times* recognized Kellogg for its strong emphasis on teamwork and its superb international collaborations, "This whole idea of collaboration and cooperation is what made us what we are today," says Dean Dipak Jain.

Kellogg-WHU in Germany rose to the number 12 spot in the *Financial Times* Global Executive MBA Rankings. The Kellogg-WHU program scored particularly highly in the career progress category, representing the high satisfaction levels among alumni. Kellogg-WHU data also supports that conclusion. On average, salaries increased by 81 percent after program completion, and a large majority of graduates agreed that their aims had been achieved.

"Our progress in this year's ranking represents the hard work the Executive MBA team, our alumni, and students have put into the program," says Bernadette Conraths, director of Executive Education at WHU. "This success reflects the growth in global recognition of the Kellogg-WHU brand."

Politecnico di Milano

The Executive MBA of MIP, the School of Management of Politecnico di Milano, recently received two accreditations.

- In June 2007, EQUIS, the European Quality Improvement System, accredited MIP, only the second school in Italy that has received this accreditation.
- ASFOR, the Italian Association for Managerial Education accredited the eLearning part of the Executive MBA, part-time format, as eLearning Executive MBA. This accreditation further reinforces previous accreditation four years ago by ASFOR to the Executive MBA, evening format.

"We are proud of obtaining this recognition," says MIP Dean and Professor Gianluca Spina. "EQUIS accreditation is the consequence of a process started in 2002-2003 with the Full Time internationalization, the introduction of international executive

training programs for multinational and Italian companies that are expanding in the foreign markets, the growing presence of foreign teachers and students into our courses and, at the end, partnerships and exchange agreements with foreign business schools.

"The EQUIS accreditation is a stimulus toward new challenges, because MIP wants to be one of the most important players in the training and research areas not only in Italy, but also at the international level," he says.

Purdue University

For the first time, the Krannert School of Management Weekend MBA Program at Purdue University is running simultaneous classes. Since the three-year program began in 1994, it previously had enrolled only one set of students at a time.

"This is a prime example of responding to market demand," said Chuck Johnson, director of master's and executive programs at Krannert. "The Weekend MBA Program was so popular, we had waiting lists of applicants who all had to wait until the current class graduated. This gives them more options and allows us to further develop an already successful program."

The weekend program is one of three Executive MBA Programs that Krannert designed to help professionals earn an MBA while maintaining full-time job responsibilities. The program enrolled 62 students in its 2007 entering class, and the entering class of 2008 also enrolled 62 students, who come primarily from the surrounding area. Students attend six semesters of Saturday classes in West Lafayette, except during the summer.

The demographics of the weekend students fall between those of full-time MBA students, with an average age of 28 and four years of experience, and the students in the Executive MBA Program, with an average age of 35 and 12 years of experience. The Krannert School plans to enter another weekend class in 2009.

San Francisco State University

San Francisco State University's Executive MBA Program reported the following updates:

- Director Aaron Anderson and his staff are working with the non-profit arm of Salesforce.com to implement a new customer relationship management (CRM) database that will improve the tracking of various performance metrics.
- The program expanded its ethics course to a three- rather than two-unit option, which helps weave a sustainable business course into the fixed Executive MBA curriculum.
- The first graduating class of the Executive MBA Program, founded in 2001, celebrated its fifth-year reunion in February.

Temple University

Temple University noted the following milestones:

- The 11th Annual Musser Awards Dinner took place Nov. 15 at the Great Court of Mitten Hall on the main campus of Temple University and featured leaders from the Greater Philadelphia business community. Sandra Sokol, director of the Fox Executive and Professional MBA Programs, received the Musser Award for Administrative Service.
- Maureen Cannon has joined Temple University's MBA Division as associate director of the Executive and Professional MBA and MS Programs. She previously served as special assistant to the executive director of Pennsylvania's University Center for Excellence in Developmental Disabilities. Cannon received her undergraduate degree in therapeutic recreation from Temple and her master's degree in education from Saint Joseph's University. She taught in the Philadelphia school

district before returning to what she describes as her "second home," Temple University.

Thunderbird School of Global Management

Thunderbird School of Management noted the following milestones.

- The Economist Intelligence Unit named Thunderbird School of Global Management one of the top business schools worldwide for distance learning in its first ranking of distance learning MBA programs. Thunderbird's Global MBA On-Demand landed the seventh spot overall, fourth for program content and fifth for quality of students. Thunderbird was one of only two U.S. schools to make the list.

Now in its third year at Thunderbird, the 19-month Global MBA blends web-based learning with intensive onsite seminars at the school's Glendale, Ariz., campus and abroad in Europe, Asia, and Latin America.

- In recognition of the urgent need for action in the face of global climate change, Thunderbird began the *Carbon-Free Degree*, an initiative to make the on-campus studies of all incoming classes climate neutral, in fall 2007.

The on-campus Sustainable Innovation Challenge asks students to identify projects that shrink Thunderbird's climate footprint in ways that pay for themselves and contribute to the school's educational goals.

The school will implement the winning strategy, "Zero Capital Solar Pub," submitted by Ben Korsmo, Youngkuk Lim, Hiroshi Tojo, Kathy Yue,, and Chris Larkin. The team's plan to install solar panels on campus will generate enough solar power and renewable energy to offset the amount of electricity consumption at Thunderbird's Pub. Thunderbird will realize savings on its utility bill, and costs will be minimal due to a power purchase agreement. Through the agreement, the power provider owns, installs, operates, and maintains the solar panels; in turn, Thunderbird purchases the solar power at a fixed rate. With this proposed plan, Thunderbird will save almost \$5,000 the first year on its utility bill, and the initiative will neutralize nearly all of the Pub's emissions. The team received \$1,000 for their submission.

- Craig and Barbara Barrett will chair Campaign Thunderbird, a \$65 million capital campaign, which will raise funds for scholarships, professorships, curricular innovation, and research, simultaneously improving facilities, technology, and operations.

An international business and aviation attorney, a corporate executive and a diplomat, Barbara Barrett is CEO of Triple Creek Guest Ranch in Montana, leads efforts in United States State and Defense Departments, serves on the corporate boards of Raytheon and Exponent, and is a trustee of The Aerospace Corporation, Mayo Clinic, and the Smithsonian Institution, in addition to Thunderbird. Thunderbird recognized her achievements and service to Thunderbird with an Honorary Doctorate in International Law.

Craig Barrett joined Intel Corporation in 1974, an emerging electronics firm. He rose through the engineering ranks to become Intel's fourth president in 1997, chief executive officer in 1998, and board chair in 2005. He also chairs the United Nations Global Alliance for Information and Communication Technologies and Development and the National Academy of Engineering.

- Thunderbird School of Global Management will host its Fourth Annual Global Private Equity Investing Conference April 3-4, 2008, at the Thunderbird campus in Glendale, Arizona.

The conference features top industry speakers from around

the world, including former Vice President Dan Quayle, now with Cerberus, who has been invited to discuss globalization and Japan's private equity climate. Other speakers include Robert E. Grady, managing director, The Carlyle Group; Gil Forer, global director of venture capital and IPO initiatives at Ernst & Young; and Dr. Richard Swanson, president and chief technical officer, SunPower Corp.

The event is expected to draw more than 250 institutional investors, general partners, corporate investors, fund of funds managers, industry advisors, investment and commercial bankers, academics, students, and representatives from global emerging growth companies. For more information, contact Omar M. Zaki, conference manager, 602-978-7503 or omz@global.t-bird.edu, or visit www.thunderbird.edu/TPEC-conference.

- A team of graduate students from Johns Hopkins University Paul H. Nitze School of Advanced International Studies took the top prize of \$20,000 and earned the title "Global Champions of Sustainable Innovation" Nov. 10 at the Thunderbird School of Global Management sustainable innovation competition.

An MBA team from Thunderbird's On Demand program won the second prize and \$5,000, and a team from Thunderbird's Global MBA for Latin American Managers, with members from Mexico and Peru, won third prize and \$3,000.

Students in the final round of the competition developed innovative and sustainable business concept plans that addressed the real-life challenges of global corporations Johnson & Johnson and Arizona Public Service.

University of Miami

The University of Miami School of Business Administration recently announced the appointment of Jeff Heebner as director of communications. Heebner previously served as managing director for marketing communications at the University of Maryland Robert H. Smith School of Business for six years.

University of South Florida

The University of South Florida (USF) noted the following milestones:

- Steven Baumgarten retired from his position as director of MBA Programs in December 2007. Steven joined USF in 1976 and was the director of the Executive MBA Program since its inception in 1983. He was director of MBA Programs, including executive, part-time, and full-time, from 1994 to 2007.
- Irene Hurst, formerly the director of the Small Business Development Center at USF, is the new director of MBA Programs.

University of Tennessee

The University of Tennessee noted the following milestones:

- *Modern Healthcare/Modern Physician* rated the University of Tennessee's Physician Executive MBA Program number one for the fourth consecutive year. Rankings were based on five criteria: length of program, tuition cost, days on campus, number of years since program inception, and number of graduates.

Since the program began in 1998, about 250 physicians have graduated, equipped with skills ranging from business plan creation to organizational change. They represent 38 states and an arc of international addresses, from countries as culturally diverse as Saudi Arabia and Korea. The curriculum includes planning, entrepreneurship, ethics, finance, information design, and leadership, and students are able to apply lean management principles immediately to their own

workplace initiatives.

"The University of Tennessee has pioneered a unique way to deliver a top-notch business education for globally based physician executives by using a combination of on-campus residencies with Internet-based distance learning," says Mike Stahl, program director. "The program is organized so that doctors can stay fully engaged in their careers while earning their degrees. Our consistency in the rankings confirms that we have designed a program that has responded to our students' needs."

- Andy White joins the college as director of the Aerospace MBA Program, a 12-month Executive MBA Program for professionals in the aerospace and defense industries. Before retiring as a lieutenant colonel, White served as a faculty member at Air University, public affairs director for Air Force Special Operations Command, and a squadron commander. He also deployed seven times, including deployments as lead public affairs planner for the air component at the beginning of Operation Enduring Freedom (Afghanistan) and Operation Iraqi Freedom.

"I am thrilled to be continuing my relationship with America's military and aerospace community," says White, 1986 graduate of the University of Tennessee who also received a master's degree in public administration from Central Michigan University and a Ph.D. in education leadership from the University of Southern California. "I get to work at a great university and support a team of senior faculty members with incredible expertise and a passion for aerospace issues."

WOMEN 3.0 Magazine, a business, investing, and wealth-building resource for women, has ranked the University of Tennessee Executive MBA Program in the Top 50 in the U.S. The ranking was based on academic excellence, commitment to new businesses and ideas, and flexibility for working women. *WOMEN 3.0* joins other sources, such as *Business Week*, *U.S. News & World Report*, *Financial Times*, *Supply Chain Management Review*, *Public Accounting Report*, *Forbes*, *Princeton Review*, and the *Wall Street Journal*, in ranking University of Tennessee Executive Programs among the nation's best.

Virginia Commonwealth University

Phase I of the largest construction project in Virginia Commonwealth University's (VCU) history reached a milestone in January when students attended classes for the first time in a 240,000-square-foot complex that houses Snead Hall, VCU's new School of Business, and East Hall, the second building for VCU's School of Engineering.

"This is the new VCU, with world-class facilities that compete with any in the country," said VCU President Eugene P. Trani. "The new campus is transformational for the Schools of Business and Engineering, for students, faculty, and staff and their self-perception."

The four-story Snead and East Halls are joined and share some social and academic space. Business leaders suggested the physical connection to encourage students from the two disciplines to come together in their studies as they would in the workplace.

"Having our students working in teams from the business, engineering, and arts schools gives them a much broader experience and one that is going to make them much more valuable to any employers," says Michael Sesnowitz, dean of the VCU School of Business.

Snead Hall, the new home to the School of Business, is a 125,000-square-foot contemporary facility that along with traditional classrooms and faculty offices includes a fully functioning capital markets and trading room, collaborative learning rooms, central

atrium with a student commons and café, career services center, center for corporate education, auditorium, tiered case study classrooms, and team-building breakout rooms.

PROGRAM INNOVATIONS

University of Amsterdam and Vlerick Leuven Gent

The University of Amsterdam and Vlerick Leuven Gent recently launched a new Independent Executive MBA, an 18-month program for participants who want a high international student ratio.

The first cohort of 20 students started their studies in January 2008 and will graduate in July 2009. The students represent nine nationalities with an average age of 36 and 13 years of work experience.

Classes alternate between Leuven, Belgium and Amsterdam, the Netherlands. Key teaching strengths of the institutions include development of soft skills, the traditional financial disciplines, exposure to the Flemish and Dutch entrepreneurial attitude, and access to the student and alumni networks of both institutions worldwide. The program also includes a weeklong international entrepreneurship study trip.

For information, contact Yolanda Habets at Vlerick (+32 16 24 88 86), Mervin Bakker at University of Amsterdam (+31 20 525 4764) or visit www.Vlerick.be/en/6272 or www.abs.uva.nl.

University of Denver

Daniels College of Business Executive MBA students are focusing on sustainability as a significant part of their Executive MBA experience.

The Action Leadership Project (ALP) integrates community service, cultural awareness, environmental responsibility, and economic prosperity. In 14 months, teams of four to five students envision, create, lead, and bring to fruition a project that contributes significant return on investment of \$50,000 or \$10,000 per person for an organization or a community of their choice. Teams are composed of students who represent different communication and personality styles, which becomes a valuable exercise in "team sustainability" as they work through various challenges to complete the project.

Recent team proposals include:

- Students Living Green, a grassroots campus initiative to achieve a measurable decrease in University waste
- Multi-bank partnership to provide financial education and services in low-income neighborhoods
- Kid's Through Culture, a partnership with Denver Public Schools to create an interactive program that increases a child's world view and cross-cultural sensitivity
- Increased revenue generation for MiCasa, a local non-profit organization that promotes self-sufficiency among low-income Latinas and youth

Students select a board of directors comprised of business leaders, Executive MBA alumni, or faculty who oversee the team's progress against project goals. Students also receive group and individual coaching throughout the 14 months by Daniels Executive MBA leadership faculty.

University of Missouri-Kansas City

At the University of Missouri-Kansas City's Henry W. Bloch School of Business and Public Administration, faculty and staff of the Bloch

Executive MBA Program continue to support women as emerging leaders.

The 21-month program, which consistently surpasses national averages for female Executive MBA enrollment, has developed a partnership with the Central Exchange, a 1,000-member organization that provides professional and personal development opportunities for women. The Bloch Executive MBA Program is sponsoring a workshop series for Central Exchange members entitled The Empowered Leader: Strategies for the 21st Century Professional.

Facilitated by Bloch School faculty, the four-part series provides state-of-the-art information and strategies for women on how to overcome barriers in the workplace and excel in leadership positions. The series has been a huge success with sold-out events and requests for additional offerings. For more information, contact Beverly Stewart at stewartbj@umkc.edu.

Copenhagen Business School

Copenhagen Business School (CBS) became the first university in Denmark to receive accreditation from the Association of MBAs (AMBA).

An independent international organization based in the United Kingdom, the Association of MBAs established global standards for the MBA education with a rigorous accreditation process that includes a self-audit and accreditation assessment team visit. The report recognizes the quality of the school's faculty and research, as well as the internationalization process of CBS, and the quality of students and alumni.

"The accreditation by the Association of MBAs acknowledges that the MBA programs at CBS meet the highest standards on a worldwide scale," says Professor Christer Karlsson, dean of CBS Executive.

"There are many MBA programs offered in the world. The accreditation stamp of approval definitely enhances the international standing of the MBA degree at CBS and our attractiveness to top students and faculty from the globe."

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