

Fall 2006

# Fox Perspectives

Teaching. Learning. Research.  
Leaders in Shaping the Global Economy.



## Alter Hall Campaign

*Introducing A New Era  
for Temple*

page 3

## Strive for Excellence: Dean Porat's Philosophy

Excerpted with permission:  
*Philadelphia Business Journal* 2006.

**Name:** M. Moshe Porat

**Title:** Dean, The Fox School of Business and Management and the School of Tourism and Hospitality Management, Temple University

**Type of company:** University

**Recent project:** Re-engineered The Fox MBA program to incorporate experiential learning.

### EDUCATION

**BA**, economics and statistics, College of Arts and Sciences, Tel Aviv University

**MBA**, Leon Recanati Graduate School of Business, Tel Aviv University

**PhD**, risk management and insurance, The Fox School, Temple University

**First job:** Economic consultant

**Little known fact about him:** First name is actually Mark. Born near Wroclaw, Poland.

**Home:** Elkins Park, Pa.

### BUSINESS PHILOSOPHY

**Essential business philosophy:** Continually improve while striving for excellence.

**Best way to keep a competitive edge:** Keep up with consumer needs by being an innovator and entrepreneur.

**Yardstick of success:** Accreditation and ranking by peers.

**Goal yet to be achieved:** Fox School becoming best urban public business school in America.

### JUDGMENT CALLS

**Best decision:** Pursue quality over quantity.

**Mentor:** Former Fox School Risk and Insurance Professor Wayne Snider

### TRUE CONFESSIONS

**Word that best describes him:** Passionate — about his goals.

**Like best about his job:** Ability to transform students' lives for the better.

**Life motto:** Rebound.

**Greatest fear:** Failure.

**Person most interested in meeting:** Bill Gates.

**Company you respect most:** Advanta Corp.

**Greatest extravagance:** Traveling to unusual places.

### ETCETERA

**Award/honor most proud of:** International Dean of the Year by Academy of International Business.

**Most influential book:** *The Tipping Point*

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(left to right) Richard J. Fox, Temple trustee; Ann Weaver Hart, president, Temple University; M. Moshe Porat, dean, The Fox School; and Daniel H. Polett, chairman, Temple Board of Trustees  
(Photo by Joseph V. Labolito).



## Fox Perspectives

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## MESSAGE FROM THE DEAN

### Building Fox. Transforming Lives.

It's an exciting time of transformation for both The Fox School and for Temple University.

Our fundraising campaign for Alter Hall continues to accelerate, bringing our new, state-of-the-art building closer to reality.

Adding to the excitement, on July 1 we welcomed Temple University's new President, Ann Weaver Hart, who in accepting the presidency said, "I'm energized by Temple's mission of access and excellence."

The Fox School embraces this same mission. We take promising students and help shape them into successful business people, entrepreneurs, and citizens. In the process we change lives. That's why we've named our Campaign for Alter Hall, "Building Fox. Transforming Lives."

I'm grateful to Gisela and Dennis Alter, who made Alter Hall possible with their transformational gift of \$15 million dollars, and am also grateful to all The Fox School stakeholders who have already donated to our campaign.

I urge others to follow the example of leaders like Richard Fox, who have donated generously, and of faculty/staff members like William Wei, a statistics professor whose generous gift will be recognized with a named Statistics Reading Room in honor of both Bill and his wife Susanna.

Alter Hall is only the physical manifestation of Fox School transformation. Inside, read about other changes and news, including:

- How our school is powering entrepreneurship,
- The renewal of our Center for International Business and Education Research (CIBER) grant, and
- Our innovative use of technology.

All these stories and more underline the dynamism of The Fox School.

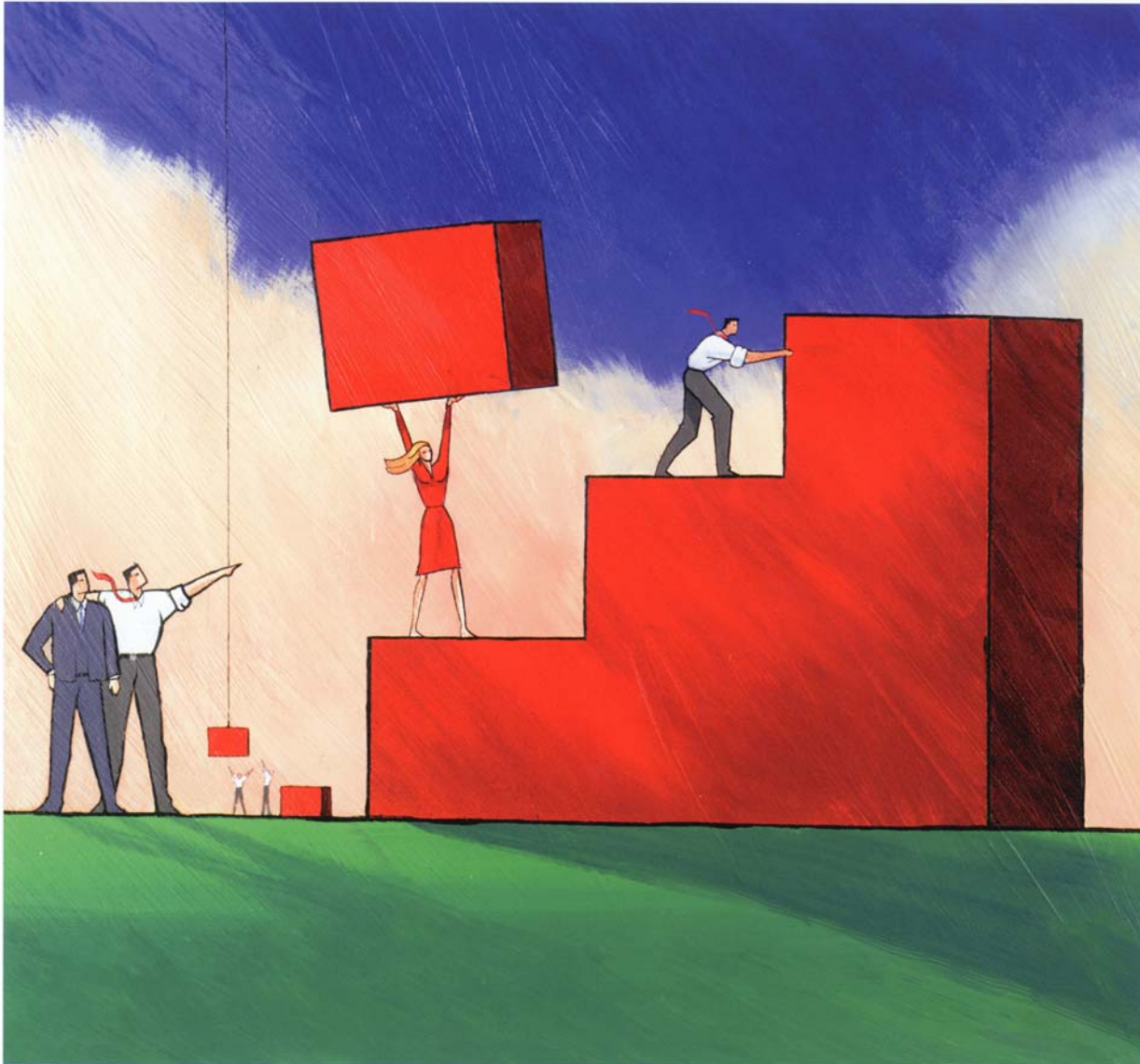
I look forward to your support and involvement. Together, we can continue "Building Fox. Transforming Lives."

Regards,



M. Moshe Porat, PhD, CPCU  
Dean  
The Fox School of Business

# BUILDING FOR SUCCESS



# REFLECTING FOX QUALITY

## Fundraising Campaign for Alter Hall Gaining Momentum

**B**y fall semester 2008, Temple University's changing skyline will be mirrored in the spectacular curved metal roof of the new Alter Hall. World-renowned architect Michael Graves and his Philadelphia partner Burt Hill Kosar Rittelmann are designing this much-needed new home for The Fox School of Business as a tangible reflection of the school's globally recognized quality.

"The Fox School's national prominence comes from our emphasis on essential components that create the school's unique value chain: top students, rigorous academic programs, quality faculty, successful professional development programs, deep corporate and community outreach, cutting-edge technology, and committed alumni," said M. Moshe Porat, dean of The Fox School.

"Alter Hall is a significant link in the value chain enabling The Fox School to deliver world-class business management education. The building, which will have state-of-the-art technology, gives us the opportunity to move our students even further ahead on the technology curve and prepare them in the best way possible for their careers," Porat added.

### Generosity Enables Growth

Dennis Alter, the chairman and chief executive officer of Advanta Corp., and Gisela Alter have given The Fox School of Business the largest gift it has ever received and the second largest in Temple University history: \$15 million. Their gift is critical to making the Alter Hall vision a reality. The Commonwealth of Pennsylvania has also allocated \$25 million to the project. Temple University has used bond proceeds to match this amount.

The Campaign for Alter Hall began early in 2004 and is continuing to pick up speed. The Fox School of Business is raising additional funds for this \$80-plus-million cutting-edge facility.

Just this spring, Dick Fox, for whom The Fox Business School is named, and his wife Gerry, held a reception at their home to showcase interest in the Alter Hall project and to present the

latest designs of the building. At the reception, Fox, who was chair of Temple's Board of Trustees for 17 years, was thanked for his generous donation towards the building campaign.

"The new building is being designed in a way that considers all The Fox School's key emphases: technology, entrepreneurship and innovation, globalization and ethics. Alter Hall, with its central location, will be the new centerpiece for Temple University's main campus," said Fox.

The reception also provided an opportunity to introduce Temple's new president, Ann Weaver Hart — who took the helm at Temple University on July 1 — to Fox School stakeholders.

"Alter Hall will help The Fox School facilitate learning, continue attracting and retaining quality faculty and superior students, and it will provide a venue for business and professional leaders," said Hart.

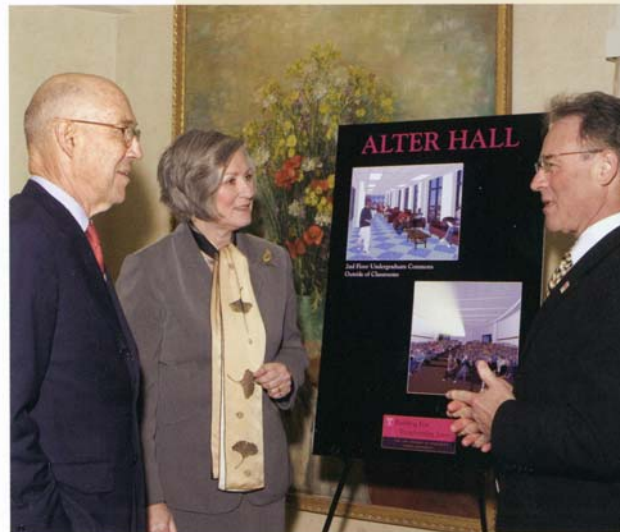
President Hart stressed the importance of Alter Hall to the Temple community and to the greater Philadelphia area. "As the biggest supplier of management and professional talent in the area, The Fox School is a major player in fueling our region's vibrant economic engine," she said.

Fox School Dean M. Moshe Porat added, "What is most important about The Fox School is not our rankings or other notable achievements, but the way our school transforms lives. Alter Hall will enable the school to accelerate its transformational effect, which is why we have named the campaign 'Building Fox, Transforming Lives.'"

(left to right) Richard J. Fox, Temple trustee; Ann Weaver Hart, president, Temple University and M. Moshe Porat, dean, The Fox School, at a reception for Alter Hall at the home of Richard and Gerry Fox.

**"Alter Hall is a significant link in the value chain enabling The Fox School to deliver world-class business management education."**

**M. MOSHE PORAT**  
Dean  
The Fox School of Business  
and Management



### Naming Opportunities for Alter Hall

Three-story Atrium, connecting with Speakman Hall			\$5 million
Sloped Auditorium (seats 270), and Surrounding Lobby			\$3.5 million
Events Space and First-floor Student Lounge			\$2 million
MBA Special Events Space and Commons			\$2 million
MBA Suite			\$1.5 million
Center for Professional Development Suite			\$1.5 million
Dean's Suite			\$1.5 million
Conference Rooms	(10 rooms)	\$50,000 – \$500,000	
Innovation and Entrepreneurship Institute (IEI) Suite			\$1 million
Stock Ticker/Electronic Message Center			\$500,000
MBA Tiered Case Study Rooms	(6 rooms)	\$200,000 – \$250,000	
Center for Ethics Suite			\$250,000
MBA Conference Room			\$200,000
Center for Student Professional Development Resource Collaboration Room			\$125,000
Honors Collaboration Area			\$100,000
Offices for Department Chairpersons and Institute	(12 rooms)	\$50,000 – \$100,000	
MBA Breakout Rooms	(12 rooms)		\$75,000
MBA Recruiters' Lounge			\$75,000
Center for Student Professional Dev. Recruiter's Lounge	(2 rooms)		\$50,000
Directors' Offices	(11 rooms)		\$35,000
Student Professional Organization Offices	(8 rooms)	\$15,000 – \$25,000	
Recognition Plaques for Seats in Auditorium, Classrooms, Meeting Rooms, and other spaces in Alter Hall			\$250 – \$2,500

- (Near right) This open staircase connecting department floors was designed to facilitate collaboration among faculty. For the past 30 years, Fox School faculty offices have been scattered throughout nine other buildings, blocks apart. The new design will finally bring all Fox departments together under one roof. The area on the right, named the Russell Conwell Suite as an example only, demonstrates one of the possible naming opportunities. (Please see chart above for opportunities.)
- (Page 5, Bottom) The MBA Commons will be a lounge by day and a much-needed special event space at night, enabling networking between students and interaction among various Fox School stakeholders: students, faculty, alumni, staff, and community and corporate visitors. The space can easily hold nearly 300 people seated, and 500 standing.
- (Page 5, Middle) The Auditorium will be the largest teaching and presentation space in Alter Hall, with room to accommodate 270 people. It will be equipped with the latest technology, including in-room recording, remote distribution, and large format split screen projection.
- (Page 5, Top) The stock ticker above an open student lounge on the first floor will connect students directly to up-to-the-minute stock market data, capturing the excitement and pace of the business world. The ticker can easily be seen from Montgomery Avenue.

Other Fox stakeholders — faculty, staff, alumni and community members — also have demonstrated their commitment for The Fox School with significant gifts for the Campaign for Alter Hall.

Generous donations have come from Fox School friends like Arnie Katz, president and founder of Brokerage Concepts Inc. Katz, who has been on the Fox Board of Visitors since its creation in 2002 said, "I am an admirer of the school and of Dean Porat. I believe that The Fox School's faculty are among the most talented educators in the country. If people want to see business education advance in the region, they too should make a contribution."

The Faculty/Staff Fundraising Campaign is also vital to the success of the campaign for Alter Hall. The Faculty/Staff Campaign is being led by Arvind Phatak, Laurel Carnell professor of general and strategic management and international business; Robert D. Hamilton, III, professor of general and strategic management; and Debbie Campbell, assistant dean for Undergraduate Programs.

"As a double Fox alum — BBA and MBA — I know first-hand how much Alter Hall's resources will improve the education we are giving to our students. Right now, business students are using the TECH Center more than other Temple students. The Fox School's students, faculty and staff really have a pressing need for a new facility, and the Faculty/Staff Fundraising Campaign will help to make this vision a reality," said Campbell.

The Faculty/Staff Campaign has raised \$300,000, thanks to responsive faculty like Bill Wei, professor of statistics and former chair of the Department of Statistics. Wei's donation will fund the future Statistics Reading Room. (For other naming opportunities, see the chart at left.)



"I care about the field of statistics and I know that The Fox School needs a reading room for faculty and students. Like many of my peers, I have close ties with Temple, The Fox School and my department. Everyone who works at Fox should support Alter Hall," said Wei.

Many Fox alumni who feel the same close ties to their alma mater also are eagerly donating to the campaign. One such alumnus is Irwin L. Gross, who endowed the Irwin L. Gross eBusiness Institute. "My work takes me to many places in the United States and abroad, and I am gratified that the increasing national and international recognition for the quality business education offered by The Fox School is being noticed by executives, accountants and other professionals."

#### Reflection of Fox School's Business Learning Environment

The urban-oriented design by world-renowned architect Michael Graves and his Philadelphia partner Burt Hill Kosar Rittlemann will enable The Fox School to provide students with an even stronger education. Alter Hall will offer the latest technology and newest methods in teaching and research while simulating the corporate environment and facilitating collaboration between students, faculty and community and business leaders.

The new 200,000-plus square-foot, seven-story, state-of-the-art facility will dramatically increase the school's existing space and consolidate, under one roof, classrooms and offices currently spread out in nine different buildings across campus.

John DeAngelo, associate dean for information technology at The Fox School of Business explained, "Having

all students and faculty in one building, the use of cutting-edge technology, and the many meeting spaces throughout, will facilitate collaboration, communication and community, preparing students to work effectively in a corporate environment."

Some of the specific features that encourage the teamwork that is intrinsic to the corporate world include breakout rooms, interview rooms, recruiting offices, conference centers, and a Business Simulation Lab/Trading Room, where students will learn to trade securities and solve simulated finance and marketing problems.

New sophisticated classrooms will be tailored to facilitate learning through group work, not just lectures. In some classrooms, rows of desks will pivot so they can change from straight rows to quadrants, making discussion and teamwork easier.

Faculty also will benefit from an abundance of collaboration spaces. A communicating staircase connecting academic department floors will allow faculty to collaborate quickly and easily.

The design will also enable The Fox School to continue to advance its position as a pioneer in applying technology in the classroom. Currently, The Fox School is one of the largest users of classroom-capture technology in the nation.


The new facility also builds on strong technology investments already made at Temple University Center City; the Tuttleman Learning Center; Speakman Hall, the current home of The Fox School; and the new, highly acclaimed TECH Center. The advanced technology in these buildings has helped Temple earn its reputation as one of the most connected colleges in the nation.

Strengthening The Fox School's position as a technology pioneer, one technology innovation in Alter Hall is the use of a tablet PC to project and save instructor annotations for later use and review by students. Another innovation is "smart" classrooms with redesigned podiums with built-in control systems for room lighting, image control and podium height adjustment.

Technology will also enhance lounges and work spaces. Besides the main first floor student lounge encircled by an electronic ticker tape banner, students will find many areas with large flat-panel LCD displays for campus and world news, Internet stations for checking e-mail, and devices for reserving breakout rooms throughout the building.

Together, all these features will make Alter Hall a building that is distinctive, flexible, and relevant to the information age, a building that both reflects and helps shape The Fox School's business learning environment.

"Curtis Hall already has been leveled to make way for Alter Hall. Final engineering and architecture plans have been drawn up. We now need to complete the funding," said Howard A. Cohen, the associate dean of The Fox School of Business and manager of the Alter Hall Campaign. "Not only will Alter Hall create a new business learning environment at Fox,

but we envision Alter Hall as a home to our students, even after they graduate — a place where they can continue to learn from each other every day." 

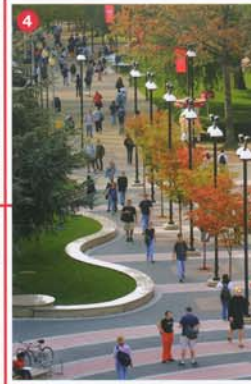
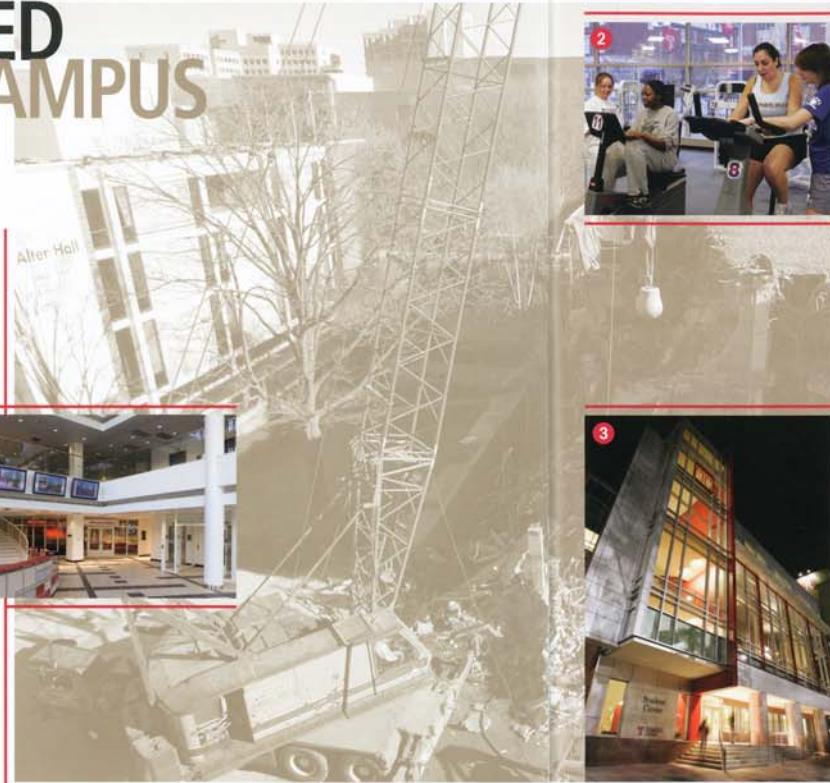
— Julia Straka



To contribute to the Campaign for Alter Hall, contact Howard A. Cohen at [howard.cohen@temple.edu](mailto:howard.cohen@temple.edu). All contributions — large and small — are welcome. See page 4 for naming opportunities.

# REVITALIZED TEMPLE CAMPUS

This winter Curtis Hall (shown at center) was demolished to make room for Fox School's Alter Hall. In recent years, revitalization has transformed the Temple campus from ordinary to dynamic. And the growth continues. Additions to the campus in 2005-06 included Temple's TECH Center, thought to be the largest computer technology center of its kind in the United States; a new University Welcome Center housed in the TECH Center; and a four-story Student Center Annex, which added 85,000 square feet of space for student activities.



1 The first place prospective students see when they come to Temple is the new University Welcome Center.



2 Seven days a week, students can exercise at the Independence Blue Cross Student Recreation Center, which features a full range of fitness equipment and free classes.

3 The new Student Center Annex includes a game room with everything from classic games, like pool, to newer video arcade games; lounges; a cinema with stadium seating (The Reel); a non-alcoholic student entertainment center and student organization offices.

4 Liacouras Walk offers students a European-style piazza that mixes old and new. In the space of two short blocks there is a residence hall, a small hotel, The Fox School's Speakman Hall, the building of the School of Science and Technology, offices, eateries, a variety of retail services and Student Health Services, which was revamped this year.

5 Students collaborate at Temple's TECH Center.





# COMCAST FOUNDER HONORED

## Ralph J. Roberts Receives Fox's Musser Award

Ralph J. Roberts, founder of Comcast Corp., received the 2005 Musser Award for Excellence in Leadership from The Fox School of Business and Management on Nov. 2 at the Ninth Annual Musser Awards Dinner.

The Fox School chose Roberts because of his outstanding business success and leadership in the local and national business community, as well as his work to create a culture of giving back to the communities that Comcast serves.

Announcing the award, Fox School Dean M. Moshe Porat said, "Through his entrepreneurship, his dedication, his deep community involvement and his values, Ralph Roberts represents the best in leadership excellence Philadelphia has to offer. For any aspiring entrepreneur, his story offers great inspiration. He bought a small, struggling cable television company and from it, created Comcast, the nation's largest cable provider."

"I am honored to have been chosen as the 2005 Musser Excellence in Leadership Award recipient," Roberts said. "Temple University and The Fox School are vital parts of Philadelphia and have a history of teaching young people to become informed, responsible members of society. It is important for the city and its businesses to work together to help our young people become the best they can be."


Roberts founded Comcast in 1963 with the purchase of a 1,700-subscriber cable service in Tupelo, Miss. From those humble beginnings, Comcast has grown into a media giant, with 21.5 million subscribers in 35 states, and has changed America's TV viewing habits.

Roberts has used his many business and professional leadership skills to serve the needs of the Greater Philadelphia community. He currently serves on the boards of the Council of Emeritus Directors of the Philadelphia Orchestra and the Brandywine Museum and Conservancy, as well as the Advisory Board of the Greater Philadelphia Urban Affairs Coalition and the Penn Medicine Board of Trustees, University of Pennsylvania Health System. He is

also active in his support for Project H.O.M.E., an outreach program for the homeless in Philadelphia founded by Sister Mary Scullion.

Roberts epitomizes the Musser Award's ethic that exceptional achievement in business and exceptional effort on behalf of the community are compatible, mutually supportive goals. Now in its ninth year, the Musser Award was named to honor its first recipient, Warren V. (Pete) Musser, chairman and CEO of the Musser Group, who endowed the award in 1998.

Proceeds from the 2005 Musser Excellence in Leadership Awards ceremony support the Dean's Fund for Excellence. The fund supports programs that add significant value to the learning experience at The Fox School, among them the Dean's Undergraduate Research Scholars Program, which leverages the school's international reputation for excellence in teaching and research.

The Dean's Fund also supports students in the MBA program, the flagship program at The Fox School. The fund helps to ensure that graduates continue to distinguish themselves in the greater Philadelphia region and beyond as talented business leaders and as significant contributors to the advancement of knowledge in business disciplines. 

— Lisa Z. Meritz and Jennifer Fitzgerald




(left to right) Warren V. (Pete) Musser, chairman of the Musser Group; David Adamany, Temple University president (2000–2006); Ralph J. Roberts, founder of Comcast Corp. and 2005 Musser Award winner; Brian Roberts, chairman and CEO, Comcast Corp. and M. Moshe Porat, Fox School dean.

## Young Techies Compete At Computer Fair



Kyreem Mitchell (left), Juanita Hardy-Battle (center) and Lotoya Wiltbanks of W.S. Peirce High School hold their first-place trophies in the digital movie category at the Regional High School Computer Fair, co-hosted by The Fox School of Business and Management and the School District of Philadelphia.

On April 7, Fox's Department of Management Information Systems opened its doors to 144 students presenting 93 projects from high schools across the region, and let the students dazzle judges from the school district and from The Fox School's IT Fellows, who work in industry but have a close relationship with Fox's Irwin L. Gross eBusiness Institute.

Each of the students on the winning teams in each category will receive a \$1,000 scholarship if they enter Temple's MIS program. 

— Rebecca Carroll

# NEW INTERNATIONAL PARTNER

## Dublin's Trinity College Joins the List

Trinity College in Dublin, often called the Oxford of Ireland, joined the ranks of international partner universities this spring in The Fox School's award-winning International MBA capstone, the Global Entrepreneurship in Technology Consulting Practicum (GET).

This year's international teams included two groups from Trinity College, as well as two groups of students from long-time Israeli partner Ben Gurion University (BGU). The Trinity and BGU students collaborated with Fox School students to develop U.S. market entry strategies for four early-stage international companies, and then presented those strategies at Temple University's Eighth Annual International Business Venture Fair. The Fox School's Innovation and Entrepreneurship Institute sponsored the fair.

The consulting projects were designed to incorporate the challenges of international business, including multicultural communication, and the gathering and analysis of foreign market data.

"The students in The Fox School's International Business MBA program go from learning the basics of consulting to setting the agenda and managing and influencing their client, all while working with international partners," explained professor T.L. Hill, the course and project manager.

"The companies who hire the GET teams get four things: extraordinarily high-quality consulting at a good price; access to experienced project managers; smart, motivated and creative students; and the benefit of Temple's extensive network," he added.

One of the companies that benefited from this international student-driven consulting was Cellix Limited, a Dublin-based biological instrumentation company. Vivienne Williams, CEO of Cellix Ltd. commented, "For Cellix, a young company gearing up to enter the U.S. market, the student

team provided invaluable information about the market in the United States, saved us months of research, built us a network of contacts, and ultimately made some excellent recommendations regarding future operations for Cellix in the United States."

A second successful GET team developed a plan for another Dublin company, cREME, a provider of software that assesses investment risks. The cREME GET team suggested carving out a small niche market of independent financial planners for their software product. To create this strategy, this Fox School-Trinity College team conducted separate studies of both the American and Irish markets. The end result was a realistic, feasible marketing strategy.

cREME's co-founder Cronan McNamara said, "The team's work on the business plan exceeded what I would have expected from professional consulting firms."

"I was so impressed with the amount of time the students devoted to the project," said Eustace Kangaju, cREME project leader and director of Temple's Small Business Development Center. "Their short final presentations at the Venture Fair didn't even begin to capture the amount of work they did. They were able to learn a host of new skills and implement them right away."


The cREME team's plan was so well received that the company is preparing to use it as their business plan. Jaclyn Ryan, a GET team member working for cREME, said, "It took us a while to get comfortable with our client, but we gained a lot of confidence, were able to apply what we had learned, and eventually were able to take a leadership role. It was really gratifying when our work and ideas were well received."

The two other international GET teams worked for Israeli companies Scientific Biopsy, which develops and manufactures robotic biopsy systems,

and GRT Development Ltd., a young company that created a new insulin pump.

Among the venture capitalists and angel investors at the fair were students visiting from the École Nationale des Ponts et Chaussées (ENPC) School of International Management in Paris, another Fox International MBA partner. Next semester, along with previous international options, Fox MBA students will have the opportunity to work with ENPC students on Paris-based consulting projects similar to this year's projects from start-up Israeli and Irish companies, and with students from Welingkar Institute of Management in India, another Fox School partner.

Summing up what he gained from the fair, IMBA student Will Tae who worked with cREME said, "All the company had for us was step one, the product. It was up to us to figure out the rest."

"We were the ones that came up with a plan, which was a great experience," he added. 

— Julia Straka



(left to right) International MBA 2006 graduates Will Tae, Jeremy Dupre, Jaclyn Ryan and Philip Fitzgerald explain the work they did for cREME, a provider of investment risk assessment software, to Business Venture Fair attendee Susan Friedman of Friedman and Associates.

# FOX AND DUBAI

## Fox Students Travel to Dubai for Women's Leadership Conference

In February, three Fox School of Business students ventured into the Big Apple of the Middle East — Dubai in the United Arab Emirates — to participate in a five-day international leadership conference with young women from all over the world.

The event, Insight Dubai, was sponsored by Dubai Women's College and Civic Concepts International, an international organization that facilitates student dialogue and understanding of other cultures.

"The motivation for creating such a program was to enhance mutual understanding between Fox School students and students in the Middle East," said Arvind Phatak, Carnell Professor of Management and International Business at the Fox School and executive director of Temple's Institute of Global Management Studies (IGMS), and its Center for International Business Education and Research (CIBER).

The trip was funded through CIBER's \$1.2 million grant from the U.S. Department of Education. One of the CIBER's main thrusts is promoting global perspectives, in particular, better understanding of the Middle East, North Africa and India.

At the conference, 50 students from the Dubai Women's College partnered with 50 students from countries such as Afghanistan, Australia, Bosnia-Herzegovina, Egypt, Italy, Kenya, Kyrgyzstan, Palestine, Pakistan, Portugal, Slovakia, South Africa, and Spain.

"The Emirati girls were extremely hospitable to the international participants and made us feel very comfortable," said Erin Crist, a senior majoring in international business administration and marketing. "I made excellent friends with two of the local girls from Dubai, who I plan to remain in contact with."

The students shared their perspectives on topics ranging from domestic abuse to politics, and engaged in interactive discussions, including a Shariah (Islamic law) court simulation and a United Nations simulation. The goal was to create greater awareness and cultural understanding.

"It was very interesting to see the different perspective each woman had depending on the country she came from," said Priya Patel, a junior Honors student majoring in marketing and international business.

"There is a lot of misunderstanding amongst our people about the Arab world and vice versa," Phatak said. "We are trying to help undergraduate students at Temple understand the culture in the Middle East, and we want them to understand us."

Corrie Buff, a junior Honors student majoring in economics and political science, said, "I have gained so much respect for their culture and the role that the family plays. My opinion of the Muslim world has been completely reshaped."

Additional collaborations with Dubai Women's College followed. See "Fox and Dubai Women's College Students Collaborating Across the Ocean," at right. 

— Julia Straka

Business Honors students (left to right) Erin Crist, Priya Patel and Corrie Buff joined students from 24 other countries at the Insight Dubai conference, where they discussed topics ranging from domestic abuse to politics. The goal of the weeklong conference was to promote student dialogue and understanding of other cultures.

## Collaborating Across the Ocean

Like many students this spring, three teams of undergraduate business students worked together to complete a case study. But there was one dramatic difference: they didn't actually meet their teammates until their final presentation.

During a semester-long collaboration with the Dubai Women's College (DWC) in the United Arab Emirates, students in Temple's Fox School of Business strove to overcome the difficulties of communicating with teammates thousands of miles away.

In a final culmination of their efforts, the DWC students traveled to America to present the projects with their Fox partners in a case competition

among the three groups. All three teams won awards for their projects, proving that it would take more than language, time and cultural barriers to hinder these future business leaders.

Such cross-cultural, cross-national communication was the goal that Dr. Arvind Phatak, executive director of The Fox School's Institute for Global Management Studies (IGMS), and the Temple Center for International Business Education and Research (CIBER) had in mind when he designed this pioneering class.

"Companies are increasing their collaboration with companies in countries that have different cultures and languages," said Phatak. "I wanted to find a way to teach the importance of virtual collaboration. This case study required input from both sides, America and Dubai."

The teams designed hypothetical business plans for Ben & Jerry's Ice Cream to enter the Dubai market. These plans were based on the Harvard Business School case, Ben & Jerry's - Japan. To construct a successful plan, the students had to study the economic, political, cultural, legal and environmental factors in Dubai and their impacts on the potential business operations of Ben & Jerry's in that market. Each team's research was


enriched by the students' differing cultural points of view.

Melissa Swallow, a senior graduating with a double-major in marketing and international business, described the challenges of working with team members on another continent. "There was some initial difficulty communicating with the girls from Dubai, but interacting with them and learning about their lives and culture was also the most rewarding part of the experience."

In order to share their research and comments with their teammates, the girls communicated through a variety of virtual channels, including a Blackboard discussion board, e-mail, Yahoo chat

rooms and video conferencing sessions. Phatak even provided the students with calling cards so they could talk long distance.

"There were a lot of barriers that might have made the work impossible, but we found ways to go beyond what we thought we were capable of to overcome our cultural differences," said Mariam Kamal, one of the DWC students.

"What was even more important than the outcome of the competition was successfully getting around all the barriers and boundaries," Phatak said. "That was the true accomplishment." 

— Julia Straka



Visiting students from Dubai Women's College (shown above) collaborated with Fox School students to design business plans for Ben & Jerry's Ice Cream to enter the Dubai market.

## CIBER GRANT RENEWED

Center to Continue as Catalyst for International Business


Because of its excellence in academic research, curriculum development and outreach programs in international business, Temple's Center for International Business Education and Research (CIBER), has been renewed for four more years with a \$1.33 million award from the U.S. Department of Education. "Our CIBER promotes international trade and commerce by spearheading extensive collaboration within Temple and with other regional academic institutions, businesses and executives in eastern Pennsylvania, southern New Jersey and Delaware,"

said Arvind Phatak, executive director of Temple's CIBER and the Carrell Professor of International Business. "This grant will enable us to continue our work linking this region to global trade and commerce."

Temple's CIBER is one of only 31 such centers in the United States.

"This highly competitive CIBER grant confirms the significant advances we have made to expand the depth and reach of The Fox School's international business programs and research," Fox School Dean M. Moshe Porat said.

The Temple CIBER has supported extensive research, including four annual international business research forums, and outreach, including developing international business faculty in community colleges and developing women entrepreneurs for the global marketplace. The CIBER also created new international study abroad and student exchange partnerships with schools in France, Ireland, Mexico, India and the United Arab Emirates.

In the future, Temple's CIBER will focus on building bridges with two important regions to the United States: India and the MENA (Middle East and North Africa) region. The center also will concentrate on research on global security, risk management and critical language development. 

— Lisa Z. Meritz



Arvind Phatak, executive director of Temple's CIBER/IGMS and the Carrell Professor of International Business.

The Fox School's risk management and insurance student professional organization, Gamma Iota Sigma (members shown at right), won the Bowers Award for best chapter in the nation 11 times in the past 13 years, including this year.



## FOX TOPS IN RANKINGS

### U.S. News & World Report Ranks Fox Undergraduate RMI Program #5

This fall, U.S. News & World Report ranked the undergraduate Risk Management and Insurance (RMI) program of The Fox School of Business as the fifth-best program in the nation.

Fox's RMI program is the second-largest such program worldwide, as recognized in 2005 by *Business Insurance* magazine. The program is known for the diverse expertise, research interests and productivity of its faculty; for its journals for its actuarial science program, certified by the Society of Actuaries; and for the seminars that Fox's Actuarial Institute provides for professional actuarial exams.

The RMI program has an incredibly high placement rate, placing most of its students in internships and more than 95 percent in full-time positions upon graduation. In the summer 2006, 108 Fox students in risk management and actuarial science completed internships.

Fox's RMI student professional organization has been recognized by its parent international organization as being the best in the nation (see photo below). The department also had the largest number of scholarship winners in the United States for the Spencer Educational Foundation scholarship.

— Lisa Z. Meritz

### Ranks Fox Undergraduate IB Program #10

U.S. News & World Report just ranked The Fox undergraduate International Business (IB) program 10th-best in the nation. Also, for the third consecutive year, U.S. News ranked The Fox School of Business and Management's International Business graduate program in the top 20 (No. 18) in the nation in its 2007 "Best Graduate Schools" ranking.

"These rankings recognize The Fox School's outstanding one-year tri-continent international MBA program, cutting-edge faculty research and teaching, significant outreach efforts through our Institute for Global Management Studies (IGMS) and the important work of our Center for International Business Education and Research (CIBER)," said Arvind Phatak, executive director of the IGMS and CIBER. "And I'm proud that our already high rankings increase each year," he added.

Also, recently the *International Business Review* ranked Temple University #14 in the world and #6 in the U.S. for the research productivity of its international business faculty.

In this banner year for Fox School international rankings, The Fox MBA also received international distinction. *Financial Times* ranked The Fox

MBA No. 1 for international mobility, and The Fox MBA was the only U.S. program ranked in the top 10 in all global categories: international experience, international board, international students and international faculty.

"In both Fox School's international and full-time MBA, students work on real projects with top international companies from the United States, Japan, India, Ireland, China, Israel, Russia and France," said Robert F. Bonner, assistant dean of MBA programs. "This unparalleled multi-national environment prepares students for success in today's global economy."

M. Moshe Porat, dean of The Fox School, summed up The Fox School's sentiment about rising international rankings. "Our increasing recognition and continued rise in international rankings is no surprise," said Dean Porat. "Fox has exceptional students and faculty on the cutting-edge of research and innovative programs — all the ingredients that lead to top-ranked global M.B.A. and international business programs." 

— Lisa Z. Meritz

Entrepreneur  
MAGAZINE

The  
Princeton  
Review



Entrepreneur magazine/  
The Princeton Review  
rankings for  
entrepreneurial programs

#4 undergraduate  
#7 graduate

FT FINANCIAL TIMES  
World business newspaper



Financial Times MBA Programs

#1 Value in the United States  
among public-urban universities

Top 20 among all  
public U.S. universities

Top 50 in the United States

Top 75 in the world

U.S. News  
A WORLD REPORT



U.S. News & World Report

#5 undergraduate Risk Management  
and Insurance program in the nation

#10 undergraduate International  
Business program in the nation

Top 60 full-time MBA program  
in the United States

Top 75 undergraduate  
business program in the nation

## SAVING RETIREMENT PLANS

Professor Jack VanDerhei is Hard at Work

*Jack VanDerhei is looking to save retirement plans everywhere, and he's using new computer simulations and Congressional testimony to do it.*

From his podium at the front of the class, Jack VanDerhei peers at his students from behind his glasses. But much like a certain Clark Kent counterpart, when this Fox School faculty member is not at his day job as associate professor of risk management and insurance, he goes from mild-mannered researcher to a kind of quiet hero.

VanDerhei may not have X-ray vision, but he does have super foresight. Twelve years ago, anticipating the collapse of defined benefit plans as we knew them, VanDerhei began collecting data about how people were saving for retirement. His database has since grown to hold data from 16.5 million accounts, which he uses to track trends and create simulations. And since no other similar database exists, VanDerhei has taken on the responsibility of sharing the results of his data analysis, the problems he uncovers and their possible solutions.

About 20 years ago, if you worked for a company that had a retirement plan, you probably had a retirement income guaranteed for life, a defined benefit plan. But recently, newer companies started relying exclusively on defined contribution plans, most commonly a 401(k). This forced larger companies to rethink their expensive retirement benefits, and some, like GM, IBM and Verizon, are freezing their defined benefit plans.

"Now, unless you're a government employee or part of a union, you probably have nothing but a defined contribution to rely on for future income," VanDerhei said. "I knew it was just a matter of time before big companies started switching their emphasis from defined benefit to defined contribu-

tion plans, so I figured I should try to find out what was going to happen to the participants of defined contribution plans."

The outlook has not been good. According to a recent survey done by the Employee Benefit Research Institute, the think tank that collects the data VanDerhei uses in his research, more than 60 percent of families are counting on a defined benefit plan check after retirement. Yet because of all the freezes, only 41 percent of families are actually covered by defined benefit plans — and that percentage is expected to decrease.

Until companies started freezing their pension plans, the only research conducted was based on aggregate information. Such research doesn't take into consideration how defined contribution participants are actually allocating their funds.

"If I was going to ever figure out what would happen to people after retirement, I'd have to go back and do it on an individual level," VanDerhei said, explaining his thoughts when he first became aware of the problem.

"I knew someone was going to have to figure out how to restructure the pension plan laws in such a fashion that people who have nothing other than Social Security and 401(k)s end up with adequate retirement income," he added.

VanDerhei's simulations can also test the effects of different pension plan designs, and reveal options that could save the day. His simulations have been featured in the media from *The Wall Street Journal* to NPR to CNN, and have attracted the attention of legislators.

Recently, *USA Today* featured a model of automatic enrollment, which VanDerhei developed in collaboration with the Investment Company Institute. VanDerhei used this model to simulate the overall increase in retirement income that would occur should all companies with 401(k) plans adopt automatic enrollment, which places employees in plans as soon as they're hired.

While still giving employees the option to stop contributing to their 401(k), automatic enrollment lets inertia work to their advantage, since most people are not proactive about allocating funds. VanDerhei's automatic enrollment simulation highlighted the need for regulatory or legislative safeguards for companies. As it currently stands, a company that uses automatic enrollment may subject itself to liability exposure if employees suffer investment loss. Recently, the Department of Labor committed itself to addressing the issue.

VanDerhei is working hard in Washington on other issues as well. He has been testifying in Congressional hearings since 1987 as an expert witness about pensions and 401(k) plans.


"I realized what a limited audience there is for academic research. But if you go out and testify to the Ways and Means or the Senate Finance committee, and actually help craft what is going to be public policy, it's great to know that what you're doing will make a positive difference for literally millions of people," VanDerhei said.

Most recently, VanDerhei testified before the Senate Special Committee on Aging.

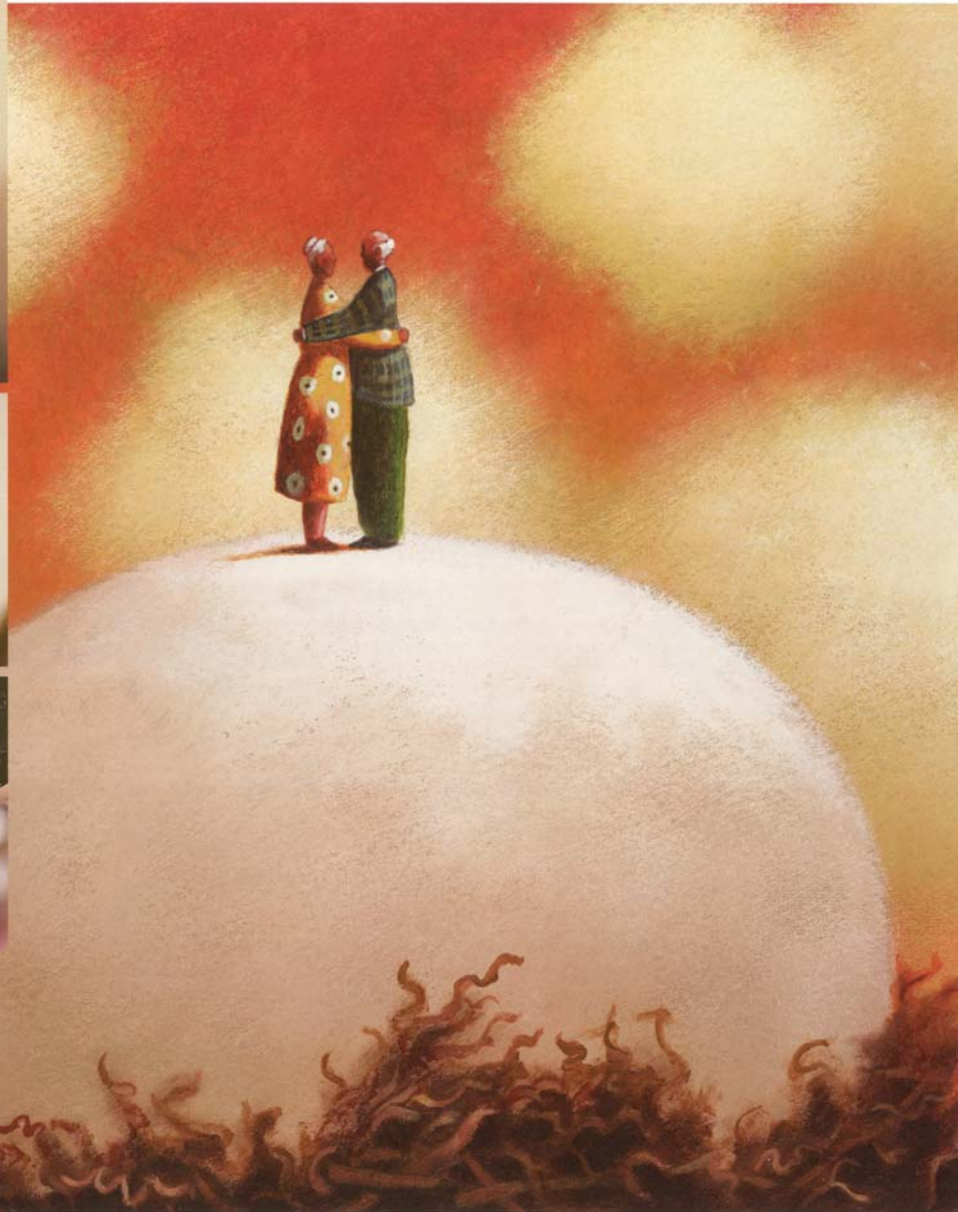
In 2002, he also did some damage control on the Enron case.

"When Enron went under, not only did employees lose their jobs, but they lost a major portion of their retirement income also," VanDerhei said.

VanDerhei determined that prohibiting company stock in 401(k)s — as some senators had proposed in response to the disaster — would leave employees with less money for retirement.

Whether he's helping a legislator, a confused employee or student, for VanDerhei, it's all about education. And as he continues to work tirelessly to improve the problems with defined contribution plans, once again Jack VanDerhei shows himself a metaphorical Man of Steel. 

— Julia Straka





## ENGAGING STUDENTS

### For McClendon, That's What It's All About

“Is this great stuff, or what?” This signature quote, bottomless enthusiasm, and more than one class ending in resounding applause and a standing ovation are just a few of the hallmarks of John McClendon’s teaching style.

According to McClendon, associate professor of Human Resource Management (HRM), he is just doing what he has always dreamed of — influencing others through his passion for people. Realizing the long-term positive effects of that passion, this year Temple recognized him with one of its three Great Teacher Awards.

Since arriving at Temple almost 17 years ago, McClendon has taught 12 different courses, from undergraduate to doctoral-level, all concentrating on managers’ and employees’ behavior in the world of work, including such courses as “Human Resource Strategies,” “Managing People at Work,” “Labor Management Relations,” and “Theory and Research in HR.”

“I don’t possess a vocabulary sufficient to express how honored I am to receive this award — the award that I feel represents the highest form of recognition possible in my career as an educator,” McClendon said in his mellifluous Southern

drawl. “Regardless of class level, the most motivated and interested student will tune out the instructor after just a few minutes. Instead of lecturing, I focus on a hands-on case analysis approach that emphasizes active participation in discussion and active learning.”

McClendon’s tools are published cases that give students a chance to analyze organizations and mini cases that he writes. Students pretend they are managers assuming a stance on a human resource management practice, and McClendon’s role is to facilitate and moderate the discussion.

“I work very hard to organize each class with an explicit structure that provides a framework for a class that’s very interactive,” he said. “I strive never to lecture to students, at least for no more than a couple minutes. The whole class consists of questions, discussion and analysis of reality-based cases that revolve around specific HR issues.”

He loves the opportunity to teach a diverse portfolio of student levels, ranging from BBA to executive MBA and PhD, as well as courses at Temple’s Rome and Tokyo campuses.

“At one extreme, my teaching assignments allow me to relish the engaging and stimulating class discussion of senior executives in my EMBA classes

while, at the same time, in a small way also to be part of the growth and development of BBA students. These are intrinsic occupational rewards of the highest order. What more could an educator wish for?”

McClendon’s professional career path was not always obvious. His first job was at his mother’s hardware store in Ashville, Ala., a small town with about 1,500 people and one streetlight. After high school, he considered accepting an apprenticeship to become a plumber, but decided, instead, to give college a try. One week after starting his freshman year, he returned home to reconsider the apprenticeship, but was persuaded by his parents to stick it out; he returned to school for 10 years and three degrees.

After earning his master’s degree in human resource management, McClendon worked in HR for International Paper Co. “My work experience in industry has been a valuable asset in my teaching and research. While I enjoyed my time in industry, it was obvious that a career in academia was for me, so I went back to school to earn my PhD. I very much desired the opportunity to work in a stimulating academic setting where I could do research and teach on the subjects I find compelling.”

Though McClendon’s original research dealt with labor-management relations, recently it has evolved toward strategic HRM issues, including a recently concluded stream of research that examined HR outsourcing.

Not surprisingly, this isn’t McClendon’s first teaching award. In 1993, he was awarded The Fox School’s Andrisani-Frank Award for Excellence in Undergraduate Teaching, and in 1997 he was given The Fox School’s Musser Award for Excellence in Leadership in Teaching. In April 2005, he was presented with the MBA/MS Teacher of the Year Award.

“I hope so very much that in a small way I have an impact. Plus, teaching is such extreme fun! And I am indeed fortunate to have HRM colleagues who are not only productive scholars, but consummate professionals,” said McClendon.

When asked if he wonders where he would be if he had decided to complete his apprenticeship rather than return to college that first semester, McClendon said, “While I would have been a darned good plumber, I certainly have no regrets.”

— Kady Adams

# BELOVED ECONOMICS PROFESSOR

Leeds Named Honors Professor Of The Year



On May 1, Honors students gathered to celebrate economics professor Michael Leeds, whom they had voted the 2006 Honors Professor of the Year.

Professor Michael Leeds is best known nationally as a sports economist, having written numerous articles for *The Journal of Sports Economics*, *The Journal of Urban Economics and Economic Inquiry*, as well as co-authoring *The Economics of Sports* and the upcoming textbook *Principles of Economics*.

But here at Temple, Leeds is best known for his passion for economics and for his compassionate guidance as the director of the Honors Program for The Fox School of Business and Management.

In recognition of his dedication and enthusiasm, Honors Program students named him Honors Professor of the Year, an honor Leeds says is “very rewarding; they’ve expressed a sort of faith in me, and I can’t disappoint that faith,” he said.

#### What do you do for the Honors Program?

Since becoming director of Fox’s Honors Program in 1994, I’ve done everything from recruiting, advising, developing the research scholars program, coming up with the curriculum, staffing, and working with The Fox School’s Center for Student Professional Development.

#### Do you have a teaching philosophy?

I try to show my students that economics is not just learning about the economy or formulating a good argument about the deficit; it is a part of our everyday lives. It is a way of approaching reality. Economics is not a distinct subject; it brings together other subjects: philosophy, history, sociology and math. Economics is a science of living. That makes it aesthetically beautiful. Economics excites me. I can’t imagine why anyone would want to major in anything else.

#### Why did you decide to become a teacher?

I can tell you the day I decided I wanted to be a teacher. It was in my eighth-grade history class, and the teacher was grossly overqualified. I was engaged in a way I’d never been before; he made it important to me. And I decided that’s what I wanted to do for other students.

#### What have you learned while teaching?

To keep it real. As long as students can relate to it, they will be engaged.

#### Do you have a favorite book?

My favorite author is Iain Pears, who wrote *The Dream of Scipio*. I’m fascinated by evil; what is it that causes some people to be paralyzed by it, and what causes some people to be seduced by it.

#### What’s your favorite quote?

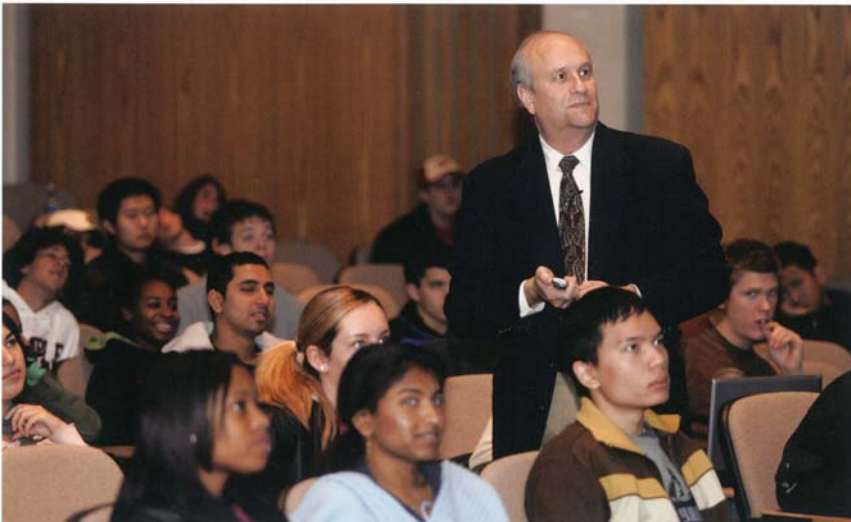
A quote I live by, from *Hustler’s Handbook*, by Bill Veeck, is: “Show me a man who operates on what his logic, his morality, and all his nerve ends tell him should be true, instead of what is transparently true, and I’ll show you a man who is not only going to fail miserably, but who is going to wear his failure as proof of his own basic worth and integrity.”

#### What advice would you give students?

Take more economics. It’s just a great subject and it involves each one of us every day. ☺

— Julia Straka





## REWARDS OF INNOVATIVE TEACHING

### Professor Hodge Wins Teaching Award

It's no accident that Samuel D. Hodge Jr., professor and chairman of legal studies at The Fox School of Business, won the 2005 gold prize for innovative teaching from the Mid-Atlantic Association of Colleges of Business Administration in October. His winning teaching philosophy is simple: This generation of students doesn't just need to be educated; it needs to be energized.

At the association's 2005 conference, Hodge, who also is director of The Fox School's Center for Innovation in Teaching and Learning, detailed his innovative teaching techniques in his acceptance speech, "How to Energize Students with Technology and Humor."

"Twenty-first century students are part of the 'MTV generation,'" said Hodge, who was also recognized in 1991 with the University's Great Teacher Award. "They have grown up with visual stimulation and instantaneous access to video

games. Therefore, it is no longer sufficient to merely teach the materials."

From the start, Hodge, a 1974 graduate of Temple Law School, understood that the only way to captivate the roughly 600 students in his mandatory freshman introductory course, "Law and Society," would be by delivering engaging lectures and encouraging student involvement. He has been so successful that a 2003 survey by *The Chronicle of Higher Education* listed his course under the category of "Large but Loved."

"My class gives students a common experience — it's the one class every freshman in The Fox School has to take. I realized I had this task at hand, and I knew I had to motivate them," Hodge said.

One key technique he brings into play is to use electronic response pads, set up by Computer Services, that allows "students to instantaneously

To engage his students in his "Law and Society" course, Fox School professor and chairman of legal studies Samuel D. Hodge Jr. uses electronic response pads, which students purchase for \$40. The system, set up by Computer Services, allows students to "instantaneously register their votes to a question, much like what's used on a game show," Hodge explained.

### Hodge's Prescription For Innovative Teaching

Hodge's teaching tactics have earned him the respect of educators throughout the country. Read his advice on how to captivate students.

#### Do's:

- Be interactive. Use the classroom as a stage.
- When they are available, use electronic response pads to enable students to instantly register their votes to key questions.
- Use the Internet to your advantage. A number of sites offer funny pictures, animations and video clips for download.
- Always provide an outline of the topics to be covered in class each day.
- Create stories to engage the class.

#### Don'ts:

- Don't talk down to students; treat them as you would expect to be treated.
- Don't just stand in front of the classroom and lecture.
- No matter how silly a question is, don't let the student feel you think it's inappropriate.
- Don't read from the book.

register their votes to a question, much like what's used on a game show," Hodge said.

Students purchase the \$40 response pads as part of their course materials. Not only do the pads make lectures come to life, they also make it easier for Hodge to take attendance and give out quizzes.

According to Hodge, the response pads allow students to have their voices heard. "In a large class, some students are reluctant to participate," Hodge said. "This allows everyone to become involved."

Hodge also keeps students engaged by spicing up case studies. He often will illustrate the obscure court cases he teaches by telling stories about his fictional "family." "If I say 'my brother Joe,' everyone knows who I'm talking about," Hodge said. Each of these stories has a unified theme that helps students understand the significance of an important court case.


"I began by researching lawsuits that involved the rich and famous or presented unusual fact scenarios, such as a pet bear that mauled the next-door neighbor, or a woman who was injured while attempting to dry her cat in the microwave. The concepts presented are standard business law issues, but the fact patterns are not."

To re-create these court cases, Hodge has traveled from Atlantic City to the Grand Canyon filming footage of places his "brother Joe" visited, such as courtrooms, jails and casinos. This visual component to his storytelling makes his stories come alive.

As director of The Fox School's Center for Innovation in Teaching and Learning, Hodge is also helping his fellow Fox professors enhance their teaching through professor evaluations and through seminars on how to use technology, the proper way to grade papers and how to prepare rubrics.

Hodge often recommends taping classroom sessions as a method of classroom evaluation for both new and experienced faculty. After reviewing their lectures on tape, the center's evaluators provide suggestions for improvement.

Sometimes, the center pairs up two Honors students with a professor. The students observe a class and gather feedback from the rest of the students on the teaching strengths and weaknesses of the professor.

"Faculty should not be afraid to experiment with new technology in the classroom," Hodge said, summing up his approach. "A host of easy-to-use products are available that can add excitement and vitality to a normally dull lecture with minimal effort." 

— Rebecca Carroll

## In Memoriam: Paul J. Andrisani

**P**aul J. Andrisani, 59, a professor of general and strategic management at The Fox School of Business and Management for 30 years, died in Wilmington, Del., on March 12 after a 22-month battle with cancer. "Paul was a trusted friend, dedicated colleague and lifelong institutional builder," said M. Moshe Porat, dean of The Fox School.

After joining the school in 1974 as an assistant professor of industrial relations in the human resource management department, Andrisani served in many capacities, including as director of the school's Center for Labor and Human Resource Studies.

From 1989 to 1991, Andrisani served as The Fox School's associate dean for academic affairs. Later, he joined the general and strategic management department. He also served as the co-director of Temple's Center for Competitive Government from 1997 to 2002, and was a driving force in several Mayor's Summits on Technology sponsored by the center.


According to Simon Hakim, co-director for the Center for Competitive Government, Andrisani was "well respected; he had extremely kind manners and treated people with a lot of dignity."

Andrisani's research focused on employment, earnings and occupational issues for elderly workers, minorities, women, veterans and the disabled.

His students also knew him for his dedication and devotion. In his many years of teaching, even after he became ill, he never missed a day of class.

According to Robert Hamilton, chair of the general and strategic management department at The Fox School, "People who graduated years earlier were still writing him for advice. Paul knew how to motivate his students."

Andrisani was also a benefactor of the University. He funded the Andrisani-Frank Undergraduate Teaching Award, which is given annually to high-performing Fox School teachers. He also worked for an organization that provides housing for the poor in Wilmington. For his community efforts, in 1999, The Knights of Columbus named him Wilmington's Man of the Year.

Andrisani earned both a bachelor's in business in 1968 and an MBA in 1970, both from the University of Delaware; and his doctorate in labor economics in 1974 from Ohio State University. 

— Rebecca Carroll



**"P**aul was a trusted friend, dedicated colleague and lifelong institutional builder."

**M. MOSHE PORAT**

Dean  
The Fox School of Business  
and Management

## MBA EXECUTIVE LECTURES

Sponsored by Wachovia

This spring, The Fox School MBA program partnered with Wachovia Bank to launch the Wachovia Executive Lecture Series. The series, open to students in the school's MBA programs, supports The Fox MBA's emphasis on real-world learning, leadership, teamwork and communication — skills repeatedly ranked as top priorities for recruiters.

The series featured senior-level executives from a wide variety of industries, including financial services, healthcare and telecommunications, who shared insights into complex issues faced by companies every day.

"As senior executives spoke with students about real-life case studies in leadership, the Executive

Lecture Series proved itself to be an excellent complement to the rigorous Fox MBA curriculum," said Kirsty Hosea, director of corporate relations for The Fox School of Business.

Students learned many lessons from speakers. Hugh Long, Pennsylvania and Delaware State CEO for Wachovia, told students that the most important step an executive can take is to promote creativity to engage employees. Vik Dewan, regional president for Wachovia, emphasized the need for corporate responsibility and encouraged students to "take care of business." Independence Blue Cross' vice president of corporate strategic planning, Joe Henry, shared the firm's re-evaluation of their strategy, and Dennis Alter, CEO of Advanta, provided a unique perspective on branding to the next generation in a new, global economy. 

— Kady Adams



(left) Hugh C. Long II, State CEO for Pennsylvania and Delaware, Wachovia

(right) Dennis Alter, CEO, Advanta Corp. talks to Jamil Kahn (Fox MBA '06)

## CUTTING HEALTH COSTS

Blue Cross CEO Addresses Risk Luncheon

Joseph A. Frick, CEO of Independence Blue Cross, was the keynote speaker at the 18th Annual Risk Management Awards for Excellence luncheon. Frick both highlighted some of the key issues facing the health insurance industry, and motivated students soon to enter the troubled industry.

"Here is the dilemma: there is infinite demand, with finite and limited resources," said Frick. "We are privileged to be in a leadership role, and we have to take our responsibility seriously and professionally."

Frick emphasized the need to partner with the government, the community and local hospitals to improve the delivery of health insurance. "The

issues are too complex for any one health insurer or doctor to solve," Frick said.

The luncheon was sponsored by The Fox School's Department of Risk, Insurance and Healthcare Management, recently ranked fifth in the nation by *U.S. News & World Report* for its undergraduate program, and by its Sigma chapter of Gamma Iota Sigma, which has won the Edison L. Bowers Award 11 times in the last 13 years.

Kimberly Miguel, winner of the Nancy Barrett Baglini Memorial Award for Professionalism and Ethics, was one of the five graduating seniors recognized. "I enjoyed Mr. Frick's whole speech, especially his focus on rising healthcare costs. Having concentrated in the employee benefits

Speakers in the series included:

**Advanta Corp.**

Dennis Alter, CEO

**Amerisource/Chapman Associates**

Jay James, former CFO, Amerisource

Emmet Lescroart, managing director, Chapman Associates

**City of Philadelphia**

Dianah Neff, chief information officer

**Independence Blue Cross**

Joe Henry, vice president, Corporate Strategic Planning

**Goldman Sachs**

Joseph H. Ellis, former partner and author of *Ahead of the Curve*

**Temple University Health System**

Chip Marshall, CEO


**Wachovia**

Vik Dewan, regional president, Philadelphia, Delaware and Delaware County

Michael Heavener, managing director, international division

Hugh Long II, Pennsylvania, Delaware State CEO

area of insurance, the issue of rising costs is going to play a major role in my future, professionally and personally."

According to Frick, the cost of health insurance has gone up 40 percent in the past five years, and the cost of healthcare is higher in Philadelphia than anywhere else in the United States. 

— Julia Straka

Joseph A. Frick, CEO of Independence Blue Cross



# COMCAST FOUNDER HONORED

## Ralph J. Roberts Receives Fox's Musser Award

Ralph J. Roberts, founder of Comcast Corp., received the 2005 Musser Award for Excellence in Leadership from The Fox School of Business and Management on Nov. 2 at the Ninth Annual Musser Awards Dinner.

The Fox School chose Roberts because of his outstanding business success and leadership in the local and national business community, as well as his work to create a culture of giving back to the communities that Comcast serves.

Announcing the award, Fox School Dean M. Moshe Porat said, "Through his entrepreneurship, his dedication, his deep community involvement and his values, Ralph Roberts represents the best in leadership excellence Philadelphia has to offer. For any aspiring entrepreneur, his story offers great inspiration. He bought a small, struggling cable television company and from it, created Comcast, the nation's largest cable provider."

"I am honored to have been chosen as the 2005 Musser Excellence in Leadership Award recipient," Roberts said. "Temple University and The Fox School are vital parts of Philadelphia and have a history of teaching young people to become informed, responsible members of society. It is important for the city and its businesses to work together to help our young people become the best they can be."


Roberts founded Comcast in 1963 with the purchase of a 1,700-subscriber cable service in Tupelo, Miss. From those humble beginnings, Comcast has grown into a media giant, with 21.5 million subscribers in 35 states, and has changed America's TV viewing habits.

Roberts has used his many business and professional leadership skills to serve the needs of the Greater Philadelphia community. He currently serves on the boards of the Council of Emeritus Directors of the Philadelphia Orchestra and the Brandywine Museum and Conservancy, as well as the Advisory Board of the Greater Philadelphia Urban Affairs Coalition and the Penn Medicine Board of Trustees, University of Pennsylvania Health System. He is

also active in his support for Project H.O.M.E., an outreach program for the homeless in Philadelphia founded by Sister Mary Scullion.

Roberts epitomizes the Musser Award's ethic that exceptional achievement in business and exceptional effort on behalf of the community are compatible, mutually supportive goals. Now in its ninth year, the Musser Award was named to honor its first recipient, Warren V. (Pete) Musser, chairman and CEO of the Musser Group, who endowed the award in 1998.

Proceeds from the 2005 Musser Excellence in Leadership Awards ceremony support the Dean's Fund for Excellence. The fund supports programs that add significant value to the learning experience at The Fox School, among them the Dean's Undergraduate Research Scholars Program, which leverages the school's international reputation for excellence in teaching and research.

The Dean's Fund also supports students in the MBA program, the flagship program at The Fox School. The fund helps to ensure that graduates continue to distinguish themselves in the greater Philadelphia region and beyond as talented business leaders and as significant contributors to the advancement of knowledge in business disciplines. 

— Lisa Z. Meritz and Jennifer Fitzgerald




(left to right) Warren V. (Pete) Musser, chairman of the Musser Group; David Adamany, Temple University president (2000–2006); Ralph J. Roberts, founder of Comcast Corp. and 2005 Musser Award winner; Brian Roberts, chairman and CEO, Comcast Corp. and M. Moshe Porat, Fox School dean.

## Young Techies Compete At Computer Fair



Kyreem Mitchell (left), Juanita Hardy-Battle (center) and Lotoya Wiltbanks of W.S. Peirce High School hold their first-place trophies in the digital movie category at the Regional High School Computer Fair, co-hosted by The Fox School of Business and Management and the School District of Philadelphia.

On April 7, Fox's Department of Management Information Systems opened its doors to 144 students presenting 93 projects from high schools across the region, and let the students dazzle judges from the school district and from The Fox School's IT Fellows, who work in industry but have a close relationship with Fox's Irwin L. Gross eBusiness Institute.

Each of the students on the winning teams in each category will receive a \$1,000 scholarship if they enter Temple's MIS program. 

— Rebecca Carroll

## DYNAMIC DUO

### The Musser-Lenfest Formula for Entrepreneurship



**G**erry Lenfest (left), a cable-television pioneer and full-time philanthropist, and Warren V. (Pete) Musser (at right), chairman and CEO of The Musser Group, spoke to students at the first Greater Philadelphia Entrepreneurial Campus Summit, hosted by The Fox School and sponsored by the City of Philadelphia and by Innovation Philadelphia, a public/private partnership created to grow the wealth and workforce of the Greater Philadelphia Region's Innovation Economy.

Participants of this student-driven initiative came from a wide variety of schools — LaSalle, St. Joseph's, University of Pennsylvania, the National University of Singapore and Temple. The schools came together through the efforts of

Temple University's Entrepreneurial Student Association and its counterparts at area business schools, all who intend to make this an annual event.

Fox School Dean M. Moshe Porat introduced the "dynamic duo of Musser and Lenfest," explaining how they "provide exemplary role models for any aspiring entrepreneur. Both have achieved real success."

Along with running The Musser Group, Pete Musser is also chairman and co-CEO of Epitome Systems, a company dedicated to enterprise productivity systems. He's the founder of both the Eastern Technology Council and of Safeguard Scientifics, and he also helped launch such major companies as Novell and QVC.

With Safeguard Scientifics he created a unique model of ownership. For each company taken pub-

lic by Safeguard, via rights offerings, Safeguard stockholders had the option to purchase shares.

The second featured seasoned entrepreneur at the Entrepreneurial Campus Summit, Gerry Lenfest, made his mark on Philadelphia business first as a top executive for Triangle Publications, the publisher of *TV Guide* and *Seventeen* magazine and then as owner of his own Cable TV company, which he eventually sold to Comcast. Now, he's a full-time philanthropist, shaping institutions from the Philadelphia Museum of Art to the world-famous Barnes Foundation to the Curtis Institute of Music.

At the summit, The Fox School's Dean praised both men and then went on to discuss their two very different, but equally successful, entrepreneurial styles.


"Pete has built his career building multiple enterprises through people, and by inspiring other entrepreneurs to achieve their best. Gerry tends to fully immerse himself with each of his endeavors. Now, his work is building and strengthening Philadelphia's institutions with his philanthropy and with his management and entrepreneurial skills. But, both men are 24/7 builders and pillars of our community and our economy, and they are always willing to share their wisdom and experience with others, particularly young people — you, our future."

Musser and Lenfest fully engaged students with their presentation on "How to Turn Small Ideas into Billions," after which there was an active question and answer period.

Gerry Lenfest is the 2006 winner of The Fox School's Musser Award for Excellence in Leadership. Pete Musser, who endowed the award, was the inaugural recipient in 1997.

Other prominent entrepreneurs in the audience included Gerry Lenfest's sons — Brook Lenfest and Chase Lenfest — and lifelong entrepreneur, Dick Fox, for whom The Fox School is named.

Rebecca Davis, a Fox School graduate who opted to stay in the Philadelphia area and grow her own company, The Rebecca Davis Dance Company, was the summit's emcee. Attendees took part in a brainstorming session about the current environment for young entrepreneurs and developed a white paper with suggestions on how universities and businesses can best help new graduates in their business careers.

— Lisa Z. Meritz 

# ARTS & ENTREPRENEURSHIP

## New University-Wide Council Spurs Arts Conference

In today's economy, entrepreneurship is not just for business majors. Recognizing this, The Fox School of Business and Management has been promoting one of its key tenets — entrepreneurship — throughout Temple University. Leading the way is the school's Innovation and Entrepreneurship Institute (IEI), which recently created the Temple University Council on Entrepreneurship (TUCE) to unite all 17 schools at Temple University in helping students, staff, faculty and alumni strive toward entrepreneurial success.

According to Chris Pavlides, executive director of the IEI, the goal of TUCE is to "provide an alternative career for students and inspire them to think entrepreneurially. In addition to their own field, they can decide at some point to start a business of their own. We're trying to give them the tools and experience they need."

A \$50,000 grant from the Ewing Marion Kauffman Foundation made this cross-school collaboration possible. David Barsky, who is pursuing his doctorate in business, used part of the grant, under Pavlides' supervision, to survey and identify the large need for entrepreneurship education throughout the University. TUCE was created from this initiative.

"Enabling entrepreneurship is at the core of the Fox mission," said M. Moshe Porat, dean of the Fox School. "I'm happy that entrepreneurship at Temple is thriving. Students, faculty and staff from every Temple school are participating in both IEI and TUCE programs and are developing their own ideas."

Each Temple school and college is represented in the council through a senior administrator. Last August, the council held its inaugural monthly meeting at The Fox School of Business and adopted TUCE's charter. The September meeting was held at the School of Communications and Theater.

Betsy Leebron, professor of broadcasting, telecommunications and mass media at the School of Communications, and co-chair of Temple's League for Entrepreneurial Women, said, "It's great to be in a room where everyone is interested in entrepreneurship. For students who don't come from a business

background, this will be a good opportunity to have a firsthand experience of the business world."

TUCE's efforts to integrate entrepreneurship across Temple were visible this year with the conference it sponsored, Entrepreneurship in the Arts: From Talent to Venture. According to Pavlides, the goal was to inform students who wish to pursue careers in the visual and performing arts that there are other options for them.

Cosponsored by The Fox School of Business and Management, the School of Communications and Theater, Tyler School of Art, the Boyer College of Music and Dance, and the School of Tourism and Hospitality Management, it was the first in a series of events focusing on entrepreneurship in different fields.

Panelists for Entrepreneurship in the Arts included Eric Haeker, a composer, multimedia artist and arts consultant; William Johnson, managing director at

WRTI who is also an artist and an entrepreneur; Bruce Kaminsky, president and creator, KYDD Bases; Kathy Wickline, president, Kathy Wickline Casting; Tom McDonald, owner/partner, Plumbob LLC and Onion Flats; and Fox School alumna Rebecca Davis (2004), artistic director of the Rebecca Davis Dance Company. The moderator was Tom Kaiden, COO, Greater Philadelphia Cultural Alliance.

Davis, who majored in entrepreneurship at Fox, won the school's business plan competition in 2004 and incubated her business at Temple's Small Business Development Center, is particularly interested in spreading the message of entrepreneurship throughout Temple. "I want to encourage students to get involved with as many business courses as possible," Davis said. "I am able to cultivate all of my community support by using my business rationale, and not just my artistic ability." 

— Rebecca Carroll



Rebecca Davis (right) Fox BBA '04 and artistic director of the Rebecca Davis Dance Company, was the emcee for Temple University's conference on Entrepreneurship in the Arts.

## BIOTECH FUNDING

### Conference Explores Strategies for Early-Stage Companies

**B** iotechnology and entrepreneurship are a natural combination, and the Temple University Council for Entrepreneurship (TUCE) brought the two together on Nov. 15 for a half-day conference, “The Real Deal: Funding Strategies for Early Stage Biotechnology Companies.”

This event, sponsored by the schools of Medicine, Pharmacy, Business and Dentistry and the colleges of Health Professions, Engineering, and Science and Technology, provided biotechnology startup companies with information on proper funding strategies.


More than 100 people — biotechnology executives, bioscience researchers and investors who turn biotechnology innovations into big business — attended this conference.

In their opening remarks, both Dean M. Moshe Porat of Temple’s Fox School of Business and Dean John M. Daley of Temple’s Medical School, addressed the importance of biotechnology to Pennsylvania’s new economy. According to Pennsylvania BIO, the bioscience industry is one of the cornerstones of the state’s economy, accounting for 83,860 employees and \$5.5 billion in total wages.

The conference was organized by Temple’s Innovation & Entrepreneurship Institute (IEI) and by attorney Manya Deehr of Morgan, Lewis & Bockius LLP, and Gerianne Tringali DiPiano, CEO and founder of FemmePharma Global Healthcare LLC. Both women also moderated the three panels of the conference — one on venture

capital, one on strategic alliances and another on investment banking.

Munish Suri, a partner with the business development and consulting firm, Pure Execution, and a student in the Temple MBA program, appreciated the in-depth content. “The panelists brought an excellent array of experience that provided a solid understanding of the fundamentals on how to navigate successfully in the region’s growing biotech industry,” he said.

This conference was the second initiative of TUCE, a cross-school initiative to encourage and promote entrepreneurship at Temple that includes all 17 Temple schools and colleges. 

— Rebecca Carroll and Michelle Eisenberg

Antonio Giordano, director of the Sbarro Health Research Organization and professor of biology and co-director of the Center for Biotechnology at Temple, experiments in his lab in Main Campus’ Biology-Life Sciences Building. Sbarro, which has patented new research methods that it’s interested in commercializing, was featured at the conference on funding strategies for early-stage biotechnology companies.



### IEI Announces Mid-Atlantic Diamond Ventures

In January, the Innovation and Entrepreneurship Institute (IEI) at The Fox School of Business agreed to carry on the work begun by the organization, Diamond State Ventures more than five years ago. These activities — delivering high-quality coaching and advisory services to technology and science entrepreneurs and regularly hosting venture forums at partner institutions around the region — will be performed under the name Mid-Atlantic Diamond Ventures (MADV), which will be part of and administered by IEI.

The first MADV Venture forum was held in February at Rutgers University Camden Campus, the second in April at Temple’s Health Science campus, and the third in June at Penn State Great Valley.

# TECH LEADERS TAKE FOX IT AWARDS

Executives from DaimlerChrysler, Vonage Holdings and Dell Win

Temple University's Fox School of Business and Management honored three top technology leaders at its Sixth Annual Fox Information Technology Awards in April.

Awardees included Susan J. Unger, senior vice president and chief information officer for DaimlerChrysler AG; Jeffrey A. Citron, co-founder, chairman and chief strategist for Vonage Holdings Corp.; and Fox alumnus Ben-Saba Hasan (BBA '83), vice president of corporate and product group IT for Dell.

The awards were presented during a reception organized by The Fox School's Department of Management Information Systems (MIS), the Irwin L. Gross eBusiness Institute (eBI) and the Association for Computing Machinery in partnership with TechWORKS Foundation.

"The Fox School's Information Technology Awards have become a tradition in the Greater Philadelphia region's IT community," said M. Moshe Porat, dean of The Fox School. "Through our innovative programs and by integrating Management Information Systems into teaching, learning and research, we are responding to the needs of the industry within this region and educating the IT leaders of tomorrow."

Unger received the Fox Information Technology Leader Award for leadership in the use and development of IT in business, and Citron received the Fox Information Technology Innovator Award for applying IT to create business opportunities. Hasan received the Fox Information Technology Award for Distinguished Alumni, given in recognition of an individual's distinguished career in information technology and their contribution to the community, industry or Temple University. The event also recognized excellence in leadership in the school's MIS faculty, administration and student body.

"These awards recognize outstanding role models in industry for our students, leaders and innovators who are creating business opportunities by guiding the use and development of IT in business," said Munir Mandviwalla, chair of the MIS department and executive director of the Irwin L. Gross



Ford Calhoun, senior vice president of information technology and CIO, GlaxoSmithKline; Susan J. Unger, senior vice president and CIO, Daimler Chrysler AG; M. Moshe Porat, Fox School dean; and Daniel Pantaleo, vice president, Global Communications, SAP.

eBusiness Institute. The high caliber of the recipients also reflects the growing stature of the MIS programs at Temple, which have been previously ranked by *Computerworld* and recognized by the Eastern Technology Council.

## Susan J. Unger

Unger, winner of the Fox Information Technology Award, is responsible for directing systems and computer hardware strategy and planning, systems applications development, data center operations and telecommunications network operations at DaimlerChrysler AG. She formed a highly motivated workforce, implemented new technologies and created an inclusive strategy to drive business processes and innovations within different business units of DaimlerChrysler through the implementation of IT systems and structures. Unger has received numerous awards, including awards from the Automotive Hall of Fame, *Automotive News*, Association of Women in Computing and Michigan State University. She has also been recognized for creating a flexible global supply chain consisting of more than 10,000 suppliers.

## Jeffrey A. Citron

Citron, winner of the Fox Information Technology Innovator Award, is a technology pioneer and visionary who spearheaded several transformational developments in the financial services industry and is founder of Vonage Holdings, Corp., a lead-

ing broadband telephony provider in North America. In 1995, Citron founded The Island ECN, a multi-million dollar company that merged with Insinet Group to become one of the largest global financial exchanges, responsible for more than one in four NASDAQ trades. Citron also served as the chairman and CEO of Datek Online Holdings Corp., the fourth largest online brokerage firm in the United States, from February 1998 to October 1999.

## Ben-Saba Hasan

Hasan, winner of the Fox IT Award for Distinguished Alumni, directs Dell's development, deployment, operation and support of information systems for human resources, facilities, legal, environmental safety and product group systems. Additionally, he directs the global IT application development and support for the product group's design centers in Shanghai, Taipei, Singapore and Bangalore. Hasan also serves as executive sponsor for the diversity efforts in Dell's information technology organization. 

— Rebecca Carroll and Jennifer Kohler



## PDA PILOT PROGRAM

### Technology in the Palms of Students' Hands



This semester, 42 business students received Axim Pocket PCs to use both in and out of the classroom.

In the spring semester, Management Information Systems 120, "Data Communication Networking," launched a Mobile Interactive Student (MIS) pilot program. With the support of Dell Inc., 42 students in two sections of MIS professor Mart Doyle's class received hand-held computers to use both in and out of class.

"When our students graduate, we want to be confident that we have exposed them to everything available in technology and make sure that they are comfortable with it," Doyle said.

The Axim Pocket PCs, which run the Windows Mobile 2005 operating system, enabled students to download all of the materials they used in the

classroom, including the course textbook, slides, syllabus and study guides. And because the units were Internet-ready, students were able to check their e-mail and other important information from any spot with a wireless connection.


"The idea was convenience," Doyle explained. "If a student was on the train and wanted to review for a test, he had the information at his fingertips."

MIS chair Munir Mandviwalla hoped students would integrate the hand-held computers into their scholastic and personal lives. "Our project is unique, because unlike purely academic projects, we also wanted to support the daily activities of our students by making it easy for them to find friends, communicate or access entertainment," he said.

In early tests of the pocket-computers, students found many different uses for them. Eric Horne, a sophomore MIS major, bought a GPS receiver to complement his mobile device.

"With the GPS receiver, I can travel and it will tell me how to get to a destination that I have never been to before," he said. Horne also thought the pocket-computer was really helpful to his classroom performance.

"Before having it, I used to write notes and appointments randomly in a spiral notebook that I was using to take notes in class. Now I put assignments in the PDA for class," he said. "I like to be organized, and the PDA helped me to be even more organized than before."

The goal is to integrate the device into the MIS curriculum and student lifestyle. This fall the Axim is being used in MIS 81: Application Programming and MIS 201: Business Process Analysis. 

— Rebecca Carroll

# ALUMNI LEADERSHIP CONFERENCE

## Addressing Business Challenges

Fox's third annual MBA Alumni Leadership Conference, "The Leadership Connection," on March 31st, drew a crowd of almost 150 of Philadelphia's business leaders and executives, most who were Fox alumni, now at companies such as Motorola, Verizon, Independence Blue Cross and Campbell Soup Company.

Alumni were eager to reconnect with faculty and their alumni peers while learning from some of the nation's leading business experts.

"Our mission at The Fox School is to help individuals develop and enhance their skills so they can improve their lives and the communities in which they work" said Bob Bonner, assistant dean, MBA and MS Programs.


"That mission doesn't end when you graduate. Today's competitive business environment requires us to continually invest in professional development, life-long learning and constant renewal. This conference is one of the ways we try to give back to our alumni family — it's encouraging to see many of our MBA alums from 20 years and more reconnect with the school and experience some of the positive changes we continue to implement," he added.

Keynotes David Cohen, executive vice president of Comcast Corporation, and Barry Conchie, senior leadership consultant at the Gallup Organization, addressed some of today's greatest business challenges, including leadership in times of crisis and the disturbing level of employee disengagement in corporate America.

"It's frightening," Conchie said "when 73 percent of the workforce is not actively engaged in either their company or the job at hand. Worse still, 14 percent of the population is negatively disengaged. It would actually be more cost effective to keep these people at home on full salary than in the workplace interacting with your employees and driving customers away."

The afternoon sessions also addressed employee disengagement, highlighting the positive trend of Human Sigma in service organizations, and the

inspiring results of WSFS Bank's HR practices, which increased employee engagement three-fold in just two years.

Once again, Steve McClatchy of Alleer Consulting was rated most popular speaker for his session on Group Leadership. Another crowd favorite was Fox Associate Professor of Human Resource Management, Art Hochner, for his session on negotiation. 

— Kirsty Hosea

## ALUMNI EVENT IN PARIS

### Fox and ENPC Host

The Fox School of Business, together with its French MBA partner, École Nationale des Ponts et Chaussées (ENPC) School of International Management, one of the Grands Écoles in France, hosted an alumni and current student event at the ENPC campus in Paris.

The occasion was the first anniversary of the transatlantic alliance between The Fox School and ENPC. The Fox-ENPC partnership commenced with ENPC's participation in The Fox School's Tri-Continent International MBA Program — a one-year MBA Program where students study and live in the world's top business centers of Paris, Philadelphia, Tokyo, Mumbai, Shanghai, and Beijing.



(left to right) M. Moshe Porat, Fox School dean; Karl W. Hofmann, deputy chief of mission, U.S. embassy in Paris; and Twafik Jelassi, dean of the ENPC School of International Management at a Fox/ENPC alumni event in Paris.

## Board of Visitors at Temple Leadership Summit




Robert M. Tarola (FSBM '73), chair of the President's Advisory Board speaks to Stanley Merves (FSBM '51), CPA and CEO of America Collex, at the joint meeting of The Fox School of Business and Management and School of Tourism and Hospitality Boards of Visitors during the University's first Leadership Summit in March 2006.

At the Fox-ENPC alumni event, Twafik Jelassi, dean, ENPC School of International Management, and M. Moshe Porat, dean, The Fox School of Business, welcomed IMBA graduates of both schools as well as current students.

Dr. Jelassi introduced the evening's keynote speaker, Karl W. Hofmann, deputy chief of mission at the United States Embassy in Paris.

Students who graduate from the Fox-ENPC Tri-Continent Program earn both a U.S. MBA as well as a European MBA. In addition to their collaboration on the Tri-Continent Program, the two schools have begun to implement faculty exchanges and are exploring executive programs and education seminars.

Both the ENPC MBA and the Fox MBA have been ranked among the best programs in the world. ENPC has been ranked by the *Economist* and *Financial Times* while Fox has been ranked by *U.S. News & World Report*, *Financial Times*, and *Forbes*.

In Fall 2004, the *Financial Times* European B-School ranking listed ENPC among the top five in Europe for the quality of its teaching faculty, and in 2006 the Fox MBA was ranked in the Top 10 in all international categories among U.S. programs by *Financial Times*. 

# BUSINESS ETHICS EXTENDED

## Social Ventures Key Emphasis of Fox GET Projects

The Eastern Shore of Virginia Tourism Council was struggling to increase revenues without sacrificing the shore's native beauty, until it enlisted Fox School International MBA (IMBA) students to solve their ecotourism challenge. Students took on the case as their capstone Global Entrepreneurship in Technology (GET) consulting project, a course all IMBA students complete.

"Our goal was to preserve the natural rural character and landscape of the Eastern Shore of Virginia while increasing the surrounding towns' revenues through tourism," said IMBA student Louise Slinger of her GET consulting project mission ([www.esvtourism.org](http://www.esvtourism.org)).

GET consulting projects are an opportunity for students to apply what they learned in class throughout the semester, and to get real-world experience while helping a client meet their objectives. This year's GET teams presented their projects to clients and venture capitalists at the

8th Annual International Venture Fair, sponsored by The Fox School's Innovation and Entrepreneurship Institute. One third of the GET projects were social ventures with two bottom lines: making profit, and doing social good.

"Fox School interest in social entrepreneurship is a natural extension of the strong emphasis we place on business ethics throughout The School curriculum, and the growing role social ventures play in our economy," said M. Moshe Porat, dean of The Fox School, explaining that social ventures will now be a part of all Fox International Venture Fairs.

Other GET projects that revolved around social ventures included the Natural Lands Trust, a non-profit land conservancy organization ([www.natlands.org](http://www.natlands.org)), and Murex Investments, an investment firm that works to increase employment and wealth in troubled communities ([www.murexinvests.com](http://www.murexinvests.com)).

Jim Hutchin, GET professor and project manager said, "We want the students to see that there is a moral and human element to business, and that they really can make a difference."

For clients such as the Natural Lands Trust, the benefits were clear.

"The Fox School GET team brought to us a different, in-depth perspective because of their rigorous research and the guidance of the faculty advisors and reviewers. They got us off to a great start, and now we're in the process of figuring out how to institutionalize their plan," said Andy Pitz, vice president of Strategic Policy and Planning for the Natural Lands Trust.

For Fox students, the benefits were equally powerful.

"The best thing we gained from the GET practicum was the experience of coming up with a creative strategy to solve a problem, and knowing that we worked on something noble," said Jonathan Earle, an IMBA student who worked on the Natural Lands Trust project.

Students like Earle are part of the reason that The Fox School is adding a new class on Social Entrepreneurship. More than 20 percent of Fox School graduate students have expressed interest in social ventures, and this coming fall the class will be available to graduate and select undergraduate students.

As Fox School Dean M. Moshe Porat commented, "This social ventures category, now a standard at Temple's 8th Annual International Venture Fair, and the upcoming social entrepreneurship class are both natural additions to The Fox School's curriculum, which places a strong emphasis on business ethics."

Said TL Hill, faculty manager of the Fox Enterprise Management Consulting Practice, who is designing the new Social Entrepreneurship course, "The new class will be a continuum of social entrepreneurship practice. We will be studying the importance of not only creating profit, but also



Louise Slinger (IMBA '06) and her teammate Dominik Gerlach (IMBA '06) (both at center) explain the business plan they developed under the guidance of Jim Hutchin, their project advisor (left) to the marketing manager (right) of the Eastern Shore Council.

being aware of the social community, and giving back to that community.”

The keynote speaker at the International Venture Fair was pioneering entrepreneur Lewis Katz. Throughout his distinguished career as chairman and chief executive officer of Kinney Systems Holding Company, and founder of the law firm Katz, Ertin & Levine, Katz continued to contribute to social good through his strong involvement with the Camden, New Jersey community where

he grew up. There he established the Boys and Girls Club of Camden County as well as several scholarship funds.

“You will find as you go forth in your careers that the greatest thrills are not in money,” said Katz. “What makes all the difference in the world is people, the relationships we create, and what we give back to our communities.”

— Julia Straka

## ALTERNATIVE BOTTOM LINE

### Conference Focuses on “Doing Good”

This spring, The Fox School’s inaugural Conference on Social Entrepreneurship united academic experts, business leaders and the Temple community in pursuit of a different kind of bottom line — doing good.

“The purpose of the conference extended beyond the student audience. We wanted to facilitate discussion between the community and nonprofit leaders,” said T.L. Hill, the Enterprise Management Consulting project faculty manager who served as moderator.

Sponsored by The Fox School’s Innovation and Entrepreneurship Institute, the conference featured speakers from for-profit and nonprofit companies:

- **Chip Roach**, the former chair of Prudential Fox & Roach Realtors. Temple has been providing Roach with space at TUCC to develop A Better Philadelphia, an organization he started to end youth violence.
- **Sister Mary Scullion**, co-founder and executive director of Project Home, an organization with which The Fox School has close ties. Every year, Temple’s Phi Beta Lambda, the collegiate-level chapter of Future Business Leaders of America, runs a Thanksgiving food drive for Project Home. For last year’s drive, the students collected about 3,000 food items.

Sister Mary Scullion, co-founder and executive director, Project Home; Chip Roach, former chair, Prudential Fox & Roach Realtors; Neil Batiandila, deputy director of operations, City Year Philadelphia; and T.L. Hill, Enterprise Management Consulting project faculty manager at The Fox School’s Inaugural Conference on Social Entrepreneurship.

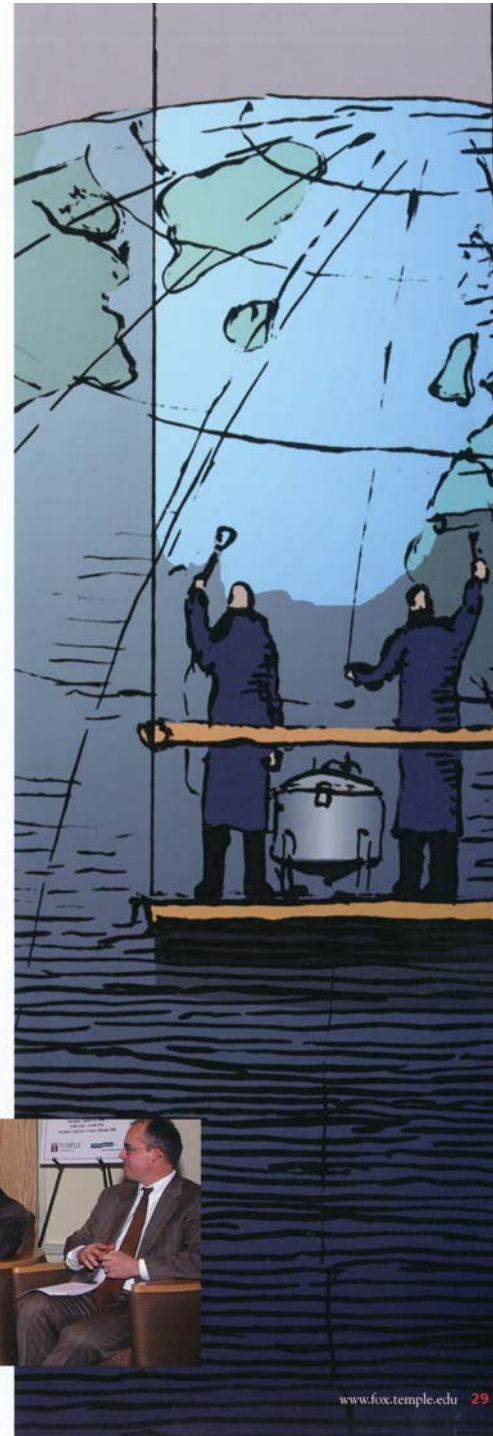
- **Neil Batiandila**, a Fox MBA student and the deputy director of operations for City Year Philadelphia, a group dedicated to mobilizing students in the Philadelphia School District for community service.

The Fox School’s emphasis on social entrepreneurship extends beyond the conference. One-third of the Enterprise Management Consulting projects, for which students consult for real companies, are for social endeavors.

Also, currently Fox offers a graduate course in sustainable business practices, which emphasizes respect by business for the environment. And next year, as part of the school’s proactive stance on ethics, a new graduate-level course will debut on social entrepreneurship.

“We will explore not just how to be an ethical businessperson, but also how the structure, ownership and operations of a firm can affect its impact in a community,” Hill said. “A dynamic organization — whether for-profit or nonprofit — uses business disciplines to do well while doing good.”

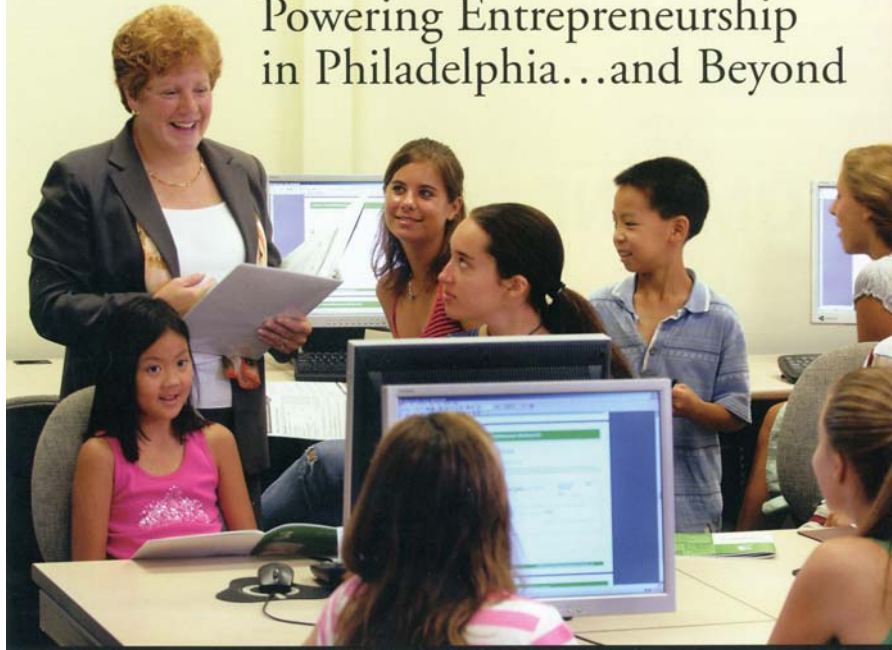
— Julia Straka



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—*Entrepreneur* magazine and  
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(Fox Executive MBA '05) winner of Fox's 7th annual  
entrepreneurship business plan competition for  
Cent.\$.able Kids, a company that provides money  
management educational materials for children  
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