

# **A HISTORY OF THE FELLOWS OF THE ACADEMY OF INTERNATIONAL BUSINESS**

## **PART I: 1975-1981**

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### **GETTING STARTED**

Several phases marked the founding of our group in 1975-1978. Jean Boddewyn, as AIB Vice-President, brought the matter up at the April 1975 Executive Board meeting under Phillip Grub's presidency (1975-1977). Boddewyn had been elected Fellow of the Academy of Management in August 1974 and suggested that a similar group be created within the AIB.<sup>1</sup> The idea was favorably received but its implementation was slowed down by the turmoil created by John Fayerweather and Richard D. Robinson leaving the AIB in June 1976 because they opposed the potentially dangerous liaisons that had taken place between the AIB, various governments and pro-MNE bodies.

At that time, John Fayerweather, one of the AIBs' founders and its first President, was in no mood to get involved in any new AIB initiatives such as the creation of a Fellows group: "Obviously I will not be a part of either your program or your fellows

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\* This history could not have been as precisely written without the prodigious documentation and memory of James Goodnow (Bradley) – the fourth Secretary Treasurer of the AIB Fellows. Alan Rugman suggested and supported this project.

1. John Fayerweather recounts in his history of the AIB (South Carolina Essays on International Business, 1986, p. 40) that "In the April 1974 Executive Board meeting the establishment of the Fellows of the Academy was proposed. The idea was favorably received and moved steadily to adoption in 1977." In fact, the initial proposal took place a year later (Minutes of the AIB Executive Committee, April 1975).

idea . . . [Dick Robinson and I] will [soon] be out of the picture and your group can proceed without us” (Note from John Fayerweather to Jean Boddewyn, undated but probably of May 1976 just before they left the AIB in June 1976). Still, President Grub proceeded with the proposal to found an AIB Fellows group by having the following amendment voted favorably upon by the AIB membership:

Addition of Article IX – Fellows of the Academy

“The Academy recognizes the establishment of a separate but internal and integral organization known as the “Fellows of the Academy of International Business.”

“The purposes of the Fellows are to recognize outstanding contributions to the field of international business and to provide a forum for discussion among its members.”

“Its charter members shall consist of the founding members of the Academy of International Business who have remained active, the past Presidents of the Academy and the past Executive Secretaries of the Academy. The Fellows shall draft their members in accordance with that constitution.”

This amendment was one of four recommended by an AIB Planning Committee and approved by the Executive Board on 1 April 1976 and to be voted upon by the entire AIB membership. The addition of Article IX about the Fellows received 54 Yes and 23 No votes from the AIB members but the three tellers of the ballots commented that: “A two-third majority of those voting being required . . . Article IX (Fellows) does in fact exceed the 2/3 requirement [but] the margin of passage by the body is so close as to suggest that a re-ballot on this issue . . . would be in the best interest of the members of the A.I.B. and the duly appointed tellers do so recommend” (Memorandum from Phillip D. Grub to All Members, The Executive Board, Academy of International Business, 28 July 1976).

Their recommendation was not followed since the amended AIB Constitution of 14 June 1976 included the new Article IX, and the AIB Executive Board decided to proceed with the creation of the AIB Fellows group although this process extended well into 1978. Thus, Phil Grub wrote in early 1977:

Unfortunately I did not get very far in organizing the AIB Fellows. I have written to John Fayerweather asking him for the original membership list which only he can recall from memory and as soon as I get back I will send letters to all past presidents, secretaries and charter members asking for their recommendations for the initial slate of officers.

I am also stalling a bit because I hope that John Fayerweather will see fit to join [that is, to rejoin the AIB] before that time. I hope to have this all in order before the August [1977] meeting (letter from Phillip Grub to Jean Boddewyn, 24 February 1977).

This hope was not fulfilled but a Constitution for the Fellows of the Academy of International Business was drafted and approved by the AIB Executive Committee at its meeting in Orlando in August 1977, based partly on the Constitution of the Fellows of the Academy of Management. Richard Farmer, who had been elected AIB President in 1977, appointed Lee Nehrt on 17 July 1978 as the first Dean of the AIB Fellows for the 1978-1981 period on the recommendation of three of the AIB Executive Board members – Phil Grub, Jim Goodnow and Larry Dowd (Letters from Phillip Grub to James Goodnow, 7 September 1977 and 24 January 1978). Lee Nehrt assigned Fellow Harold Kellar (Baruch) as the first Secretary-Treasurer for the same three years and then Mojmir Bednarik (Pace) after Harold's death in 1980.

By 28 August 1978, a list of the 15 *de jure* members had been set up, including ten "Founding Members" (including John Fayerweather), four "Past Presidents" (including John Fayerweather a second time as past President) and one "Past Executive Secretary" (see Appendix II). Actually, there were 19 potential *de jure* members who had co-

founded the Association for Education in International Business( AEIB, now AIB) on 17 November 1958 but three were deceased, three could not be located and three were not members of the AIB, as required by the Fellows' Constitution (Memorandum of Dean Lee Nehrt to the Fellows, 14 September 1978).

### **THE FIRST MEETING OF THE AIB FELLOWS (1978)**

At the very first meeting of the AIB Fellows on 28 August 1978 at the AIB Annual Meeting in Chicago, four of the 15 *de jure* members (Lee Nehrt, Richard Robinson, James Hart and James Goodnow) had a “delightful dinner-discussion at a terrific French restaurant [La Cheminée for \$15]” which resulted in guidelines and policies that have marked our activities ever since:

As there were so few of us (because of the short notice) we decided not to decide anything, but simply to explore ideas, which would be followed up by correspondence.

As to the activities of the Fellows, we identified only two:

(a) an annual dinner meeting to be held during the AIB Annual Meeting; and (b) a session would be set aside on the annual program of the AIB, to be the responsibility of the Fellows. We would be on our mark to decide what we wished to do with that 90-minute slot.

Regarding the election of additional Fellows, we arrived at the following conclusions:

(a) that we should now elect 10 additional Fellows [in violation of the 1978 Constitution that allowed only five new members per year!].

(b) that we should attempt to have some non-U.S.A. persons elected to the Fellows.

(c) that if there were a strong consensus to elect someone who was not now a member of the AIB, we would ask that person if he (or she) wished to join the AIB. If he (or she) did not wish to join to AIB, we would select another person;

(d) that the criteria for election of additional Fellows would be:

1. contribution to research and writing in the field of international business
2. contribution to the teaching of international business and to the acceptance or spread of international business as a field of study.

(Excerpts from the Memorandum [“Follow-up to First Meeting”] of 14 September 1978 from Dean Lee Nehrt to the original 15 Fellows).

A list of 26 nominees was submitted for the Fellows’ vote: seven “non-USA” academics, three “non-members of the AIB” (including John Dunning!) and 16 “AIB-USA Members” (including two non-academics). Ten of them were elected in late 1978, bringing the membership of the Fellows to 25 (a maximum of 100 – not counting those over the age of 70 – was specified in the first Constitution).

It is worth noting that the 1978 Fellows’ Constitution provided that: “Entrepreneurs and managers of private and public organizations mainly devoted to international business, shall constitute approximately one-fifth of the total membership” and “each year, there should normally be two non-academic nominees” – with “full-time teachers and researchers” accounting for the other four fifths. This provision reflected the fact that the creation of the AIB (then called the Association for Education in International Business, AEIB, until 1974) resulted from a culmination of meetings of educators with business people at the conferences of the National Foreign Trade Council, which included an “education” session where they met and where businessmen encouraged the spread of IB education.

Actually, the only “non-academics” elected at the first round and thereafter as regular AIB Fellows were Elliott Haynes (Business International, Inc.) and Joseph Bertotti (General Electric) in addition to the two *de jure* founding members Ray Pelissier (International Council for Small Business) and Arthur Reef (AMAX). This requirement that 20 percent of the membership be non-academics was subsequently abandoned and replaced by the election of an “International Business Leader of the Year” in 1980 – soon to be called “Executive of the Year.”

## **THE SECOND, THIRD AND FOURTH MEETINGS (1979-1981)**

These gatherings mattered because the first Fellows set further policies to shape their development. The second meeting of the Fellows was held in July 1979 in Las Vegas with 15 of them in attendance: Joseph Bertotti, Richard Farmer, James Goodnow, James Hart, Elliott Haynes, Harold Kellar, Endel Kolde, Stefan Robock, Vern Terpstra, Phillip Cateora, Paul Garner, Noritake Kobayashi, Richard Robinson, Raymond Vernon and Lee Nehrt.

The early Monday-morning “Fellows’ Session” was attended by 90 percent of the AIB registrants – unfortunately for the concurrent sessions! It dealt with “The Concept and Philosophy of International Business,” was introduced by Lee Nehrt and chaired by Harold Kellar, with papers by Elliot Haynes, Endel Kolde, Phillip Cateora and Vern Terpstra. A reception preceded the Fellows’ dinner because it was deemed important to provide time for the Fellows to mingle, talk and welcome seven of the ten newly elected Fellows who attended that year. At that year’s dinner/business meeting, the lengthy discussion resulted in a consensus that the Fellows’ Session the following year would be on the AACSB/EFMD Project regarding the international aspects of management education.

Further discussion elicited a number of interesting suggestions that: (1) the Fellows nominate each year an International Business Leader; (2) they develop a public-relations program to educate the U.S. public about international business and international affairs; (3) meetings be organized among Fellows, government officials and international businessmen to get inputs on what business schools should be doing to best prepare students for careers in international business, and (4) the Fellows undertake a program to

convince Ph.D. candidates to take some international-business courses so that they would not enter the teaching profession incapable of teaching such courses or of internationalizing their regular courses.

The third Fellows' annual dinner/business meeting was held in New Orleans concurrent with the October 1980 AIB annual meeting. It was attended by 12 Fellows: Mojmir Bednarik, Joseph Bertotti, Richard Farmer, James Goodnow, Elliott Haynes, Lee Nehrt, William Ogram, Stefan Robock, Vern Terpstra, Phillip Cateora, Paul Garner and Kenneth Simmonds.

The Fellows' Session dealt with the AACSB efforts to internationalize the Business School curriculum under the title: "Perspectives on the Next 30 Years: Implications for Management Education" – we sure held the long-term view then! It was chaired by Paul Garner with an Introduction by Lee Nehrt and presentations by Joseph Bertotti, Stefan Robock and Phillip Caterora. As in the previous year, the Fellows' Session had a very large audience.

At the reception preceding the annual dinner, the five newly elected Fellows were introduced to the group. At the Fellows' dinner/business meeting, it was decided that the Fellows would not undertake, for the foreseeable future, any new activities beyond the Fellows' Session and the selection of an International Business Executive of the Year. It was announced that Jacques Maisonrouge, the Executive Vice President of IBM World Trade Inc., had been selected as our first nominee for that award and would be invited to be the luncheon speaker at the following year's AIB meeting.

The fourth Fellows' annual dinner/business meeting was held in Montreal in October 1981 and was attended by 19 Fellows: Jack Behrman, Joseph Bertotti, Jean Boddewyn,

Phillip Cateora, John Dunning, Richard Farmer, Paul Garner, James Goodnow, Phillip Grub, Robert Hawkins, Elliott Haynes, Gerhard Mueller, Lee Nehrt, Richard Robinson, Stefan Robock, Robert Stobaugh, Vern Terpstra, Raymond Vernon and Robert Wade. The Fellows' Session, as part of the AIB program, was on the subject of the AACSB/EFMD project on "Managers for the 21<sup>st</sup> Century: Their Education and Development" which was based on three colloquia held in France, England and the United States.

Following a reception and the introduction of the newly elected Fellows, there was a wonderful New Orleans dinner. At the Business Meeting, Lee Nehrt, who had completed his three-year term, turned over the Deanship to Richard Robinson who then appointed Richard Farmer as the Fellows' Secretary-Treasurer (see his very funny Minutes of that meeting in Appendix VII). A discussion resulted in a motion passed unanimously that the total number of Fellows be limited to 50. It was agreed that a ballot would be sent out to all Fellows to vote on this proposal as an amendment to our Constitution. In other words, an amendment could be the object of a first motion and vote at the Fellows' business meeting and, if passed there, would be submitted to all of the Fellows for a final vote.

It should be noted that the Fellows' annual receptions and dinner/business meetings have continued to be held during the AIB annual meetings. However, beginning in 1989, the Fellows' business meeting has been held separately from, rather than immediately after the dinner meeting.

These activities completed the original development of the AIB Fellows Group during the 1975-1981 period – that is, from the proposal for a Fellows group to its creation and the three-year (1978-1981) service of its first Dean – Lee Nehrt. The first Fellows had

been gathered and their missions had been agreed upon even though important amendments were later made to our Constitution (see pp. 14-15 of Appendix I).

Another installment of our history will follow. If you have questions, suggestions, corrections and documents about our Fellows group for the early years but also for later ones, let us know. Please note that many dates are still missing in the Appendices and you may have the necessary information.

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## Appendix I

### **JANUARY 1978 CONSTITUTION OF THE FELLOWS OF THE AIB**

As noted in the text, the first Constitution of the Fellows was developed by a committee consisting of the Executive Board of the AIB in 1976-1977. They had carried out two surveys of the AIB members to get approval to change the AIB Constitution so as to authorize the creation of the Fellows. Another committee then selected the first Dean of the Fellows in July 1978. The new Dean immediately appointed a Secretary-Treasurer and created the list of *de jure* Fellows, as specified by the Constitution. This marked the beginning of the Fellows of the AIB as an organization. Following is the text of that first Constitution.

### **FELLOWS OF THE ACADEMY OF INTERNATIONAL BUSINESS**

#### **1978 CONSTITUTION**

#### **ARTICLE I. Name of the Association**

The name of this association shall be the “Fellows of the Academy of International Business.”

#### **ARTICLE II. The Purpose of the Fellows**

The Fellows of the Academy of International Business are autonomous within Article IX of the Constitution of the Academy of International Business. The purposes of the Fellows are to recognize outstanding contributions to the field of international business, and to provide a forum for discussion among its members.

The Fellows will conduct an annual meeting in such manner as the Officers and Fellows of the group may prescribe. Other activities of an educational nature may be performed which are deemed necessary for the exercise of leadership in the field of International Business.

Annually, the Fellows will issue a report on “the state of the Academy, reviewing the field, goals, objectives and accomplishments as well as other matters of significance to the membership at large.

#### **ARTICLE III. Membership**

A. Number. The total number of Fellows shall not exceed one hundred, not counting Fellows who have passed the age of 70. Apart from de jure members, not more than five new members shall be elected in any particular year, until the maximum is reached.

## B. General Qualifications

1. Fellows shall be international-business teachers, researchers, and administrators – who have significantly helped develop knowledge and practice in this field.
2. Membership is restricted to members of the Academy of International Business.

## C. Categories of Member

### 1. De jure Members

- a. The founding members of the Academy of International Business (formerly the Association for Education in International Business) present at the 17 November 1958 meeting, who have remained active.
- b. Past Presidents of the Academy of International Business.
- c. Past Executive Secretaries of the Academy of International Business.

### 2. Elected Scholars

Full-time teachers and researchers shall constitute approximately four-fifths of the total membership and should be members at the time of election.

### 3. Elected Non-Academic Members

Entrepreneurs and managers of private and public organizations mainly devoted to international business, shall constitute approximately one-fifth of the total membership.

## **ARTICLE IV. Structure of the Fellows Group Organization**

The officers of the Fellows Group shall be a Dean of the Fellows and a Secretary-Treasurer.

A. The “Dean of Fellows” is the administrative officer of the Fellows Group. He shall preside at all meetings of the Fellows, and he shall appoint a Secretary-Treasurer who shall assist him in conducting the affairs of the Fellows Group.

B. The Secretary-Treasurer shall maintain an up-to-date roster of active Fellows and conduct elections as provided in Articles VI. and VII. of this Constitution.

## **ARTICLE V. Elections and Appointments**

### A. Election of the Dean of Fellows

1. Dean's Term. The Dean will serve for three years. As the end of his term approaches, the election of a successor will be conducted as Section 3 provides.

Should the position of Dean become vacant, whether because of death, resignation, or other unusual cause, the Secretary/Treasurer will immediately conduct an election, conforming to the instructions of Section 3, at the same time informing the active Fellows of the circumstances.

2. Election Procedures. The Dean will be chosen in the following manner:

a. Not more than six months nor less than three months prior to the annual meeting, the Secretary/Treasurer to the Fellows will invite nominations from active Fellows.

b. One month thereafter, the Secretary/Treasurer will send to active Fellows, ballots listing the nominations received by him within twenty-five days after mailing such invitation.

c. "Active Fellows" means those Fellows who attended at least one of the three preceding annual meetings of the Academy.

d. One month after mailing ballots, the Secretary/Treasurer will inform the active Fellows, what Fellow has received the majority of votes cast, and will thereby declare him elected Dean of Fellows.

e. In case no nominee receives a majority, the Secretary/Treasurer will send active Fellows a second ballot naming the two nominees who received the greatest number of votes. Should more than one nominee receive the second greatest number of votes, both or all such nominees will be named in the ballot. Thereafter, the Secretary will act as provided in paragraph (d).

f. In case the second ballot still does not result in election, the Secretary will again act according to the intention of the foregoing provisions.

B. Appointment of the Secretary/Treasurer

1. As stated above (Article IV-A), the Dean will appoint a Secretary/Treasurer from among the Fellows. Such an appointment will terminate when a successor to the Dean shall have been elected.

C. Elections of New Fellows

1. The election outlined under V.A2 will broadly apply to Fellows, with the following exceptions:

- a. Every nomination shall be seconded by another Fellow. Neither the nominator nor the seconder can be on the faculty where the nominee got his/her terminal degree or is currently teaching, nor in the same place of employment.
- b. At least sixty percent of the balloting Fellows must vote in favor of the candidates.
- c. Each year, there should normally be two non-academic nominees until approximately one-fifth of the membership is made up of this category of Fellows.
- d. [AIB] Executive Secretaries who have served at least five years and [AIB] Presidents who have completed their term of office will automatically become members.
- e. Recommendations for nominations will be solicited annually from the membership at large through an account in the AIB newsletter. Names of those nominated by the membership will be circulated to the Fellows for their consideration.

#### **ARTICLE VI. Meetings and Other Activities**

The Fellows will have an annual meeting in such manner as they may prescribe, but normally at the time of the annual meeting of the Academy of International Business.

- A. The Dean will designate a Fellow who will arrange for the annual meeting.
- B. Should the Dean be unable to attend or preside over an annual meeting, he will designate some other active Fellow to preside.
- C. Other meetings and activities such as a newsletter may be originated at the initiative of the Dean. However, if funds are required for this purpose, and if such activities commit the Fellows, the Dean will first obtain the permission of the Active Fellows at the next annual meeting or through an official poll of the Fellows if urgency requires it.

#### **ARTICLE VII. Constitution Amendments**

A. Amendments to this Constitution may be instigated by the Fellows attending any regular annual meeting. Such a proposal recommended by a majority of the Fellows attending any regular annual meeting will be mailed to all Fellows within three months after this annual meeting. If a majority of the Fellows voting on the proposals within two months after they have been mailed have given their approval, the amendment will be adopted.

## 1992-1997 AMENDMENTS TO THE 1978 CONSTITUTION

The first Constitution was minimally revised in 1982 by changing Article III A to limit the number of Fellows to 50 “not counting Fellows who have passed the age of 70,” rather than to 100.

In 1985, there were several additional amendments. Article II now defined the Fellows’ purposes to include the “exercise of leadership in the field of international business.” Article VI C was changed to add that the Fellows may engage in other activities of an educational nature. Article III C 3 was altered to read that not more than one-fifth of the Fellows shall be entrepreneurs and managers of private and public organizations.

In 1986, at their meeting in London, the Fellows agreed to create an “Emeritus Scholar” category – later to be called “Eminent Scholars” – who together with the Executive of the Year and the Dean of the Year constituted the “Honorary Fellows” category (Article III C). Such Honorary Members need not have been members of the AIB but they could not vote and were not subject to annual dues.

In 1992, several major revisions were made. *First*, it designated a new category of Fellows – namely, an “Inactive Fellow” – who was designated as one who had not paid membership dues in at least one of the past three years or had not attended two of the last three annual meetings of the Fellows. However, if a Fellow lived outside of North America or was physically incapacitated, he or she would not be excluded as an active Fellow if he/she did not attend at least one out of every three annual meetings. *Second*, the 1992 Constitution removed the stipulation that the Fellows issue an annual report on “The State of the Academy.” *Third*, whereas the 1978 Constitution stated that, in connection with the election of new Fellows, nominees must obtain at least 60 percent of the votes, the 1992 Constitution changed this to “a majority.” *Fourth*, Article III was altered so that the total number of Active Fellows under the age of 70 should not exceed 60 (up from the previous limit of 50). *Fifth*, new Article V C1d stated that Past Presidents and Past Executive Secretaries of the AIB would not automatically become members of the Fellows. Instead, they needed to be nominated and voted upon, following the same procedures used for the admission of regular Fellows. *Sixth* and lastly, another paragraph was added under V C1 to state that nominators and seconders for new Fellows shall not be currently employed by, nor have received terminal degrees from, institutions who currently employ the nominee.

In 1997, another major rewriting of the Constitution took place. While much of it consisted of editing it to clarify procedures, there were also some significant changes from the 1992 Constitution.

(a) It introduced a new type of Honorary Fellow, namely, the Eminent Scholar. Whereas the Dean of the Year and the Executive of the Year are selected by a committee and approved by the Dean, an Eminent Scholar must be nominated by a committee and voted upon by a majority of the Fellows.

(b) It stated that, except for the Honorary members, eligibility for the Fellows shall be restricted to members of the AIB below the age of 65.

(c) The limit of the number of Fellows was changed from 60 under the age of 70, to not more than 60 under the age of 66.

(d) New Fellows, to be elected, must receive at least 60 percent of the votes, rather than half of them.

(e) Changes to the Constitution previously required only a majority of the votes cast but this was changed to 60 percent.

(f) Previously, a maximum of five new Fellows could be elected each year. This rule was changed to “not more than three . . . in any one year; and fewer or none may be elected if the above limit of sixty persons (under the age of 66) is reached.”

(g) Finally, the annual dues were formalized to be determined by a majority of the votes of the members.

The following Constitution of 1997 is the latest one and thus regulates our current activities.

## **1997 CONSTITUTION OF**

### **THE FELLOWS OF THE ACADEMY OF INTERNATIONAL BUSINESS**

#### **I. Name and Relationship to the Academy of International Business (AIB)**

The name of this association, founded in 1976 [sic] , shall be “The Fellows of the Academy of International Business.” The Fellows comprise a subset of the membership of the AIB but are an autonomous, self-governing body, as called for in the AIB Constitution (Article IX).

#### **II. Objectives and Activities of the Fellows**

- A. The objectives of the Fellows are to recognize outstanding contributions to the scholarship and practice of international business, to exercise a leadership role in education and scholarship in the field, and to provide a forum for interaction among the Fellows as well as for the dissemination of knowledge in the field of international business.
- B. The Fellows will hold an annual meeting at a time and place its officers and members shall prescribe. Other activities of a scholarly or educational nature, appropriate to the objectives of the Fellows, may be performed, usually in conjunction with the Academy of International Business (AIB).
- C. There shall be regular communications between the AIB and the Fellows on the goals, policies, activities and accomplishments of their respective organizations, as well as on the development of education and research in international business.

#### **III. Structure and Functions**

- A. The officers of the Fellows of the Academy of International Business shall comprise a Dean and a Secretary/Treasurer, both serving for an approximate three-year term spanning three Fellows’ Annual Meetings.
- B. The Dean of the Fellows, as the administrative officer of the group, shall be responsible for organizing and overseeing all the activities of the Fellows, shall preside at meetings of the Fellows, and shall appoint a Secretary/Treasurer who will assist in conducting the affairs of the Fellows. The Dean shall appoint one or more persons as a committee to conduct elections of new members, and shall also appoint other committees to perform particular functions, as the need may arise.
- C. The Secretary/Treasurer shall assist the Dean, communicate with the membership, collect dues, make disbursements, maintain the records and accounts of the group, and conduct the election for the position of Dean.

#### **IV. Membership Categories**

- A. Members shall be grouped into the following three categories: (1) Participating Members; (2) Inactive Members, and (3) Honorary Members.

Participating Members are those who have been elected as Fellows (or were inducted into the Fellows because they were Founding Members of the AIB, Past Presidents of the AIB or some past Executive Secretaries of the AIB), and continue to fulfill the Fellows' requirements regarding dues and attending meetings, in order to maintain participating status.

Inactive Members are those who were Participating Members at one time, but have subsequently not met the requirements regarding dues and attendance.

Honorary Members are those inducted as Fellows by virtue of being honored as either Dean of the Year, Executive of the Year or Eminent Scholar.

A separate roster is kept of Deceased Fellows.

- B. In order to maintain status as a Participating Member, a Fellow is expected to have paid dues for the current period, and have attended at least one out of the preceding three annual meetings of the Fellows. The attendance requirement may be relaxed if regrets are sent on each occasion, in writing, to the Secretary-Treasurer for not being able to attend an annual meeting, or to pay dues in whole or in part.
- C. The title of a Fellow, whether inducted, elected or honorary, once conferred, is irrevocable.
- D. Members of all categories shall receive all communications, except that those pertaining to nomination and voting shall be directed only to Participating Members.

## V. Membership Eligibility

Except for honorary members, eligibility for Fellowship shall be restricted to members of the AIB below the age of 65 at the time of the next AIB meeting, who are international business scholars, teachers or administrators, have significantly helped develop knowledge or practice in the field, or have made significant contributions to the AIB.

## VI. Limits on Membership

- A. For the purpose of determining how many new Fellows can be elected in a particular year, only those Participating members below the age of sixty-six will be counted; and their number shall not exceed sixty.
- B. Not more than three new Participating Members may be elected in any one year; and fewer or none may be elected if the above limit of sixty persons (under the age of 66)

is reached.

C. There shall be no limit on the number of Honorary Members.

#### **VII. Voting and Nominating Privileges of Members**

Only Participating Members may nominate and vote. Honorary and Inactive members may not vote, but they may second nominations.

#### **VIII. Selection of Honorary Fellows**

- A. The nomination and selection of Honorary Fellows -- namely Eminent Scholar, the Dean of the Year, and Executive of the Year -- shall be made by committees of one or more persons, appointed by the Dean of the Fellows.
- B. To be eligible for the Eminent Scholar category, a candidate must have reached the age of 65 without having been elected a Fellow, but does not have to be a member of the AIB.
- C. The Eminent-Scholar nominating committee will put forward a candidate, to be voted upon by all Participating Fellows, with a three-quarter favorable vote of those voting necessary for election in this category.
- D. Nominations for Dean of the Year and Executive of the Year shall be presented by the respective nominating committees to the Dean of the Fellows, for approval.

#### **IX. Election of New Fellows**

- A. Approximately nine months prior to the expected Fellows' Annual Meeting date, the Secretary/Treasurer will invite nominations, announcing a deadline for forwarding them to an Election Committee. The nominator must be a Participating Fellow. A standard format shall be used for the nomination, seconding, and curriculum vitae of candidates. No call for nominations shall be issued if the limit of 60 Participating Members has been reached that year.
- B. Nominations shall not be accepted from nominators or seconders serving on the same faculty as the nominee, or if either was on the faculty of the institution from which the nominee received his/her terminal degree, at the time of its granting.
- C. The nominations, and secondings and completed standard forms will be received by an Election Committee of one or more persons appointed by the Dean to conduct the election process. Within three weeks of the deadline for receiving these materials, ballots shall be mailed to Participating Members only.

- D. Ballots shall be returned to the Election Committee within eight weeks of the mailing of the ballots, before a specified date.
- E. The Election Committee shall put forward as many candidates as have been nominated and seconded using the proper forms and procedures.
- F. Each new Fellow is declared elected by the Secretary/Treasurer (on recommendation by the Election Committee) only if he/she receives the vote of at least sixty percent of the votes returned by Participating Members.
- G. In the event that the number of successful candidates will result in exceeding the limit of sixty persons as Participating Members (as described in Article VI), the Secretary/Treasurer shall declare as elected only the highest vote-getters who can be accommodated within the limit of sixty members.

**X. Election of the Dean of the Fellows**

- A. The Dean of the Fellows serves for a three-year term of office, and may not serve two full consecutive three-year terms.
- B. A Nominating Committee appointed by the current Dean of the Fellows, and ordinarily comprised of the past three Deans of the Fellows, shall put forward no more than two nominees. This Committee shall invite suggestions for nominations through the Fellows' Newsletter.
- C. An election will be held for a new Dean at the beginning of the third year of the current Dean's term (or earlier in the event that a Dean is unable to perform his/her duties), following a similar timetable and procedures as for the election of new Fellows described in Article IX, except that: (1) the receipt of nominations and the election shall be conducted by the Secretary/Treasurer, and (2) a Dean shall be declared elected with a simple majority of the votes cast by Participating Members voting, with the exception described in Article X.D.
- D. In the event that only one candidate is nominated, he/she will be declared as elected by the Secretary/Treasurer.
- E. The Dean of the Fellows is ineligible to vote in this election, except to break a tie.

**XI. Dues**

Dues shall be determined by a majority of Participating Fellows that voted through a mail ballot, following discussion at an annual meeting of the Fellows.

**XII. Meetings and Other Activities**

- A. The Fellows shall hold at least one annual meeting, in such a manner as they may prescribe. Normally, this meeting shall be held in conjunction with the Annual Meeting of the Academy of International Business.
- B. Should the Dean be unable to attend or preside at a meeting, he/she will designate another Participating Member to preside.
- C. Other activities, including a newsletter, may be originated at the initiative of the Dean. However, if significant outlays are required for this activity or if the activity commits the Fellows, the Dean will first obtain a majority vote of Participating Members attending the next Annual Meeting, or through a mailed ballot of Participating Members, if urgency requires the latter course.

### **XIII. Amending This Constitution**

- A. Proposals to amend the Constitution shall normally be initiated by a committee of at least three persons appointed by the Dean of the Fellows.
- B. However, an amendment proposal may also be initiated by a Participating Member at the Fellows' annual meeting, provided it receives a majority of the votes of the Participating Members present. Amendment proposals may also be initiated through a written petition of at least five Participating Members. In either case, the proposed amendments shall be checked for conformity with other articles of this Constitution by a committee appointed by the Dean of the Fellows, but including at least one of the proposers.
- C. All proposed amendments conforming to Sections A or B of this Article shall be promptly mailed by the Secretary-Treasurer to all Participating Members for balloting. Amendments shall be adopted if they garner the favorable votes of at least 60 percent of the Participating Members that returned their ballot within eight weeks of the mailing.

Fifth Draft 9/9/1997  
FarokContractor  
Secretary-Treasurer of the AIB Fellows

## Appendix II

### SELECTION OF THE ORIGINAL FELLOWS

As noted in the original Constitution, dated January 1978, the *de jure* (originating) Fellows would include the following:

- (a) ***The founding members*** of the Academy of International Business (originally known as the Association for Education in International Business). There were 19 people at that “Founders Meeting” on 17 November 1958 but, of them, only the following 11 remained active in the AIB when the Fellows group was created.

John Fayerweather, Professor at New York University  
Mojmir Bednarik, Professor at Pace University  
Jack Behrman, Professor at the University of North Carolina  
Laurence Dowd, Professor at California State University, San Francisco  
James Hart, Dean at DePaul University, Chicago  
Lowell Hattery, Professor at the American University, Washington, DC  
William Hoskins, Professor at Bowling Green University  
Harold Kellar, Professor at Baruch College, City University of New York  
Stuart Mandell, Professor at the University of Lowell  
Ray Pelissier, a Manager at the International Council for Small Business  
Arthur Reef, Vice President for Advertising, AMAX, Inc.

- (b) ***Past Presidents of the Academy:***

John Fayerweather (also a founding member)  
Richard Robinson  
Lee Nehrt  
Phillip Grub

- (c) ***Past Executive Secretaries of the Academy***

James Goodnow

### Appendix III

#### AIB PAST AND PRESENT PRESIDENTS

#### PAST AND CURRENT AIB EXECUTIVE SECRETARIES

John Fayerweather	1960-1961		
Roland Kramer	1962-1964		
James Hart	1965-1966	John Fayerweather	1966-1969
Jack Behrman	1967-1968		
Richard Robinson (X)	1969-1970	William Hoskins	1970 - 1971
Vern Terpstra (X)	1971-1972	James Goodnow (O)	1971 - 1977
Lee Nehrt (X)	1973-1974		
Phillip Grub (X)	1975-1976		
Richard Farmer (X)	1977-1978	Duane Kujawa	1977 – 1980
Robert Stobaugh (X)	1979-1980		
Franklin Root (X)	1981-1982	Ivan Vernon (O)	1980 - 1988
Robert Hawkins	1983-1984		
Duane Kujawa	1985-1986		
John Dunning	1987-1988	Jerry Watzke	1988 - 1992
John Daniels	1989-1990		
Arthur Stonehill	1991-1992		
Jean Boddewyn	1993-1994	Attila Yaprak	1992 - 1994
Donald Lessard	1995-1996	James Wills	1994 – 2004
Jeffrey Arpan	1997-1998		
José de la Torre	1999-2000		
Stephen Kobrin	2001-2002		
Peter Buckley	2003-2004	Tomas Hult (*)	2004 -
Alan Rugman	2005-		

(X) = These individuals became Fellows by virtue of having been President of the AIB. John Fayerweather also qualified but he became a Fellow because of his role as founding member.

(O) = James Goodnow was the first one to become a Fellow because of having served as Executive Secretary of the AIB. William Hoskins had been one of the Founders' Group while Duane Kujawa was nominated and elected Fellow in the normal way. Ivan Vernon also became a Fellow in 1988 after serving as AIB Executive Secretary for eight years.

(\*) = In 2004, when Michigan State University took over the Executive Secretariat, the title of the position was changed to Executive Director.

Appendix IV

**LIST OF PAST DEANS AND SECRETARY-TREASURERS OF THE AIB FELLOWS**

<b>Deans</b>	<b>Years in Office</b>	<b>Secretary-Treasurers</b>
Lee Nehrt	1978-81	Harold Kellar Mojmir Bednarik
Richard Robinson	1981-84	Richard Farmer
John Fayerweather	1984-87	William Hoskins
Franklin Root	1987-90	James Goodnow
Robert Hawkins	1990-93	James Goodnow
John Dunning	1993-96	Alan Rugman
John Daniels	1996-99	Farok Contractor
Susan Douglas	1999-2002	Robert Green Jeff Arpan
Donald Lessard	2002-2005	Jeff Arpan Alan Rugman George Yip
Jean Boddewyn	2005-	George Yip

**Notes:** (a) The first Dean (Lee C. Nehrt) was appointed by the then President of the AIB (Richard Farmer) on the recommendation of a committee. All subsequent Deans were elected by the Active Fellows.

(b) Terms of office have been for three years, the succession taking place at the annual meeting at the end of the third year of office.

## Appendix V

### ELECTION OF NEW FELLOWS BY YEAR

This Appendix V lists only the “elected” Fellows while Appendix II gives the names of the “originating” Fellows. Appendix III lists those past Presidents and past Executive Secretaries of the AIB who automatically became Active Fellows after completing their term of office. Appendix VI lists the Honorary Fellows who do not have to be AIB members, have no voting rights and do not pay dues.

Of the 15 originating Fellows, only four were able to attend the first annual meeting of the Fellows in Chicago, in September 1978, because of a very short notice. Consequently, a quorum did not exist to permit the election of additional Fellows. However, they decided that in 1979 a total of ten Fellows should be elected so as to have a larger number to attend annual meetings. Hence, in 1979, 26 persons were nominated and 10 of them were elected. Their election was confirmed and announced at the Fellows’ business meeting in Las Vegas in September 1979. Subsequently, only a maximum of five were elected each year, as specified by the first Constitution. Presently, only a maximum of three new Fellows can be elected each year. Following is a list of the Fellows who were elected in 1979 and each year thereafter.

#### 1979

Joseph Bertotti  
Philip Cateora  
John Dunning  
Paul Garner  
Elliot Haynes  
Noritake Kobayashi  
Endel Kolde  
Stephan Robock  
Kenneth Simmonds  
Raymond Vernon

#### 1980

Jean Boddewyn  
Gerhard Mueller  
William Ogram  
Ehrenfried Pausenberger  
Robert Wade

#### 1981

Raymond Mikesell  
Hans Thorelli  
William Dymsha  
Robert Hawkins

#### 1982

Michael Brooke

#### 1983

Duane Kujawa  
Louis T. Wells, Jr.

#### 1984

Arthur Stonehill

#### 1985

Peter Buckley  
Warren Keegan  
John Daniels

#### 1986

Hal Mason

#### 1987

Ingo Walter

#### 1988

Ivan Vernon (past AIB Secretary-Treasurer)

**1989**

Steven Kobrin  
Donald Lessard

**1990**

Yair Aharoni

**1991**

Susan Douglas  
Howard Perlmutter  
Alan Rugman  
José de la Torre

**1992**

Nancy Adler  
Frederick Choi  
David Ricks  
Daniel Van den Bulcke

**1993**

Jeff Arpan  
Mark Casson  
John Stopford

**1994**

Raj Aggarwal  
Christopher Bartlett  
Yves Doz  
Robert Green  
John Ryans

**1995**

Farok Contractor  
Lee Radebaugh

**1996**

Mira Wilkins  
Bruce Kogut

**1997**

Paul Beamish  
Eleanor Westney

**1998**

Maasaki Kotabe  
Klaus Macharzina  
Tamer Cavusgil

**1999**

None

**2000**

Brian Toyne

**2001**

Sumantra Ghoshal  
Jean-François Hennart  
George Yip

**2002**

Robert Grosse  
Stefanie Lenway  
C. K. Prahalad

**2003**

Rosalie Tung

**2004**

Lorraine Eden  
Oded Shenkar

**2005**

John Cantwell  
Marjorie Lyles  
Bernard Yeung

## Appendix VI

### HONORARY FELLOWS

#### **Eminent Scholars**

Caves, Richard (Harvard University) 1999  
Chandler, Alfred (Harvard Business School) 2000  
Hofstede, Geert (Tilburg University) 1998  
Kindleberger, Charles (MIT) 1987  
Penrose, Edith (INSEAD and University of London) 1994  
Williamson, Oliver (University of California, Berkeley) 2003

#### **Deans of the Year**

Bess, David (University of Hawai'i at Manoa) 1988  
Gomez, Jaime Alonso (Technologico de Monterrey) 2005  
Hawkins, Robert (Georgia Institute of Technology) 1998  
Horvath, Dezso (York University) 2004  
Kane, James (University of South Carolina) 1996  
Loeser, Norma (George Washington University) 1985  
Patten, Ronald (DePaul University) 1987  
Porat, Moshe (Temple University) 2001  
Rameau, Claude (INSEAD) 1994  
Rose, John (University of Melbourne) 2000  
Stetting, Lauge (Copenhagen Business School) 1995  
Wyman, Harold (Florida International University) 1997

#### **Executives of the Year**

Agnelli, Giovanni, CEO of FIAT, 1986  
Barnevik, Percy, CEO of ASEA Brown Boveri, 1992  
Chey, Jong-Huyon, CEO of Sunkyong Group, 1995  
Chow, Sir C.K., CEO of Brambles Industries, Ltd., 2001  
Culver, David, CEO of ALCAN, 1990  
Desmarais, Jr., Paul, Chairman of Power Corporation of Canada, 2005  
Hammer, Armand, Occidental Petroleum Company,  
Maisonrouge, Jacques, Air Liquide, 1982  
Monty, Jean, CEO of Northern Telecom Corporation, 1996  
Morita, Akio, CEO of SONY Corporation, 1983  
Murthy, N. R. Narayana, CEO of Narayana Corporation, 2003  
Sada, Federico, CEO of Vitro, 2002  
Shih, Stan, CEO of ACER, Inc., 1999  
Sutherland, Peter, CEO of Goldman Sachs International, 1998  
Wriston, Walter, CEO of Citicorp, 1985  
Yamamoto, Takuma, CEO of Fujitsu Corporation, 1993  
Zambrano, Lorenzo, CEO of CEMEX, 1997

**Note:** The 1981 minutes are included here because Richard Farmer wrote them in a funny, deadpan manner but also because some important decisions were made at that meeting.

## APPENDIX VII

### **MINUTES OF THE MEETING OF THE ACADEMY OF INTERNATIONAL BUSINESS FELLOWS, OCTOBER 15, 1981, AT MONTREAL, CANADA**

Members present: J. Behrman, J. Bertotti, J. Boddewyn, P. Cateora, J. Dunning, R. Farmer, P. Garner, J. Goodnow, Ph. Grub, R. Hawkins, E. Haynes, G. Mueller, L. Nehrt, R. Robinson, S. Robock, R. Stobaugh, V. Terpstra, R. Vernon and R. Wade.

After dinner, Professor Nehrt turned over the Deanship of the Fellows to Professor Robinson. Professor Robinson's first act was to thank Lee for his distinguished work as Dean, and the group enthusiastically concurred.

Drunk with power, the new Dean noted that according to the constitution he could appoint a Secretary-Treasurer. He named Richard Farmer for this position. The inept new S/T borrowed the Dean's pen (a pretty good one at that) and kept minutes.

After discussion, M. Mueller moved and E. Haynes seconded a motion as follows. "ALL FELLOWS SHOULD BE ASSESSED \$25 U.S. (payable in any convertible currency) TO MEET MISCELLANEOUS EXPENSES OF THE FELLOWS."

The motion was adopted unanimously. The Secretary-Treasurer is supposed to bill all Fellows as soon as possible and start an account with this money. Some questioned the S/T's honesty, accuracy and competence, to invest in foreign currency futures or hog bellies, so that we would really have some big money. This request was ignored, so the S/T will bill members shortly.

The question of the limit of the number of Fellows was discussed. A motion was made by J. Behrman and seconded by R. Stobaugh as follows: "THE TOTAL NUMBER OF FELLOWS SHOULD BE LIMITED TO 50."

The motion was passed unanimously. The Dean noted that, since this required a constitutional amendment, all members will be polled on this point, and the results tabulated and circulated.

The Dean noted that the definition of an active member is one who has attended at least one of the past three meetings. Inactive members lose some privileges, which the Dean (who presumably has read the Constitution) can enlighten you on if you care. The new S/T has not, and he can't take shorthand either.

The question of criteria for selection of new Fellows was debated at length. The consensus of the Fellows attending was to proceed with caution, although no motion was formally presented. Present criteria seem adequate. These include:

1. No one in line for any AIB office should be selected.
2. No colleague at one's own institution or one's former doctoral students should be nominated by any individual.

Some Fellows were concerned that much care be taken in screening foreign members, given the difficulties of evaluating such members. All felt that more foreign members was a good idea. The Dean promised to be good.

An advisory motion (which does not have the force of law, according to the Constitution) was made by S. Robock and seconded by J. Behrman, as follows:

A SELECTION COMMITTEE FOR NEW MEMBERS BE ESTABLISHED BY THE DEAN, COMPOSED OF PRESENT FELLOWS.

The motion passed unanimously with one abstention. The Dean appointed S. Robock (chairman), J. Boddewyn, and J. Dunning as members of this new committee, after long reflection.

A motion was made by J. Behrman and seconded by S. Robock as follows:

THE CRITERIA FOR SELECTION OF NEW MEMBERS BE THE SAME AS THAT DETERMINED IN THE FIRST FELLOWS' MEETING.

This motion (again advisory) was adopted unanimously.

The question of a formal induction ceremony for new Fellows was discussed. A motion was made by J. Behrman and seconded by Ph. Grub, as follows:

THERE WILL BE NO FORMAL INDUCTION CEREMONY AND NO CERTIFICATES WILL BE GIVEN FOR NEW FELLOWS.

After discussion, the motion passed, all voting aye except J. Boddewyn. Professor Dunning suggested we should make sure that Fellows are well publicized, as in JIBS, and the Dean promised that he would discuss this issue with the Editor.

The question of selection and funding for the International Business Scholar of the Year was discussed, with L. Nehrt bringing us up to date. After considerable discussion, it was agreed by consensus to wait for next year to proceed on this issue.

The question of the selection of the International Businessman of the Year was discussed. The person was selected, and the Dean will handle notification at a much later date. Because of this delay, the name is not in these minutes. Call or write your Dean or S/T if you want to know whom we selected.

The question of problems connected with the AIB Fellows Panel the next morning was discussed. Sympathy was expressed for those involved, but no action was taken.

The meeting adjourned real late (the S/T's Timex had stopped), and the S/T returned the Dean's pen. A good time was had by all, in spite of the menu at the dinner.