

MANAGEMENT EDUCATION ALLIANCE

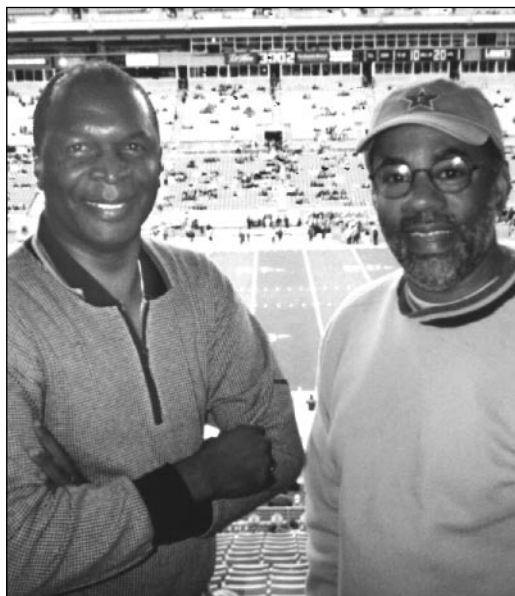
Moving Toward

Partnered Recruiting

Since October 1998, when **Partnered Recruiting** was first launched, many of the Management Education Alliance's member schools and companies have taken steps to develop close relationships with each other to foster student recruiting. This past year, companies have become increasingly active in working towards student recruiting that is focused, in-depth, and long-term. The following accounts give some idea about what has been and what can be done to gain a valuable advantage for effective recruiting.

Go Panthers

Clark Atlanta, Delaware State, North Carolina A&T State, North Carolina Central, and South Carolina State were guests of Springs Industries in a visit that included a thrilling NFL game between the Carolina Panthers and



Springs in Fall... Dr Patrick Liverpool, Delaware State, and Dr. Edward Davis, Clark Atlanta, at work.



Breakfast at Springs Founders House... Gracie Coleman, SVP Human Resources, Springs, Dr. Quiester Craig, North Carolina A&T State, Dr. Ed Davis, Clark Atlanta

Seattle Seahawks on Sunday, October 8, and a day of "show and tell" on Monday. Following the Panthers victory over Seattle, the guests and members of Springs Industries management had an opportunity to get to know each other informally over dinner. The guests (see box) spent the night at the lovely, historic Founder's House in Fort Mill, South Carolina.

The more formal exchange occurred on Monday. The day began with each school spokesperson giving Springs Industries people an overview of his institution and an idea of its recruiting activities and goals. This session was followed by a series of presentations by various company managers about their business

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Guests of Springs Industries Recruiting Get-together

Clark Atlanta School of Business

- Dr. Edward Davis, Dean
- Mr. Marvin Patterson

Delaware State School of Management

- Dr. Patrick Liverpool, Dean

North Carolina A&T State School of Business & Economics

- Dr. Quiester Craig, Dean

North Carolina A&T State School of Engineering

- Dr. Joseph Monroe, Dean

North Carolina Central School of Business

- Dr. H. James Williams, Dean
- Dr. Alfred Richardson

South Carolina State School of Business

- Dr. David Jamison

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activities and their human resource and recruiting needs. **Jennifer Love Scott**, VP Human Resources Development, **Gracie Coleman**, SVP Human Resources, and **Mike Larmore**, Management Development, set the stage with an overview of Springs Industries recruiting needs and practices. They were followed by **John Palmer**, who spoke about Demand Management and Planning, **Ron Lordo**, Purchasing, **Gwen Boddie**, IT, **David Cline**, Finance, **Scott Morgan**, Manufacturing, **Brian Mathis**, Product Management-Bedding, **Robert Spragins**, Product Management-Bath, **Miriam Muley**, Brand Management, and **Ann Marie Blackman**, Account Team Management. The day ended with a tour of Springs Industries design studio, led by **Wood Caldwell**.

Dean Ed Davis (Clark Atlanta) remarked on the experience, "Our recent visit to Springs Industries was an eye opener. Prior to the visit, I had interacted with Jennifer Scott at MEA meetings without ever thinking a Clark Atlanta student would be interested in working for a company in rural South Carolina. However, the varied opportunities presented and the high quality of the people working at Springs have convinced me otherwise. All of us who visited came away with the impression that our students could have a wonderful career at Springs. And by the way, they can live in Charlotte. Visits to other MEA corporate partners are a must. We look forward to other opportunities to build relationships for internships and permanent placements." **Dean Patrick Liverpool of Delaware State** was similarly impressed: "Prior to the visit, I didn't have the slightest notion about Springs Industries . . . that it was a Fortune 500 company, international, and dominant in its industry. The day of presentations opened my eyes as to the kinds of challenges and opportunities it offered our students. I can now encourage students to consider Springs Industries in their job search. Jennifer's participation in the recent E-Commerce conference at



Getting to know each other at Springs... Dean Ed Davis at the podium. Jennifer Love Scott at head of table in Col. Elliot Springs old office at the Springs Executive Office Building, in Fort Mill, SC.

Delaware State business school is also helpful in this getting to know each other." Jennifer Love Scott, who organized the visit, was delighted with the exchange, saying, "The schools and Springs Industries gained a great deal from the exchange. We understand each other better and can serve each other better when it comes to recruiting."

Take a Look at Me

Name recognition is a problem for many firms when recruiting students. Everyone recognizes Coca-Cola, GE, and UPS when the sign-up sheets are posted. Not so for SUPERVALU, Bowater, or Sonoco Products. They have to work to get student attention.

One means to achieve name recognition is by getting faculty members to know the company so as to be able to serve as its spokespersons (as Springs Industries was doing). Another means is to reach out to the students directly with the company's story.

As a way of introducing SUPERVALU to students prior to the recruiting season, the Management Education Alliance developed a teaching case, describing a comprehensive professional development program designed to attract and retain college graduates with emphasis on minority students. On October 9 and 10, **Paul Cimmerer**, General Director, Leadership Development and Organization Effectiveness for SUPERVALU, Inc. presented the case in a series of class sessions to over 100 South

"Visits to other MEA corporate partners are a must. We look forward to other opportunities to build relationships for internships and permanent placements."

Dean Ed Davis
Clark Atlanta School of Business

Carolina State University School of Business sophomores, juniors and seniors attending Human Resource, Principles of Management, and Business Communications courses. Following a brief presentation about the company and its career opportunities, Paul Cimmerer led class discussion in addressing questions raised in the case teaching guide.

As Cimmerer had hoped, students engaged in the discussion with insight and enthusiasm. More importantly, a number of them expressed interest in knowing more about SUPERVALU. There were several bonus benefits as well. For one, students provided good feedback on the pluses and minuses of the Professional Development Program that would contribute to the company's program evaluation process. The experience also led to a possible faculty consultancy/internship assignment relating to professional development for one of the faculty members involved with the SUPERVALU classes. Another favorable consequence of the experience was a faculty request asking Cimmerer to provide ideas and information that could help in the development of a new leadership course.

As a measure of the impact of Partnered Recruiting, SUPERVALU has hired 11 SCSU students since July 1999. Seven of them are participating in the Professional Development Program that was discussed in class.

Students on Approval

Recruiting success is not just based on the number of students hired. What really counts is the number of hires who go on to building successful careers in the company. And this outcome depends as much on fit as on talent. Will the new hire feel good about the job assignment and about the company? Will the company feel good about the person over time?

Student internships have proven an excellent means for making these assessments. Moreover, successful internships give a company a big advantage in hiring the students it wants. A successful student internship program, however, cannot stand on its own. It must be part of a broader set of activities that define a healthy partnership with a school.

Bowater's student internship program is a case in point. The program is designed to provide **South Carolina State University** business school students with experience and skills that will aid them in their

chosen careers.

In addition to the supervisor, each intern is assigned a mentor who is responsible for helping him or her get acquainted with Bowater and adapt to the Bowater organization and to a professional work environment. The mentors are committed to the program and actively participate in the lives of the students.

At the conclusion of the semester, each intern makes a presentation to Bowater's management on a topic related to his or her assigned duties, pointing out benefits to the company. In turn, each student's supervisor provides a written performance evaluation designed not only to provide feedback to SCSU faculty but also to provide constructive guidance to the student.

In the four years since inception of the internship program, 23 SCSU students (11 males, 12 females) have been assigned to various departments in the company (audit, treasury, newsprint accounting, information services, corporate communications, and human resources). Launching and running an effective internship program requires a great deal of hard work and a major commitment on the part of everyone involved - upper management, human resources, supervisors, mentors and student interns. However, according to a senior Bowater manager, "Properly run internship programs pay huge dividends to all participants. The company gets highly motivated temporary employees, and at the same time it is able to give deserving students their first big break."

So far, two students have been hired: one in audit and the other on a rotating assignment involving corporate development, treasury, newsprint sales, and finance. The internship program began with a partnership building effort between Bowater Corporation and the SCSU School of Business. A detailed article in the company publication, *Bowater Briefings*, described the initial efforts:

Bowater has already embarked on a Guest Lecture Program at SCSU, whereby various members of the executive staff make presentations on topics ranging from a Technical Presentation on Paper-making to Pension Fund Management. To date, Dave Maffucci, sr. vice president finance and CFO, has lectured on the duties and responsibilities of the CFO, and Jim Dorton, vice president and treasurer, has spoken on capital markets.

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Partnered Recruiting

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Arnie Nemirow (chairman and CEO) and Tony Barash (SVP and General Counsel) have also spoken to the business school faculty and student body at SCSU. These lectures were designed to excite students about the many opportunities available to them in the area of business management. Both students and faculty were able to meet with guest speakers at planned luncheons and dinners.

Since then the company has developed a special relationship with SCSU Professor Buddy Clark, chair of the Information Technology Department, and continued to provide speakers for SCSU class sessions and other events as part of the on-going partner relationship.

Getting Started

Every company has some kind of established recruiting activities and practices. Many MEA corporate members have long recruited at MEA schools. MEA itself, however, has become a new factor. The resulting recruiting issue for MEA companies is to determine how to exploit fully all possible advantages it offers. They need to ask, "How can MEA help the company be more effective in making successful minority hires?"

The answer is likely to be different for each company. Which schools to involve? How many schools? What kind of relationship building? Who to involve? These are some of the questions that need to be addressed in planning a sensible program of action. As a case in point, on Friday, November 17, **Toni Riccardi**, Principal, Human Resource Development, **PricewaterhouseCoopers LLP**, and **Christina Thompson**, Manager Diversity Affairs for PWC's Boston office, met with **Frank Aguilar**. The purpose of the meeting was to figure out how their firm could best integrate its minority recruiting opportunities through MEA with its on-going national efforts. In the course of this discussion, consideration was given to which schools might best fit with PWC's current recruiting effort and how to initiate the desired in-depth relationships. This first step will need to be followed up with further efforts as plans are made and implemented over time.

Conclusion

Getting schools to interact more closely with the business community is one of MEA's principal thrusts. Not surprisingly, recruiting provides good common ground for schools and companies to collaborate and build productive relationships. The appeal to both parties is evident in the growing interest and involvement in partnered recruiting. This emphasis on recruiting has also attracted new corporate members -



PWC on the move... Toni Riccardi, Christine Thompson and Frank Aguilar

UPS, Coca-Cola, PricewaterhouseCoopers - that recognized the advantages of conducting some part of their minority recruiting with MEA's assistance.

What all involved parties would agree is that effective recruiting takes a lot of nurturing and work...for schools as well as for companies. Not surprisingly, there is no one single, standard approach. Each company and each school has to figure out its own distinct advantages and opportunities and how to exploit them. ■

NCAT To Offer Masters Program

The North Carolina A&T State University School of Business and Economics recently announced approval of the Master of Science in Management (MSM). The MSM degree program is designed to blend management and technology so as to enhance managerial decision making in a rapidly changing and highly technical global environment.

The MSM includes program concentrations in Transportation and Business Logistics and Management Information Systems (MIS). The Transportation and Business Logistics concentration addresses the need for professional knowledge and skills relating to effective supply chain management, safety standards in transport systems, and procurement and distribution in a global market place. The MIS concentration will provide grounded theoretical study in the development of creative business solutions through the management and application of information systems. Both programs will provide integrative courses that respond to expanding e-commerce business initiatives.

The program will begin in the fall of 2001. ■

Aguilar Receives Case Writing Award

The Southeast Case Research Association (SECRA) presented its first Distinguished Case Researcher Award to **Dr. Francis J. Aguilar**. The prize cited him “for his outstanding work and dedicated service to the development, teaching, and mentoring of others in case applications.” **Dr. Andrew Czuchry**, the AFG Chair of Excellence in Business and Technology at East Tennessee State University and President of SECRA, and **Dr. Michael Ritchie**, University of South Carolina - Aiken and Program Chair, made the presentation in February, 2000, during SECRA’s eighth annual meeting program, **Case Research in the New Millenium**. In his remarks to the assembly, Dr. Aguilar emphasized the unique opportunity that case writing affords a faculty member to learn how business is really practiced. ■



Michael Ritchie, Frank Aguilar and Andy Czuchry following the presentation



SECRA annual meeting assembly

Case Method Workshop Marches On

The Art and Craft of Discussion Leadership Program, also known as the Case Method Workshop, continues to have a growing impact on MEA schools as 19 more faculty members attended during the year 2000. The workshop, led by Professor Emeritus Louis Barnes, examines active learning in the classroom and addresses a range of problem-situations involving teachers and their students. The program is designed to accommodate both novice and seasoned case method teachers. It aims to equip the new busi-

ness instructor with a toolkit of basic skills in leading discussions based upon cases, and to elevate the experienced management teacher to higher levels of proficiency. Widely acknowledged as a profound learning experience, the two-day Harvard Business School workshop has served a total of 72 MEA faculty members since 1997.

The next session of the Case Method Workshop is scheduled to occur in March, 2001.

March Session

Dr. Muhammadou Kah	Howard
Dr. Danny Lanier	Tuskegee
Dr. Rodney Stump	Morgan State
Dr. Anisya Thomas	Florida International
Dr. Jacqueline Williams	North Carolina A&T

May Session

Dr. Winston Awadzi	Delaware State
Dr. Constance Bates	Florida International
Anne Borders-Patterson	Clark Atlanta
Dr. Pravat Choudhury	Howard
Dr. Richard Menger	St. Mary’s

August Session

Dr. Mike Katz	Delaware State
Dr. Joyce McGriff	Clark Atlanta
Dr. Leo Ukpong	Morgan State
Atty. Acie Ward	North Carolina Central

December Session

Dr. Diana Coker	St. Mary’s
Dr. Ali Emdad	Morgan State
Dr. Wei Guan	Delaware State
Dr. Shade Keys Little	North Carolina Central
Dr. Laura Kozloski	Florida International

E-Commerce Workshop at Delaware State

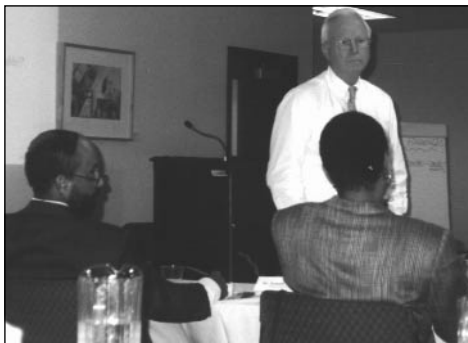
A Look to the Future

To celebrate the dedication of Delaware State University School of Management's new MBNA America Building, The Management Education Alliance joined with the school in sponsoring an E-Commerce Workshop. The purpose of the workshop was to inform business school deans and faculty members of the challenges and opportunities emerging E-Business/Commerce activities pose to management education.

The first day was devoted to an examination of how E-business/commerce is altering business and management practice and how these changes are likely to affect student hiring needs in the future. This effort was ably kicked off by **Dr. William Schiano**, President of thoughtbubble productions (sic) – a leading producer of on-line programming for education and entertainment – in an overview of the growing importance of B2B (business-to-business) activities. (Dr. Schiano is temporarily on leave from Bentley College.) **Scott Studier**, Senior Director, then described the many consequences of "E-Tizing" BellSouth with respect to business practices, customer and supplier rela-

tionships, and organization. He also spoke about the evolving talent needs and how they might impact business education. **Drs. Brandt Allen** and **Edward Davis** of the Darden School, University of Virginia, closed the day with a lively case discussion of Dell Computer and how the growth of on-line business transactions affects its fortunes and practices.

The second day focused on the curricular and faculty implications of the E-Business/Commerce revolution. **Dr. Ralph Grambo**, Associate Dean of the Kania School of Management, University of Scranton, spoke of the new courses and facilities that have been or will be added in response to the information technology revolution underway. His colleague, **Dr. Steve Solieri**, Assistant Professor of Accounting, took a closer look at the implications for accounting education. **Dr. Benn Konsynski**, Professor of Decision and Information Analysis, **Roberto C. Goizueta Business School, Emory University**, next cautioned the audience to be realistic in their plans and expectations. He warned them not to allow the glitter and glamour of E-Business and information technology to cause them to lose sight of the realities of business management. Along the same line of reasoning, **Dr. Janis Gogan**, Bentley College, argued for fast cycle curricu-



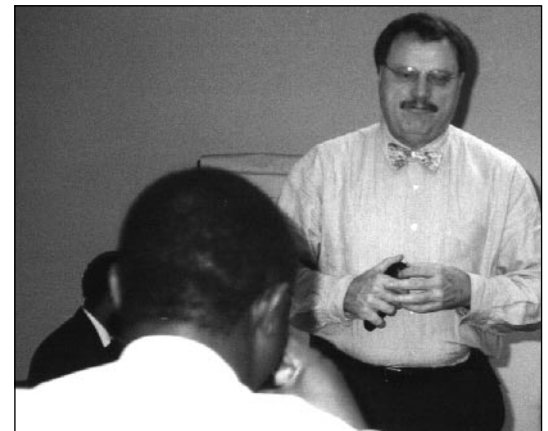
Professor Brandt Allen leading a case discussion.



*Paul Cimmerer, SUPERVALU,
Val Markos, BellSouth*



E-Commerce class session.

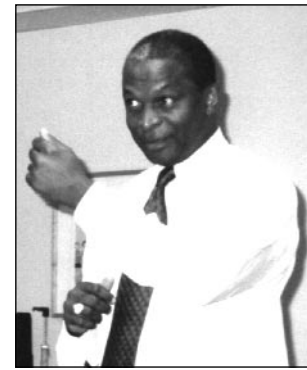


Professor Benn Konsynski leading a class discussion

lum development. In effect, business school faculty members need to stay in close touch with on-going business developments in preparing classroom materials that are timely and relevant.

Dr. Francis Aguilar, Professor Emeritus, **Harvard Business School**, and **Dr. Patrick Liverpool**, Dean, School of Management, Delaware State University closed the workshop with a look at how MEA schools can collaborate in meeting the academic challenges of the E-Commerce revolution. Participants were invited to attend the dedication ceremonies following lunch. Joining Dean Liverpool as one of the honored guests was **Dr. H. James Williams**, Dean of North

Carolina Central University School of Business, credited as the man who built the MBNA America Building while serving as Liverpool's predecessor. Not surprisingly, the new facilities were the envy of many guest deans and faculty members... including Dr. Williams. ■



Dr. Patrick Liverpool bringing the workshop to a close.

E-Commerce Workshop Participants

September 13/14, 2000 - Delaware State University School of Management

Dr. Donald R. Andrews
Interim Dean, College of Business
Southern University & A&M College

Dr. Yaw A. Badu
Professor & Chair, Dept. of Economics
& Finance Virginia State University

Dr. Richard F. Bebee
Dean, Franklin P. Purdue School of
Business Salisbury State University

Dr. Moncef Belhadjali
Dept. Chair, Mgmt Information Systems
Norfolk State University

Dr. Fikru H. Boghossian
Professor of Management
Morgan State University

Mr. Paul Cimmerer
General Director SUPERVALU, Inc

Dr. Herbert A. Conley
Herbert A. Conley

Dr. Suzanne Cory
Acting Dean, School of Business &
Administration St. Mary's University

Dr. Patricia Cummins
Professor of Business
University of the Virgin Islands

Dr. Edward L. Davis
Dean, School of Business Administration
Clark Atlanta University

Dr. Joyce Elam
Dean, College of Business
Administration Florida
International University

Dr. Courtney Ferguson
Lead Faculty-Computer Information
Systems North Carolina Central

Mrs. Carolyn G. Gaffney
Facilities & Fiscal Coordinator South
Carolina State University

Dr. Barron H. Harvey
Dean, School of Business
Howard University

Dr. Alicia J. Jackson
Interim Dean
Tuskegee University

Dr. Ronald D. Johnson
Dean, The Arthur J. Kania School of
Management University of Scranton

Dr. Solomon S. Kabuka
Chairperson, Business Administration
Division University of the Virgin Islands

Dr. Arthur T. King
Dean, School of Business & Economics
Winston-Salem State University

Dr. Wanda F. Lester
Assistant Dean, School of Business
& Economics North Carolina
A&T State University

Dr. Val Markos
Senior Director, Leadership
Development BellSouth

Dr. James B. Parham
Dean, School of Business
Norfolk State University

Mr. Marvin Patterson
Associate Dean Clark Atlanta University

Dr. Dayton C. Pegues
Assistant Professor Morehouse College

Dr. Lucy J. Reuben
Dean, School of Business
South Carolina State University

Ms. Jennifer Love Scott
VP, Corporate Development
Springs Industries, Inc.

Dr. Charles H. Showell
Dean, College of Business & Industry
Central State University

Dr. George E. Stevens
Dean, College of Business
Administration & Graduate School
of Management Kent State University

Dr. Percy J. Vaughn, Jr.
Dean, College of Business
Administration Alabama State University

Dr. Orion J. Welch
Chair, Finance & Quantitative
Management
St. Mary's University

Dr. H. James Williams
Dean, School of Business North
Carolina Central University

Deans' Workshop

Student and Faculty Internships

The Dean's Workshop 2001 will address student internship programs, including international, and faculty consulting or internship arrangements. Interest in such programs has been growing in connection with the MEA drive towards Partnered Recruiting. As schools and companies strive to develop closer relationships with each other for recruiting purposes, they come to appreciate the critically important role that internship programs can play. Well-run student internship programs permit companies to select and attract the right students for career placement. The time together enables both students and companies to make informed decisions that are more likely to prove correct than when hiring on the basis of short visits and interviews.

Faculty consultants or internship assignments offer companies at least two important benefits. Obviously, a company gains the expertise of a faculty member when engaged as a consultant or valuable assistance in the case of internship. It also, and potentially more importantly, can gain a valuable asset for student recruiting. Faculty assignments are effective means for companies to obtain allies and helpmates in their efforts to select and attract the right young men and women for employment. First-hand knowledge about a company, its people, and its business activities allows a faculty member to know which of their students would fit best the company's culture and needs. Apart from a student internship relationship, there is no better way to achieve this vital recruiting judgment. A faculty member's matchmaking contributions are vital for long-term success in student placement.

The Dean's Workshop 2001 will take place at **Florida International University** on Sunday afternoon, February 4, and Monday morning, February 5. MEA company members are invited to attend. ■

For more information on the Management Education Alliance or to comment on this newsletter, please contact:

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FIU To Visit Latin American Business Schools

Dr. Joyce Elam, Dean of Florida International University College of Business Administration, and Ms. Grisell Sotolongo, Director of Global Programs Office, accompanied by Professor **Francis Aguilar**, Harvard Business School, will visit business schools in six Latin American countries in February 2001. This trip is in support of the school's educational strategy to focus on preparing its students for managerial careers embracing international business activities across North America and Latin America. The schools to be visited include INCAE in Costa Rica, INALDE in Colombia, IDE in Ecuador, Piura in Peru, Adolfo Ibáñez in Chile, and IAE in Argentina. A follow-up trip to Brazil is likely. ■

At Our Last Annual Meeting....



Don't Miss the Next One.

Coca-Cola to Host Annual Meeting

Mark May 6 and 7 in your calendars for the next annual meeting of the Management Education Alliance. **The Coca-Cola Company**, MEA's newest corporate member, will host the meeting at its World Headquarters in Atlanta, Georgia. An introductory session for new representatives will begin at 4 PM on Sunday, May 6. At 6:30 PM, all representatives will meet for cocktails and dinner. The business meeting will take place Monday morning. ■