

HISTORY OF THE AIB FELLOWS: 1975-2015

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Dean of the AIB Fellows, 2005-2008

July 2015

GETTING CREATED (1975-1978)

Several phases marked the founding of the Fellows Group within the Academy of International Business in 1975-1978. Jean Boddewyn, as AIB Vice-President, brought the matter up at the April 1975 Executive Board meeting during Phillip Grub's presidency (1975-1977). Jean had been elected Fellow of the Academy of Management in August 1974 and he suggested that a similar group be created within the AIB.¹ The idea was favorably received but its implementation was slowed down by the turmoil created by John Fayerweather and Richard D. Robinson – two of its major leaders – 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 AIB's 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 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 submitting the following constitutional amendment to 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, 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, also an AOM Fellow, had been elected AIB President in 1977, and he appointed Lee Nehrt on 17 July 1978 as the first Dean of the AIB Fellows for the 1978-1981 three-year period on the recommendation of three of the AIB Executive Board members – Phillip Grub, James Goodnow and Laurence Dowd (letters from Grub to Goodnow, 6 September 1977 and 24 January 1978).

LEE NEHRT’S DEANSHIP (1978-1981)

Dean Nehrt assigned Fellow Harold Kellar (Baruch College) as the Fellows’ first Secretary-Treasurer for the same three-year period and then Mojmir Bednarik (Pace University) after Harold’s death in March 1980. By 28 August 1978, a list of the 15 *de jure* members had been set up, with ten “Founding Members” (including John Fayerweather), four non-founding “Past Presidents” (including John Fayerweather a second time as past President) and one non-founding “Past Executive Secretary” (James Goodnow) (see Appendix II). Actually, there were 19 potential *de jure* members who had co-founded the Association for Education in International Business (AEIB, subsequently renamed the Academy of International Business [AIB] in 1974) 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) – see Appendices for further details.

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 resulted from a culmination of meetings of educators with businessmen 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 two “non-academics” elected at the first round were Elliott Haynes (Business International, Inc.) and Joseph Bertotti (General Electric) in addition to the two *de jure* founding members Ray Pélissier (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 – later to be called “International 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,² ten of whom (Joseph Bertotti, Philip Cateora, John Dunning, Paul Garner, Elliott Haynes, Noritake Kobayashi, Endel Kolde, Stefan Robock, Kenneth Simmonds and Raymond Vernon) were introduced as new Fellows. By way of celebration, champagne was served and Richard Farmer joined the Fellows as past AIB President.

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 Harold Kellar, Richard Robinson, Phillip Grub and Stefan Robock while Elliot Haynes, Raymond Vernon, Arthur Reef, Endel Kolde, Phillip Cateora, Vern Terpstra and Richard Farmer served as discussants.

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 the dinner-cum-business meeting, a lengthy discussion resulted in the consensus that the Fellows’ Panel the following year would be on the AACSB/EFMD Project – a combined U.S. and European initiative – 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 of the Year from business; (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 suggested criteria for International Business Leader of the Year were spelled out: “(1) pioneering new products which have made a desirable breakthrough in such areas as nutrition, energy uses or sources; (2) actions or deeds which improve host-country multinational-corporate relations; (3) the introduction of uniquely beneficial technology to another country; (4) actions or statements which significantly improve or enhance the stature and role of International Business, and (5) other.” These criteria have never been revised since, nor have they been followed!

The third Fellows’ annual dinner/business meeting was held in New Orleans concurrent with the October 1980 AIB annual conference and it was attended by 12 Fellows.³ The Fellows’ Panel 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 Philip Cateora. The Fellows’ Panel again drew a very large audience.

At the reception preceding the annual dinner, the five newly elected Fellows were introduced to the group: Jean Boddewyn, Gehrard Mueller, E. William Ogram, Erhenfried Pausenberger and Robert Wade (of the AACSB). At the end of his office on 31 December 1980, Robert Stobaugh, who had served as President of the AIB for two years, did automatically become a Fellow according to our rules.

The fourth Fellows’ annual dinner/business meeting was held in Montreal in October 1981 and was attended by 19 Fellows.⁴ The Fellows’ Panel, as part of the AIB program, was on the subject of the AACSB/EFMD project on “Managers for the 21st Century: Their Education and Development” which was based on three colloquia held in France, England and the United States. Once again, the very far future was on their minds!

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’ Panel session and the selection of an International Business Leader 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 1982 AIB meeting. A separate award for International Dean of the Year would be started in 1984 although already proposed in 1982.

Following a reception and the introduction of the four newly elected Fellows (Raymond Mikesell, Hans Thorelli, William Dymysza and Robert Hawkins) out of seven candidates presented with short biographies, 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 (elected from among nine candidates!) who then appointed Richard Farmer as the Fellows’ Secretary-Treasurer (see his very funny Minutes of that important meeting in the last pages of this history).

A discussion resulted in a motion passed unanimously that the total number of Fellows be limited to 50 instead of 100. It was agreed that a ballot would be sent out to all Fellows to vote on this proposal as the first amendment to our original 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 in writing 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 conferences. 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 appointed or elected and their missions had been agreed upon even though

important amendments were later made to our Constitution (see the Appendix listing of the major Constitutional amendments over time).

RICHARD ROBINSON'S DEANSHIP (1981-1984)

At our meetings in Washington, DC, October 1982, Michael Brooke was declared elected *in absentia* as our sole new Fellow.⁵ Richard Farmer, our Secretary-Treasurer, maintained his tongue-in-cheek style in the minutes when he wrote:

The Dean moved approval of the last meeting's minutes. After a bit of dubious consideration, they were adopted. Rumbblings about dumping the incompetent secretary, started by R. Farmer, were quickly quashed by our Dean who doesn't want to do the minutes himself.

After a motion made by Steve Robock, and seconded by Jean Boddewyn, the Fellows at their 1982 Business Meeting voted unanimously that: "The Fellows shall make an award to the Dean of the Business School making the best international business contribution to his school during the past year. This will be an annual award." Paul Garner stressed that the award should really go to the School for its entire effort, with the Dean accepting the award on its behalf. He added that the AACSB should be made aware of such an award that should be broadly publicized – something we have rarely done if ever. Implementation of this motion had to wait until 1984.

Several amendments to our Constitution in 1982 reduced the maximum number of Fellows from 100 to 50 – not counting those who were past the age of 70. Only two out of 12 nominees were elected in 1983 (Duane Kujawa and Louis T. Wells, Jr.) although a few more of them made it in subsequent elections. Such "narrow voting" prompted various recommendations by a new Committee for the Selection of New Fellows. After a lengthy debate, a motion was passed at the Business Meeting of 29 December 1983, introducing a two-tiered way of electing Fellows as a way of handling elections with too many candidates:

Future elections to the Fellows will be conducted in two rounds. The top five candidates with the largest number of total votes on the first round will be listed on the second round of voting. Those receiving the required minimum of 60 percent of the votes of all Fellows on the second round will be elected as Fellows.

This motion was later approved via a ballot mailed to all the Fellows in March 1984. The Committee for the Selection of New Fellows made many other recommendations, most of which were progressively adopted or have remained alive over the years, as revealed by Table 1.

[INSERT TABLE 1 HERE]

TABLE 1

SUGGESTIONS REGARDING THE ELECTION OF AIB FELLOWS (1983)

A. NOMINATION AND ELECTION

1. Should we require a minimum number of sponsors before putting someone's name on the ballot?
2. Should we have a two-stage election where the list of candidates would first be whittled down to – say – the five candidates with the largest number of votes? A second and final election would then require a 60% majority to be elected.
3. Should a special Election Committee be created and allowed to exercise some discretion in selecting names to be put on the ballot and in interpreting the election results (e.g., to let someone in who missed by just one or two votes?)
4. What role should the general AIB membership play in the nomination process? This year, we invited suggestions but the invitation appeared rather late in the AIB Newsletter on account of scheduling problems.
5. Is it possible to develop a better set of criteria for eligibility? The distribution of the votes (not restricted in number) is all over the place, with 10 out of 12 candidates not making it for lack of sufficient votes, suggests that very divergent criteria are being used.
6. Would it be desirable to discuss next year's potential candidates at each annual Fellows' dinner?
7. Is it proper for AIB members to campaign for nomination and election?
8. How can we elect more foreign members who may not be well known in the United States?
9. As is done by the Academy of Management Fellows, should we allow only "active" members to nominate and elect new Fellows? ("Active" means those who attended at least one of the three preceding annual meetings of the Fellows.)

B. NUMBER OF FELLOWS

10. Should the maximum number of Fellows be increased as the number of AIB members grows?
11. Should the present maximum of 50 exclude "automatic" members such as founders, past Presidents, and Executive Secretaries?
12. Should past Presidents and Executive Secretaries continue to obtain automatic Fellow status or should this practice be submitted to some form of ratification by the Fellows?

C. MISCELLANEOUS

13. Should newly elected Fellows be expected to make a special presentation at the AIB annual meeting in order to insure their presence and make the Fellows better known?

(Report of Jean Boddewyn, Chair of the Committee for the Selection of New Fellows)

Concern was expressed around that time about the still numerous "non-academic" (meaning "from business") Fellows allegedly exercising too much power over the

election of new “academic” Fellows but this fear disappeared over time. Besides, at this early stage in the life of the Fellows Group, it was thought appropriate to nominate and elect Fellows in all IB subfields – particularly Accountancy and Finance – and this goal was progressively achieved.

For the last time perhaps, non-academics were nominated and elected as was the case in 1980 with Robert Wade (Director of International Activities of the AACSB) who had played a very important role in having international business considered an integral part of business education although not as a requirement for the accreditation of business schools – thanks to the tireless efforts of Lee Nehrt and Paul Garner.⁶

During Dick Robinson’s deanship (1981-1984), Business Leaders (later, Executives) of the Year were directly elected at our Business Meetings. Thus in 1983, Elliott Haynes, chief executive of Business International, Inc. (the publisher of respected newsletters and reports), headed the Nominating Committee for that award. Its members came up with nine business candidates duly described and justified as in the following example:

Sir David Nicholson, Rothmans International, was the founding Chairman of British Airways and today runs a highly successful international corporation. He is a business statesman of the first order and a profound internationalist. In the belief that business leaders must be active in government and public affairs, he recently created a high-level European-US discussion group, including businessmen, government officials and members of academe. A prophet of a fully integrated Europe he is now finishing a five-year stint in the European Parliament.

Sir David did not make it because the Fellows, at their 1983 Business Meeting, elected Akio Morita of Sony Corporation, who was also an excellent candidate and became our second IB Executive of the Year after Jacques Maisonrouge who received the reward in 1982. Franklin Root was inducted as AIB Fellow after serving as AIB President in 1981-1982. Our first Dean of the Year was elected in 1984 at our Business Meeting from among three candidates, with the winner being Norma Loeser of George Washington University, who spoke at our 1984 Cleveland meeting. It is worth noting that these two Fellows Awards were *not* linked to obtaining financial assistance from the awardee’s firms or schools to the AIB’s conferences – nor to the Fellows, for that matter.

A March 1984 election was held for a new Dean to serve after Richard Robinson’s three-year term ended. The sole candidate and winner was John Fayerweather who had been one of the founders of the AIB and its first President. As we recounted earlier on, John had left the AIB and disavowed any interest in the creation of the Fellows Group because of his feud with Phillip Grub’s Executive Committee about “dangerous liaisons” with business and government. After he and Richard Robinson rejoined the AIB, thanks to Lee Nehrt’s entreaties, Dick became our second Dean and John our third one.

JOHN FAYERWEATHER’S DEANSHIP (1984-1987)

There is a huge correspondence and numerous long-ish newsletters to document this period starting in September 1984. John was admirably assisted by William Hoskins who became the Secretary-Treasurer of the Fellows. They were accustomed to working together because Bill served in the same capacity when John was the first President of the

Academy (1959-1961). Besides, they had both served on the Steering Committee that brought the original AEIB into being. This reunion made John wax lyrical about “this new season of our careers.” Their first Newsletter was issued in December 1984 and there would be 13 of them over three years.

1984 Cleveland Meeting. The year 1983 was the last time the AIB and the Fellows met at the very end of the year with the Allied Social Sciences (in San Francisco for that occasion). Starting in 1984, we gathered by ourselves in Cleveland in October.⁷ Warren Keegan (absent), Arthur Stonehill and Ivan Vernon (who had served five years as AIB Executive Secretary) were introduced as new Fellows. Lee Nehrt’s initiative to internationalize doctoral programs was much discussed and applauded.

Several motions were passed at the Business Meeting but John Fayerweather was anxious to have them further discussed at large before being submitted to a vote by all the Fellows. He favored written exchanges of views regarding a particular issue and its hoped-for resolution. Hence, he ran “opinion polls” asking the Fellows “Would you approve of X” instead of an immediate “Do you approve X” which was used in the final balloting. Only after this exchange of opinions, did the Fellows approve or reject various proposals – be they constitutional amendments or changes in practices.

At the 1984 Cleveland Business Meeting, John Fayerweather brought up several issues: (1) what should the relationships be between the AIB and the Fellows Group (originally, our Constitution provided for a “Report to the Academy” of an auditing nature but this requirement was later abolished); (2) what activities should the Fellows support (for example, the internationalization of doctoral programs), and (3) what membership policies (as discussed in Table 1) should prevail (at least five Fellows offered various opinions about these membership issues). Following Franklin Root’s Nominating Committee Report, Walter Wriston of Citibank was selected as our International Executive of the Year – the new name of our Award – for 1985 although Lee Iacocca (Chrysler), David Rockefeller (Chase) and Armand Hammer (Occidental Petroleum) also received significant support.

John was against the creation of a Screening Committee that would review Fellow nominations and election results and possibly eliminate or confirm some of them: “It opens the door to a lot of pressures, jockeying, politics, etc.” There would be a need for such a committee “only if the present system is not producing the right candidates.” He was also against any change in the policy of automatically granting Fellow status to past AIB Presidents and to AIB Executive Secretaries who had served at least five years. About the latter, he said: “If we have a poor one, we would do better to fire him before the 5-year period ended.” John liked the suggestion of asking newly elected Fellows to make a presentation at AIB meetings but he favored more informal ways than devoting a special session to that purpose.

A “straw ballot” was mailed to the Fellows after the 1984 Business Meeting in Cleveland suggesting that: (1) Fellows residing abroad be excused from attending at least one of the three preceding annual meetings, and (2) constitutional amendments could be initiated by mail at the discretion of the Dean and/or five Fellows, provided this process did not preclude their discussion of the annual meeting. “Reaction polls” also dealt with: (1) including as founders of the AIB and thus as Fellows only the ones who had remained

active in the AIB, thereby excluding from membership “William Cody, James Hagler, Bruce Neighbor, Arnold Oshin, Ray Pélissier, and Edwin Wigglesworth;” (2) changing the requirement that about one-fifth of the membership “shall” be non-academic people to “may”; (3) specifying that AIB members at large can “recommend” rather than “nominate” candidates for Fellowship, with recommendations to be sent to any Fellow, and (4) questioning whether the payment of dues by Fellows was obligatory to the extent that “dropping people for nonpayment is not an option [since] election as a Fellow is an honor conferred on members of the AIB with no presumption of conditions such as paying dues to the group” although they could be put on the list of “Inactive Fellows” for not paying them. John Fayerweather also considered the creation of a certificate of election to be given to old and new Fellows but this project did not materialize until 2010.

Richard Robinson, our past Dean, proposed a very detailed program of action for Fellows, including: (1) a list of research priorities (e.g., the costs and benefits of “externalizing” particular processes, functions or transactions in value-added chains (way before offshoring became a major issue!)); (2) moral support of various projects designed to enhance international business education, and (3) collective and individual pressure on professional journals to consider more articles with international-business content – something which came to fruition as time went by.

Phil Grub, past AIB President, raised questions about the election process for Fellows who are “supposed to be the most outstanding leaders in the field of academia in the international arena.” He wondered why AIB Presidents and Executive Secretaries became automatically Fellows but not the Editor of JIBS and the Program Vice-Presidents, and whether a distinction should be made between this group of “service providers” and those “full-fledged AIB members recognized as leaders in the IB field in terms of research and publication.” This issue resurfaces occasionally in terms of election criteria and the classification as “Active” or “Participating” Fellow.

Newsletter No. 2 of March 1985 was 26 pages long, what with reports of various committees, the results of opinion polls and a membership list. Bill Hoskins remarked about the exchange of ideas through opinion polls: “There is a bit more work involved for everyone, but I am sure the process of sharing views will produce better results more efficiently.” John Fayerweather added: “There were a few dissenting comments which suggest that we should remain flexible in our actions and encourage you to register further opinions.”

A new Junior-Senior Symposium organized and staffed by Fellows had been recommended by Jean Boddewyn in 1984. A “reaction questionnaire” dealt with this proposal which “sounds good but it will be work, cost money, and require solution of assorted questions.” In any case, the AIB decision to meet in London in 1986 forced the Fellows to postpone this new Junior-Faculty symposium because of the anticipated difficulty of getting younger scholars to travel to England.

John definitively wanted our Business Meetings to be occasions when only various brief votings would take place after opinion polls had favored particular motions, “trusting there will be no debate which most people would regard as an unproductive use

of limited time. If there are still any significant questions, please write to me now so we can try to work them out beforehand.”

The issue of “active” status (meaning the right to vote) already came up and was resolved in terms of dues payment and meeting attendance – “the only practical option to deal with the situation.” John commented that paying annual dues of \$25 provided proof that “annual operating decisions of the group should be in the hands of those Fellows maintaining an active role in the group.” It was reported that AIB President Duane Kujawa was actively pursuing the idea of holding the AIB Conference in Europe, a change which John Dunning had already vigorously advocated. To the question “When are we going to elect a female Fellow?” an unnamed Fellow replied, “I am against affirmative action being applied to the selection of Fellows.”

In response to the query of Phil Grub about who should be considered a candidate for AIB fellowship (see above), John Fayerweather spoke about the “image” difference among Fellows, that reflected different bases for membership, with the elected Fellows somehow looking “higher” in status than those who are Fellows by virtue of service roles:

I am inclined to address this point very bluntly because, regardless of the disposition of the immediate question, it bothers me greatly. I approach the point from the unique perspective of having been in all three of the service roles. I had no part in the creation of the Fellows and the decision to honor people in these roles. But I strongly support the concept. It says to the world that the AIB realizes that the strength of an academic-research field is built by varied “outstanding contributions” – those of top scholars, those of key administrators, those of innovators and others . . . [These] people’s contributions are validated by the historical record requiring no validation by election.

In fervent tones, John lauded the people who founded the AIB, including the businessmen who attended the founding meetings and whose support was critical. Regarding later service providers: “AIB Presidents probably need no defense. The work alone deserves a medal . . . I suspect that the Executive Secretaries’ contributions are least appreciated, especially when they do their job well . . . The dedicated responsible work of the five people who have held this role has been a truly outstanding contribution to the quality of the AIB.” John’s opinions largely prevailed but some Fellows objected to our membership list indicating who had been “elected” and who had been “inducted” as former AIB President or Executive Secretary, thereby creating some invidious comparison. Therefore, this distinction was dropped from our list although it was revived by the AIB Secretariat in 2006 for record-keeping reasons.

In a letter of 2 January 1985 to the Fellows, Jack Behrman stated: “I consider that each of us as Fellows have gained a great deal from our associations with each other and with activities in this [IB] field and should be called upon to return something to it and to assist those coming along. If we do not do it, I do not know who else has an equal or greater interest in [the] development of the field.” Besides, Jack was concerned about the quality of current IB research, even articles published in JIBS, considering that they were often “spotty, inconspicuous and frequently related to unimportant issues.”

In a memo of 7 August 1985 to the Fellows, Jean Boddewyn commented about the huge variations in the number of candidates nominated for Fellowship – 5 in 1985 but 14 in 1984. He urged the Fellows to persevere if their candidates did not make it on the first try because “most of those ultimately elected Fellows have had to wait for one, two or three years before making it.” He suggested that the number of favorable votes received by each candidate – whether successful or not – be publicized to the nominators because it would give them a better idea of where their candidates stood in terms of future chances and/or things to do about improving their candidacy. This recommendation has been unevenly followed and, at times, strongly opposed. Jean also proposed the creation of what would become our honorary group of Eminent Scholars:

We already have “honorary Fellows” in the forms of Business Executive and Dean of the Year. I would like to suggest a third category, namely, “emeritus scholars.” I am thinking of people who have not been active in the AIB but whose contribution to international business scholarship has been exemplary and who have reached the “end-of-career” state. Charles Kindleberger, formerly of MIT, comes to my mind in this connection. By waiting until the emeritus stage, we would avoid the objection that they have not been involved with the AIB in any significant and direct manner. I am not suggesting the wholesale addition of all those who – in the United States and abroad – have made some significant contributions to the development of our field, but the careful recognition year after year of one such “emeritus scholar” (without the vote, of course, and without counting him or her toward our 50-Fellow limit).

1985 New York Meeting.

At their Dinner/Business meeting on 18 October 1985, the Fellows were to vote on a series of amendments “as a package for a single vote” since they had already been discussed through “reaction questionnaires.” John Fayerweather, however, added that “We will endeavor to deal with any questions in advance, or failing that, we will consider pulling debatable items from the package.” Dinner was sandwiched between a 15-minute pre-dinner session to introduce new Fellows (Peter Buckley [absent] and John Daniels) and vote on well-prepared amendments, followed by a larger post-dinner meeting devoted to discuss the Junior-Faculty Symposium proposal and a possible research plan.

Later on, reporting on the Fellows’ Annual Meeting in New York, John Fayerweather commented on 8 December 1985 that “From all reports, the dinner in New York was fairly satisfactory. We had a congenial evening with sufficient good humor intermixed with serious discussion and some accomplishments.”⁸ It is worth noting that several AIB founders attended this meeting (Fayerweather, Hoskins, Mandell and Reef) while the AIB’s contacts with the AACSB were handled by Paul Garner, one of our older Fellows, and Lee Nehrt, the first Dean of the Fellows.

The Dean of the Year award needed more impetus and leadership but John was “not optimistic that anyone in our group will have the combination of time and interest necessary” (see below). Already, it was proposed by John Dunning to change the name of the “Dean of the Year” award to something like “Senior Administrative Officer” in order to accommodate differences in titles among schools and countries. This issue was sent back to Phil Cateora’s Committee but was not resolved until 2007 when “International *Dean of the Year*” was replaced by “International *Educator of the Year*.”

John reported that the recent opinion poll revealed that the Fellows were divided as to the need for nomination seconders, the release of the numbers of votes received by candidates in elections and the creation of an Eminent Scholar award so that these proposals would have to wait until the 1986 annual meeting in London for a vote after exploring them further during the coming year. While the Fellows strongly favored (21 to 8) adding the annual payment of dues to meeting attendance as a criterion for active membership and therefore voting eligibility, this issue was also left open for discussion in 1986.

The creation of a Junior-Faculty Symposium on an experimental basis was approved but it was going to be difficult to start it in a full-fledged manner in London – the first AIB conference abroad. Therefore, the initial symposium was to be held in conjunction with the AIB Northeast Regional Meeting in Boston in April 1986 but this venue had to be changed to the AIB Chicago Conference in 1987 for lack of proper publicity. “Junior Faculty” was defined as “those who have completed a doctorate within the past seven years,” the symposium would focus each year on a different functional area (e.g., International Marketing) and the young teachers were to present their current research topic to a panel of expert Fellows.

Problems of the Academy of International Business were broadly discussed. Thus, Ken Simmonds observed that only half of the membership of the new Strategic Management Society is from the United States – which means that it had no trouble becoming an “international” organization in five years while the AIB had a problem recruiting “foreigners” after 25 years (actually 17). In this context, Duane Kujawa reported that the AIB Executive Board was considering breaking the past pattern of meeting in the United States by gathering in foreign locations – as the AIB was to do in 1986 in London.

Various amendments to the Fellows’ Constitution were approved at the 18 October 1985 meeting in New York but had still to be ratified through a mail balloting of all the Fellows. One of them added to “The Purposes of the Fellows” that they would “exercise leadership in the field of international business” after their outstanding contributions to this field had been recognized through an election. The category of “Honorary Members” would include “persons selected as International Executive of the Year, Dean of the Year or for other special reasons” – a hint of the later creation of the Eminent Scholar award. These honoraries were not to be subject to AIB and Fellows dues and they were not to be eligible to vote or serve as Dean.

As was previously proposed, it would no longer be required that entrepreneurs and managers of private and public organizations mainly devoted to international business constitute one-fifth of the total membership. AIB members would be solicited annually via the AIB Newsletter to “recommend” candidates for Fellowship, with these recommendations “circulated” to the Fellows for their consideration only. Annual dues would be set at Business Meetings. These proposed amendments were submitted to the Fellows for voting by mail shortly after the Fellows’ meeting in New York that had been arranged by Steve Robock.

At the very end of 1985, Jean Boddewyn again proposed the recognition of “Distinguished Scholars as Honorary AIB Fellows:”

Election to regular AIB fellow requires AIB membership except for honorary members. However, we must acknowledge that some prominent international-business scholars “here and abroad” have never been and will probably never become AIB members . . . A reasonable compromise is to be very selective and honor only those prominent scholars who have reached the emeritus stage. Both criteria guarantee that there will be few of them since 60 percent of those Fellows voting must agree as to the merits of the Candidate; and there are relatively few prominent scholars who have reached the emeritus stage . . . Charles Kindleberger (Emeritus MIT) provides a good model . . . His contributions to the study of economic development, trade and FDI theory, and economic history are extensive, well known and significant . . . Recognizing such people at the end of their formal academic career would redound to the credibility of the Academy of International Business and its Fellows . . . It would also help alleviate the problem of people asking us: “How come so-and-so is not a Fellow?” At the maximum rate of one a year and considering that, like honorary members, they would not have the vote nor count toward our current maximum of 50 “regular” Fellows, we do not risk being overwhelmed by them in any sense.

Another major initiative was the development of a data book to gather information about candidates for our Dean of the Year Award in order to cast a wide net in lieu of the ad-hoc nomination of one or two candidates each year. This project had been recommended by Phil Cateora and other members of the Selection Committee (Gary Mueller and Vern Terpstra plus Lee Nehrt). The Data Book was to be financed by the AIB Foundation (\$1,000) and by Fellows (\$300) monies.⁹ As John Fayerweather observed in December 1985:

The Dean of the Year Award was initiated as a means to foster implementation of the AACSB standard for internationalization of business school curricula. It was seen as a means to reward accomplishment and to provide role models for future progress. To serve these purposes, the deans and schools given recognition should be perceived by other deans as clearly superior in their accomplishments.

Our present selection system relying on volunteer nominators is seriously deficient because it generated only one candidate this year who met the minimum criteria. While no one questioned that this candidate had done a good job in leading the internationalization of his school’s curriculum, there was no assurance that the candidate was superior in comparison with others. Indeed there were definite indications that other deans had done at least as well or better.

For lack of a volunteering Fellow, this project was assigned to James Weekly of the University of Toledo, with the Selection Committee to define the information to be recorded in the data book. Meanwhile, the criteria for selecting a Dean of the Year were spelled out in early 1986:

The Fellows may select from time to time as Dean of the Year, a senior administrative officer of a business school whose leadership has resulted in an outstanding example of internationalization of a business school in such a way as to meet the internationalization criterion of the AACSB through an international

business course required for all students or international content in core courses for all students. Factors to be considered as contributing to this internationalization will be the extent of allocation of support for international research, foreign exchange programs for faculty and students, and development of international business courses.

Meanwhile, Jim Goodnow, head of the Nominating Procedures Committee, circulated in September 1986 suggestions from various Fellows to improve the election process for new Fellows, including a letter from Steve Robock who complained that “In the present list of nominees, there are several people that I know by name only and about whom I would like more information. There are also several people that I know quite well and would like to share my knowledge with others.” At that time, there were only a 2-page curriculum form and the full vita of the nominee but no letters of nomination and seconding.

1986 London Meeting.

The big event in 1986 was the AIB and the Fellows meeting abroad for the first time. The conference took place in London in late November, with John Dunning, Ken Simmonds, Art Stonehill and Bill Hoskins in charge of local arrangements. The Fellows’ schedule included a post-dinner “scholarly discussion” of the quality of IB research to be led by Lou Wells and John Dunning “with intellect, wisdom, wit and repartee” according to John Fayerweather’s wish.

Michael Brooke protested against our International Executive of the Year Award because “at least 4 of the 9 names [are] the objects of considerable political controversy . . . The list could easily be used by a newspaper or broadcasting commentator as evidence that ours is a political front organization with an academic mask.” Strong words, yet he expressed support in his letter for Armand Hammer of Occidental Petroleum, who was certainly no paragon of virtue! In any case, Giovanni Agnelli, Chairman of Fiat, received our award in London in 1986 without any opposition, and with Armand Hammer following in 1987.

Hal Mason, Secretary-Treasurer of the AIB, was inducted as Fellow after having served in this capacity for five years. The Nominating Procedures Committee headed by Jim Goodnow reported on the various suggestions made to improve our election process. One of the problems singled out was the now common case of an abundance of nominees, resulting in the votes being “spread over too many candidates with the possible result of no one being elected” – as was to happen in 1988. A two-stage balloting system was then in place with the first round whittling down the number of nominees to five who were to be voted upon through a second round of voting two months later.

At our London business meeting,¹⁰ a “scanning” or “surfacing” committee was proposed to identify scholars who have “fallen between the cracks” and were overlooked by our purely voluntary nomination process. It would definitely not be “screening” these nominations which would now be accompanied by a one-page letter from the sponsor to highlight the candidates’ “outstanding contributions” instead of just submitting a name and a vita as was the custom then. A seconding letter was also considered although: “It may be that the statements would be substantially repetitious of those of the sponsor” although they might also give a different perspective.

John Fayerweather was overwhelmed by the quality of our British gathering: “The London meeting of your group was a jolting experience for me. Conditioned to modest expectations of decision making in Fellows gatherings, I was taken aback by the performance of the group. They moved deliberately into the heart of the key issues, focused on options and made decisions – boom!”

He also observed that all the people elected in the past three years had played significant AIB roles – possibly “the critical differentiating criterion among otherwise well-qualified candidates.” In any case, it was decided to start the call for nominations some nine months (rather than seven) before the date of our next meeting. Warren Keegan sent a call for nominations in January 1987, mentioning that a one-page letter of support be written by the nominator but with no reference to a seconder although a seconding letter was now *de facto* required.

Jim Goodnow, in a letter of 15 December 1986 to John Fayerweather, suggested that Fellows who had essentially retired “not be counted to calculate the upper limit of the number of persons who can be members of our group” although they could retain “active” status as long as they desired. This suggestion was not implemented.

After the London Meeting.

It is worth noting that many proposals were voted upon at Business Meetings – particularly, those that had already been positively supported by at least two-thirds of favorable votes in opinion polls and were then formally confirmed at a subsequent Business Meeting. However, others were first approved at a Business Meeting and then formally ratified through a later mail ballot. Thus, the following amendment was first approved at the 1986 London meeting and then ratified by a mail ballot in early 1987:

“Active” Fellows means those Fellows who meet both of the following requirements:
(1) Have made annual membership payments in two of the previous three years, and
(2) Either reside in the United States or Canada and have attended at least one of the three preceding annual meetings or reside in other areas [in which case, they are excused for not attending]. These requirements shall not apply during the first two years of membership of a new Fellow.

This distance-based distinction between North-American and other Fellows lasted until 1997 when the same attendance requirements were imposed on all Fellows since the AIB was meeting abroad at least every three years.

In his report on the 1986 Business Meeting in London, John Fayerweather expressed pleasure over the planning of the future Junior Faculty Workshop which represented “both a contribution to improvement of IB research and an implementation of the concept of transmission of skills from one generation to another.” The data bank for the selection of new Deans of the Year was being developed by Jim Weekly (not a Fellow), Phil Cateora, Gary Mueller and Vern Terpstra (plus Art Stonehill later on).

A mini-fracas erupted, based on the reservations expressed by Michael Brooke about the selection of International Executives of the Year (see above). They were to be examined by a new Committee, following a November 1986 report signed by Michael, Peter Buckley and Warren Keegan, which concluded that: “The offering of honorary titles suggests an identification which could damage our reputation . . . The award in no

way improves the prestige of an academic organization like ours . . . At best it is an irrelevance.” Warren Keegan added: “I feel that we should continue to invite distinguished business speakers to address our annual dinner, but that we should not confer our ‘businessman of the year’ award. We are a scholarly organization and we must retain our independence and objectivity.” Nevertheless, the Fellows have kept granting this award.

On a more peaceful note, the Fellows were going to choose their first “Emeritus Scholar” who had to be past the age of 60 and to elect a new Dean of the Fellows in 1987. A proposal was made again to appoint a “surfacing committee” in order to insure that additional outstanding Fellow nominees be considered. A nominating letter was considered essential to highlight a candidate’s outstanding contributions “beyond just submitting a name and vita.” John Fayerweather concluded that “it is clearly in order to examine this matter systematically both because of the questions raised and because it is sound management to re-examine any program after it has been in operation for a few years.”

Treading on a difficult terrain, Lou Wells circulated the following comments on the quality of research in international business (edited remarks of 17 March 1987):

I am not certain that there’s more bad research in international business than in other business fields. Two areas are, I think, at least partial causes of poor research in international business: doctoral programs in the field and the experiences of young faculty.

I am suspicious that our field attracts a lot of students who aren’t really deeply interested in and committed to the subject. Some come because they think that international business is glamorous. That’s a reason that doesn’t stand the test of hard work in research. Further, we attract a lot of foreign students, especially from the developing countries, who have come to us by default. They look for a field where they have a comparative advantage, or they look for a field where they think they are likely to be accepted into a program. These are not people who are likely to do fine research.

There is a second problem in our doctoral programs, but one not unique to international business. We often fail to do an adequate job training our students to perform good research. I think that we are all particularly weak when it comes to teaching the non-quantitative skills needed for research. We do little with field interview methods, with questionnaire design (perhaps that’s quantitative), and too little with the overall design of research projects. Some of the questionnaires that students send out should be really very embarrassing to us, and I am sure that they discourage cooperation with all researchers by firms that receive them.

I am afraid that some of our students don’t choose their thesis topics very wisely. Many spend months trying to choose the very best topic, only finally under panic to choose any old topic to get on track again. Most would be better off with a good topic, not the world’s very best, and more time to work on it. We need to help them in these choices.

Finally, we approve theses too quickly. For most academics, the thesis writing stage is the last period in life where they will have a reader who is really dedicated to reading draft documents and trying to help with the research. I keep telling students that they should stay for another month or two and improve the final document. They will then be much closer to having publishable articles or books. Most, however, push for the quick approval but I'm not sure that we do them a favor when we yield to that pressure.

The second class of problems arises when the young academic takes his first job. Here the problems are more special to international business. The graduate often goes to a school where he or she is the only international-business specialist. Or, where there are only one or two other people in the field. That is a very difficult environment for a young person to do good research. It is a rare young person who can carry on fine and important research in the absence of senior role models and seminars in which he or she can exchange ideas with others in the field.

This problem occurs on top of the well-known difficulties of doing research in the international field. Research is typically expensive, and requires large units of time. Many deans, I understand, hesitate to provide the young researcher in international business a semester or a year free for research. But unlike some other fields, much of the best work in international business cannot be done between classes in a light teaching schedule; better a heavy load for a year or two, and no load for a semester or a year.

I am afraid that the Academy of International Business does not do its share in helping to solve the problem. The sessions in our annual meetings, for example, could substitute, at least to some extent, for some of the seminars that inevitably fail to materialize in the young academics' own schools. But when we insist on cramming three papers into each session, no serious discussion can occur. I hope that we can experiment with some sessions where only one paper is discussed, and where that paper is available before the session for participants to read.

Jack Behrman (pessimistic) and John Dunning (optimistic) added their views on the subject, and Bob Hawkins suggested ways of "improving the intersection of research in international business and the policy considerations in the U.S. Commerce Department and other Washington policy groups" after discussing the problem with Michael Czinkota (now of Georgetown University but then U.S. Assistant Secretary of Commerce). They discussed various exchanges and collaborative mechanisms whereby expertises were to be combined on major contemporary problems. Unfortunately, no Fellows initiatives ensued.

No less than 13 Fellows were nominated or self-nominated to succeed John Fayerweather as Dean after the November 1987 AIB Conference in Chicago. A first ballot narrowed down the candidates to two, with Franklin ("Russ") Root being elected on the second round. Charles Kindleberger was overwhelmingly chosen as our first Emeritus Scholar and did speak at our 1987 Chicago meeting. There was not going to be

an International Executive of the Year while committee recommendations were still awaited regarding this then controversial award.

1987 Chicago Meeting.

At this November 1987 gathering, the Fellows were to vote on various proposals that had been aired through straw ballots. A nomination form, a nominating letter and a seconding one, and a surfacing committee had already been approved by a majority of positive opinions in straw-vote questionnaires. The Junior-Faculty Workshop was started at this conference and served as a “post-doctoral clinic” restricted to four young professors who had taught for at least seven years. It focused on International and Comparative Marketing in its first year, with Jean Boddewyn, Philip Cateora and Vern Terpstra as mentors giving each participant one hour of advice. Chair Terpstra recommended that this initiative be continued “with expansion to other areas such as international finance.”

The data bank to help select Deans of the Year was set in motion, with 12 candidates “surfaced” by the Committee. It is worth noting that only two of them – Ronald Patten (Connecticut) and David Bess (Hawaii) – were selected over the years on account of this system designed to make the selection of Deans of the Year more systematic and far-reaching. Following the selection of Ron Patten as the 1987 Dean of the Year, it was thought appropriate to generate a discussion of the internationalization of business-school curricula “with the valuable input of a person who has proven competence in accomplishing the desired goal.”

At his last meeting as Dean of the Fellows, John Fayerweather thanked Bill Hoskins, his Secretary-Treasurer, for his partnership “in this adventure” and for his outstanding management of Fellows affairs, what with the numerous straw votes, ballots and elections that took place during the past three years. He then drew the curtain over his three years of vigorous office in his own dry and modest way: “I could (as you might well expect) write several pages. I prefer, however, just to say that the experience has been interesting and three years is a sound length of time for the Dean.” In his parting newsletter, Bill Hoskins commented on the changing of the guard: “We hope the ‘details’ handled over the past three years have set the stage for concentration on broader issues. I agree that the steps were perhaps tedious at times, but I also believe the results were beneficial to our group.”

Since David Bess (Hawaii, Manoa) had received almost as many votes as Ronald Patten the previous year, it was recommended by the Dean of the Year Committee that he be selected for 1988 and that “an interval of a few years be observed before renewing the Dean of the Year Award process.” Unfortunately, the use of a data bank for proposing candidate Deans was not continued. Armand Hammer of Occidental Petroleum received our International Executive of the Year Award *in absentia* in 1987. A brief discussion about continuing this award was to be held at the Business Meeting in San Diego in 1988.

FRANKLIN ROOT’S DEANSHIP (1987-1990)

Fewer records are available regarding his deanship. With Jim Goodnow as his Secretary-Treasurer, “Russ” Root brought to fruition many of the initiatives of his predecessor. Taking over at the Chicago conference in November 1987, he introduced

Charles Kindleberger as our first Emeritus Scholar, Ronald Patten as Dean of the Year and Ingo Walter as the only new Fellow for 1987. One of the first eulogies delivered was for Richard Farmer, former AIB President and first-rate iconoclastic scholar, who had passed away in 1987: “The Fellows stood for a solemn moment in remembrance of Dick.”

John Dunning exhorted the Fellows to support the continuous internationalization of the AIB’s activities after their first meeting abroad in London in 1986. Singapore was to be the conference site in 1989 where “selected international-business issues are to be viewed using the frameworks and paradigms developed by scholars representing a variety of functional areas.”

Russ Root favored good fellowship over debating issues after the intense rounds of activities under John Fayerweather. Thus, regarding the AIB Conference to be held in San Diego in October 1988, Newsletter No. 16 of August 1988 announced that: “Our plan is to have a brief business meeting before dinner and relaxed informal fellowship and discussion after dinner.” A poll conducted in late 1988 revealed strong preference (24 to 4) for “a business meeting of one or two hours some time during the AIB Annual Meeting and thereby reserve the Fellows Dinner for social purposes” – in order not to bore the spouses. Because only 13 Fellows had sent pre-reservations for their Dinner in Singapore, Dean Root “decided that we dispense with the annual business meeting and keep this year’s get-together a purely social event.”

Russ remarked in May 1988 that the Fellows remained “badly split” over the selection of International Executives of the Year and he asked for more opinions on this issue. Yet, despite the misgivings about this award, a surfacing Committee was operating in mid-1989 and there was a similar one for Membership designed to possibly add overlooked names to the list of candidates nominated by the Fellows. Yet, in 1988, no Fellows were elected although (or maybe because) there were 11 candidates.

At that time, two rounds of elections were still held when there were more than five nominees. In 1989, Steve Kobrin and Don Lessard were elected AIB Fellows from among a distinguished list that included candidates that would be elected in later years: John Stopford, Daniel Van Den Bulcke, Susan Douglas, Mark Casson and Rosalie Tung.

At the annual AIB Conference in Toronto (Canada) in November 1990, at the end of his three-year term, Russ Root summarized the Fellows’ achievements under his leadership: the first awarding of the Emeritus Scholar award to Charles Kindleberger, Dean of the Year to Ron Patten (Connecticut) and David Bess (Hawaii) and Executive of the Year to Armand Hammer (Occidental Petroleum) and David Culver (Alcan). He suggested that “the major accomplishment of his term as Dean was the separation of the annual business meeting from the dinner so that the dinner could be more of a social event.”¹¹

ROBERT HAWKINS’ DEANSHIP (1991-1993)

After being elected from a slate of three candidates, Bob suggested that the Fellows should consider themselves as an honorific group of elder statesmen who could aid the Academy as advisors when asked but should not be a substitute for the AIB’s Executive

Board nor be “terribly aggressive in changing the world.” Actually, several major developments took place under his leadership.

As Chair of the Membership Committee, Warren Keegan pointed out that only Yair Aharoni was elected in 1990. Given the small number of persons elected in previous years, Warren suggested that the Surfacing Committee be more active in adding nominations to those made by individual Fellows. Considerable discussion followed his report but no changes in election procedures ensued from this exchange of views. In April 1991, John Fayerweather also commented on the small number of elected Fellows in recent years despite the existence of a Surfacing Committee since 1986:

The deficiency is that it has never really been implemented in a very mixed context of annual elections: 1988, confused election still in process at time of the Fall meeting; 1989, very poor documentation experience, most with no endorsing letters; 1990, orderly process, committee effort evident but weak [Fellow] support; 1991, committee apparently made no effort, no test of proposed greater advocacy role.

In a nutshell, the Surfacing-Committee idea had never received a fair trial so that no further constitutional changes were in order until the surfacing process was implemented energetically and efficiently. John Fayerweather was also concerned about worthy candidates who were not nominated because they were “non-Americans, people in the less visible fields [of international business] and those without close relations to Fellows [willing to nominate them].” The major role of the Surfacing Committee should be “to level the field” by nominating people thus disadvantaged.

The issue of automatically inducting as Fellow an Executive Secretary of the AIB who had served at least five years in that capacity did surface again. Jim Goodnow, serving a second term as Secretary-Treasurer of the Fellows, reported that: “The sense of the meeting (by an overwhelming majority of those present) was that the [AIB] Executive Secretary should be elected as part of the normal balloting process” – that is, be nominated, seconded and voted upon like any other candidate. Bob Hawkins used this issue to announce the creation of a committee charged to supervise the revision of the Fellows’ Constitution which had not been amended since 1987, with Bob Hawkins as Chair and John Fayerweather, James Goodnow and Franklin Root as members.

Meanwhile, John Daniels proposed that the AIB should incorporate in its annual conferences “a session or annual presentations by selected members of the Fellows on state-of-the-art and historical overviews on major themes in international business research” – a suggestion to be passed to the AIB Program Chairs during Bob Hawkins’ deanship.

Warren Keegan, as Chair of the Membership Committee, sent a ballot form and supporting documents to the Fellows in March 1991 for the election of new members. He commented wisely about a now recurrent problem: “We have experienced a significant increase of nominations for new Fellows this year . . . Based on past experience, unless you vote for multiple nominees, we will not elect new Fellows. I urge you to vote for as many as you would like.” A membership list dated October 1991 included 46 Fellows, with several AIB Founders and business Fellows still listed as

active. Thirty-nine of them counted toward the upper limit of 50 after excluding Fellows past the age of 70, according to the Constitution then in effect.

At the October 1991 annual AIB Conference in Miami, Susan Douglas, Howard Perlmutter, Alan Rugman and José de la Torre were recognized as new members. A Fellows Panel Session run by Don Lessard was applauded as an important innovation well conceived and delivered so that Lou Wells was appointed to run a similar one in Brussels, Belgium the following year. Choosing a European Executive of the Year seemed appropriate for that venue.

Dean Hawkins aired various constitutional proposals that would be discussed the following year. One envisaged broadening the membership of the Fellows by creating a separate category elected on account of their services rather than their scholarship. Jack Behrman's Emeritus-Scholar Committee proposed providing "honorary designations for eminent scholars in the more traditional fields who have contributed to our understanding of International-Business matters" – anthropology, history, economics and others – in order to build some linkages with these disciplines. A ballot for revising their Constitution was circulated to the Fellows with a deadline of April 1992.

In Brussels in November 1992, Bob Hawkins was happy to report that the Fellows had unanimously agreed to give approximately \$375 to cover the cost of some free gift subscriptions to JIBS to university libraries in developing countries and/or Eastern Europe. Nancy Adler, Fred Choi, David Ricks and Daniel Van Den Bulcke had been elected and they were introduced as new members. The Fellows Panel run by Lou Wells with José de la Torre and Dick Robinson at the AIB Conference was another success, with John Dunning expected to present a paper at a similar panel in Hawaii in 1993.

The speech of Percy Barnevik, President and CEO of ABB Asea-Brown Boveri, was illustrated by a hundred slides and was very well received after he was recognized as our International Executive of the Year in Brussels. Ehrenfried Pausenberger was thanked for his help in getting Mr. Barnevik to accept our award. However, Dean Hawkins deplored that "As a result of inaction (mainly), the surfacing committee has nominated no one for the Dean of the Year Award" – nor for Emeritus Scholar. The Dinner was going to be expensive (US \$75.00) "because of the ambiance of our dinner venue [on the Grand Place in Brussels] and the significant decline in the value of the dollar."

Two constitutional amendments were proposed, discussed and approved in a first round of voting: (1) eliminating the clause that, normally, 20 percent of the Fellows would be non-academics, and (2) increasing the number of Fellows below the age of 70 from 50 to 60. A letter ballot would follow.

JOHN DUNNING'S DEANSHIP (1993-1996)

Two Englishmen now ran the Fellows Group after John Dunning was elected in 1993 and appointed Alan Rugman as Secretary-Treasurer. At the start of his deanship, John stressed that "one of our aims must be to give leadership to our profession and, in particular, offer what encouragement and support we can to our younger colleagues" and he hoped for more sustained exchanges with business executives who could make a short after-dinner speech to the Fellows. Mr. Takuma Yamamoto, Chairman of Fujitsu, was

designated as the 1993 International Executive of the Year while Edith Penrose was recognized as Emeritus Scholar for 1994.

At the October 1993 Business Meeting in Maui, Hawaii, John Dunning welcomed Jeff Arpan, John Stopford and Mark Casson (absent) as new Fellows. For subsequent ballotings, it was decided to replace large CVs with a 2-page nomination form still used today, together with the nominating and seconding letters. It was once more proposed that the name of the "Dean of the Year" Award be replaced by a broader one on account of different titles used abroad. The Committee charged with recommending candidates for this Award and chaired by David Bess, a former recipient of it, suggested that they should be those who lead efforts to internationalize their entire schools instead of those who head business schools that already have outstanding IB programs.

The funding of JIBS subscriptions to seven libraries in poor countries was continued even though it caused an income loss for 1993. Jim Goodnow was given a plaque for his six years of service as Secretary-Treasurer of the Fellows. John Dunning confirmed the continuation of the Surfacing Committees for Dean of the Year, Executive of the Year and Eminent Scholar, and one for the handling of elections for new Fellows.

Alan Rugman issued his first Minutes on the occasion of the Fellows' Annual Business Meeting in Boston in November 1994.¹² Yves Doz, Christopher Bartlett, Robert Green, John Ryans and Raj Aggarwal were welcomed as new Fellows. Five hundred dollars was allocated for the travel expenses of Edith Penrose, our Eminent Scholar, who spoke inspiringly at the AIB Boston banquet after being enthusiastically introduced by José de la Torre. Claude Rameau of INSEAD was our Dean of the Year and he addressed the AIB audience to whom it was announced that Chairman Jong-Huyon Chey of the Sunkyong (SK) Group had been chosen as International Executive of the Year for 1995.

Steve Robock requested that the criteria for Emeritus Scholar be spelled out, and the minutes recorded that: (1) the person not be a member of the AIB – or at least, not "an active one," (2) he or she be 60 years of age or older, and (3) the person be recognized for his/her outstanding contributions to the scholarly development of International Business. A motion to amend our Constitution by Jean Boddewyn and Franklin Root added that the nominee be subject to an election by all the Fellows. It carried and was subsequently ratified by a mail vote of all the Fellows. These changes have pretty much been carried to this day.

Our archives contain a letter of 8 May 1995 from Gunnar Hedlund who apologized for not having responded to Jean Boddewyn's invitation of March 1995 to nominate him for AIB Fellowship on account of his heavy traveling abroad. It was now too late to include his name on the 1995 ballot but he agreed to be nominated the following year. Unfortunately, this brilliant Swedish scholar associated, among other things, with the organizational concept of "heterarchy" as applied to multinationals passed away within the year and never became an AIB Fellow.

Our Secretary-Treasurer, Alan Rugman, prepared a list of the Fellows accompanied by their record of attendance at our Dinners and payments of annual dues in order to determine who were "Active Members" (later called "Participating Members"). He singled out the problem of Fellows "in danger of 'inactive' status due to lack of attendance at annual meetings." In a newsletter of 19 January 1996, Alan announced that

“The Fellows have been invited to help organize a new Doctoral Workshop” at the 1996 AIB Conference in Banff, Canada, which José de la Torre was to run with other AIB Fellows.

At the Annual Business Meeting of the Fellows in Seoul, Korea in November 1995,¹³ motions were made to change our annual dues (\$10) to a choice between a 3-year (\$50) and lifetime (\$200) dues system. Farok Contractor and Lee Radebaugh were reported elected Fellows by Warren Keegan who had very successfully served as Elections Committee Chair and was to be succeeded by Susan Douglas. The Seoul’s Fellows Panel suffered a low turnout due to concurrent sessions. It was agreed that the Dean of the Year Award could be granted to administrators with “equivalent” functions but our Executive of the Year Award was to be restricted to *business executives* and not extended to public-sector officials.

John Dunning urged that previous Executives of the Year be more actively involved with the Fellowship. It was suggested that several of them be invited to participate in a panel at the 1997 AIB Conference in Vienna and that they be asked to help fund either a scholarship, library subscriptions or some other worthy activity. It was recommended that all previous Executives of the Year receive the Fellows’ Newsletter and be invited to AIB meetings but this was never done.

The Fellows Panel at the 1996 Banff Conference dealt with “The New Regime for Foreign Direct Investment” which was analyzed by Sylvia Ostry (University of Toronto) as Distinguished Invited Speaker – with Alan Rugman as Chair and Jean Boddewyn and John Stopford as discussants. Retired Dean James Kane of South Carolina was to receive our Dean of the Year Award at our 1996 Banff meeting, as recommended by David Ricks’ Committee.

JOHN DANIELS’ DEANSHIP (1996-1999)

Elected in the spring of 1996, John Daniels took over from John Dunning at the September 1996 AIB Conference in Banff, Canada. Before that, he had chaired the Committee that recommended as Eminent Scholar Geert Hofstede, the acclaimed Dutch cultural expert whose dimensions of national traits have been frequently used by IB researchers. Another pass was made by Alan Rugman, the Fellows’ Secretary-Treasurer, at separating Inactive from Active Fellows in terms of paid dues in two out of three previous years and attendance at one of the preceding three Dinners although “foreign” Fellows residing outside the United States and Canada were still excused from this obligation. Alan was to step down after the Banff meeting, to be replaced by Farok Contractor who would later chair the committee for the 1997 fundamental revision of our Constitution.

At the Banff Meeting,¹⁴ outgoing Dean John Dunning reminded the Fellows that dues had been set up at US \$50 for a three-year period coinciding with a Dean’s three-year term – instead of annual dues which caused too many collection problems. Later on, a “lifetime dues” category was created at \$200, as proposed by Farok Contractor, our incoming Secretary-Treasurer, after an affirmative vote of the Fellows. John Dunning, always keen on getting former Executives of the Year involved in Fellows initiatives, reported that two of them had contributed a total of \$1,200 to provide support to IB doctoral students, including travel to AIB conferences and Fellows doctoral consortia.

Susan Douglas, Chair of the Elections Committee, reported the election of Bruce Kogut and Mira Wilkins. However, she observed that the median vote had been for only three candidates – another case of “narrow voting” – “making it difficult for more than two Fellows to be elected in any one year when there is a large number of nominations and voting is fairly evenly dispersed.” The Fellows expressed great satisfaction at the choice of Jean Monty, Chairman and CEO of Northern Telecom, as Executive of the Year recommended by Paul Beamish, who made an excellent presentation at a Fellows Plenary Session.

Donald Lessard, as current AIB President, emphasized the need for early coordination between the Fellows and the AIB Vice-President Program who had to fit our Plenary Sessions into the Conference’s schedule. The Fellows yielded control of the Doctoral Consortium, which they had created and staffed, when the AIB Executive Board voted to have the 1997 consortium organized by the off-year Vice President albeit Fellow Bruce Kogut was the one to run it that year. In the future, AIB VP-Program Chairs would have a budget for special guests appearing on Fellows panels.

To involve the AIB membership at large, it was agreed to have them invited again to submit recommendations for potential new Fellows, Deans and Executives of the Year through announcements in the AIB Newsletter. Following Alan Rugman’s call for a much-needed revision of our Constitution, John Daniels appointed a special Committee chaired by Farok Contractor assisted by Jean Boddewyn, Alan Rugman and Dean John Daniels, who would propose the necessary amendments in 1997. In a more mundane vein, it was reported that the Fellows bank balance amounted to only \$1,700. Reacting fast, the Fellows overwhelmingly (31 out of 37) approved setting up the option of paying \$50 every three years or a lifetime sum of \$200.

The January 1997 Fellows Newsletter reported the deaths of Fellow Paul Garner who, together with Lee Nehrt, had done so much to have the AACSB introduce an international requirement among accreditation criteria, and of our 1994 Eminent Scholar Edith Penrose whose contributions were even more widely discussed and used after her passing away. Geert Hofstede was elected by the Fellowship in 1996 as Eminent Scholar but not inaugurated until 1998 in Vienna.

In September 1997, Dean John Daniels submitted an overall revision of our Constitution which “has several inconsistencies, redundant and overlapping membership categories, and ambiguities relating to important issues such as elections, while silent on several important issues.” There would be only three membership categories (Participating [instead of “Active], Inactive and Honorary) and the revision opened up more spaces for younger candidates by not counting Fellows over the age of 65 as part of the upper limit of 60 persons although older Fellows could continue to retain active-participation status – hence, the name “Participating Fellow.”

Fellows would vote on the revised Constitution as a whole rather than on piecemeal amendments because many of its Articles were related to each other. They were urged not to allow minor misgivings to deflect an affirmative vote, and ballots offering only a Yes or No answer for the whole package of amendments were to be returned by 14 November 1997 after discussion at the Fellows Annual Meeting in Monterrey, Mexico in October. Ultimately, 36 Fellows favored the new 1997 Constitution and none opposed it.

Meanwhile, a September 1997 Newsletter announced the election of Paul Beamish and Eleanor Westney as new Fellows. At the Fellows Meeting¹⁵ of 10 October 1997 in Monterrey, the unnamed Executive of the Year did not appear, prompting a motion to the effect that a deadline be enforced to confirm the attendance of the selected awardee – a good piece of advice! Harold Wyman was our newest International Dean of the Year – a feat to be repeated ten years later when Dean Joyce Elam, also of Florida International University, received this award!

A motion to form a committee to advise our Secretary-Treasurer on the investment of our meager funds was defeated. Once more, a Surfacing Committee for the nomination of additional Fellows beyond those directly nominated and the automatic relisting of narrowly defeated candidates the following year were favorably considered but no motions were put forward regarding them. Lee Nehrt raised the issue of how our votes were counted and verified – an important but rarely brought up problem – but “the discussion was inconclusive.” José de la Torre successfully moved that it be made clear in the AIB Conference Programs that Fellows Panels were open to all participants and not restricted to the Fellows (e.g., “Panel Presented by the Fellows” or “Fellows-sponsored Panel”).

Jumping to August 1998, the Fellows Newsletter announced the election of Klaus Macharzina, Tamer Cavusgil and Masaaki (Mike) Kotabe. Our own Robert (Bob) Hawkins (Rennselaer Polytechnic Institute) was to be our Dean of the Year while Richard Caves was elected Eminent Scholar for 1999. It is worth noting that up to four new Fellows could have been elected because they had received enough positive votes but our new 1997 Constitution only allowed three new members a year. Farok Contractor, as past Chair of the Constitutional Committee commented that:

It seems that putting up more than four good candidates in a year carries a significant risk of producing a result such as we had this year. As a possible solution, individual nominators and the “Nominating Committee” [probably referring to the previously mentioned Membership or Surfacing Committee] may be more sparing with their proposals. But whether this is desirable or practically enforceable may be a topic for brief discussion at the annual meeting.

A decade later, the Fellows’ opinion would swing in the opposite direction of trying to elect more Fellows because of the greatly increased proportion of Fellows past the age of 66. For that purpose, Fellows were urged once more to provide their birthdate to our Secretary-Treasurer in a confidential manner.

The annual AIB Conference of October 1998 took place in Vienna, Austria where the new Fellows briefly gathered for their Business Meeting in the Lehar Room named after the two famous waltz composers while our Dinner took place in a “fin-de-siècle” Viennese restaurant in an old palais hotel.¹⁶ In a more contemporary end-of-century manner, an email address was used for the first time by our Dean, JDaniels@Richmond.edu and our Secretary-Treasurer Farok@andromeda.rutgers.edu “since we are switching over to a greater use of electronic communications.” Farok reported that several Fellows “strolled through an enchanted moonlit evening and were captured on camera, unashamedly posing beside the gilded statue of Johann Strauss in the Stadtpark.”

In a private communication to John Daniels, Jean Boddewyn proposed that brief eulogies of recently deceased Fellows be presented at our Dinners, as was the custom with the Fellows of the Academy of Management – and this habit came to take root in subsequent years. To be sure, the passing away of Fellows had been mentioned at previous meetings where a minute of silence was often observed but the idea was to keep a copy of these eulogies in our archives – a practice frequently overlooked.

At the Business Meeting in Vienna, Bob Hawkins successfully moved that candidates who received at least 60 percent of the vote but were not elected because only three Fellows could be elected each year, according to our 1997 Constitution, be automatically re-nominated the following year – a frequent proposal rarely implemented because it is likely that renomination will happen anyway.

Alan Rugman reported that well over two-thirds of the vote supported the election of Richard Caves as Eminent Scholar for 1999. The Committee in charge of Fellows Panels at the next AIB Conference announced that the subject of our panel next year would be related to its overall theme – a habit that the Fellows have pretty much adopted in one form or another (e.g., Caves spoke on the globalization topic in 1999 while the Executive of the Year addressed the Beijing theme of Chinese foreign direct investments in 2006).

Warren Keegan, who headed the Executive of the Year Committee, reported that George Soros was its first choice but that the latter did not accept honors. Chris Bartlett suggested considering Stan Shih, CEO of the Acer Group (Taiwan), and this came to pass in 1999. He also mentioned that the Fellows can make a significant contribution in mentoring and coaching young scholars in a pre-conference part of the AIB Annual Conference. An “inconclusive discussion” followed as to whether the Fellows should resurrect their Junior-Faculty Workshop which had lapsed but which the AIB continued.

Dean Daniels’ survey of the Fellows revealed that “the ‘average’ opinion of 21 responding Fellows appeared to be that the current level of activity of the Fellows was adequate.” He reported that he leaned toward the view that the Fellows were “a honorific group of AIB members who ‘have been there and done that’” and should limit their duties and serve primarily as a means of getting together socially. Actually, quite a lot had been achieved under his leadership. In September 1999, in his last Newsletter, Farok Contractor promised to keep attending our Meetings “unencumbered by notes, agendas, checks and bills.”

SUSAN DOUGLAS’ DEANSHIP (1999-2002)

Robert Green briefly served as Susan’s first Secretary-Treasurer before he left for Thailand in 2000, to be replaced by Jeffrey Arpan. In Charleston, SC., in November 1999, Sumantra Ghoshal (absent), Jean-François Hennart and George Yip were our new Fellows.¹⁷ On a more somber note, Fellows Ernest (Bill) Ogram and Raymond Vernon had passed away in 1999 and were eulogized by Farok Contractor, Lou Wells, Jeff Arpan and Noritake Kobayashi.

No Dean of the Year Award was given in Charleston but Stan Shih, Chairman and CEO of the Acer Group (Taiwan) was our International Executive of the Year. The death of Akio Morita of Sony, the second recipient of this award, was also noted. José de la Torre stressed the need for more permanent and predictable funding sources for AIB

Fellows' projects. In response, Dean Douglas appointed a committee chaired by Chris Bartlett to identify initiatives in need of funding, together with potential sources of money but nothing ensued from this initiative.

In the January 2001 Newsletter, new Secretary-Treasurer Jeffrey Arpan ("el Jefe") reported on our November 2000 Business Meeting in Phoenix, AZ. For the year 2000, Business-History Professor Alfred D. Chandler had been elected as our Eminent Scholar, John Rose (University of Melbourne, Australia) as our Dean of the Year and Brian Toyne as our sole new Fellow.

At our Phoenix meeting, the Fellows initiated an executive-education program called "Gurus of Globalization" held on the Thunderbird campus. Business participants paid \$1,250, with the profits (\$6,000) to go to the AIB Foundation. Led by George Yip and assisted by Robert Grosse, this project was very successful and was continued more or less regularly (see below). Fellows Don Lessard, George Yip and Paul Beamish served as the "gurus" complemented by CK Prahalad who became a Fellow the following year in 2001.

In his October 2001 Newsletter, Jeff Arpan announced the election of Robert Grosse and CK Prahalad as new Fellows and detailed the drinks to be available at the Fellows Dinner in Sydney, Australia in November: "If those attending want to be 'big' drinkers of Australia's fine wines and tasty beers, I'd recommend we go for the package for 3 hours (for about US\$14 per person)" to be drunk in the historic Rocks area in Sydney.

Noritake Kobayashi had organized the Fellows Opening Plenary where non-Fellows spoke. Sir C.K. Chow of Brambles Industries was introduced as our International Executive of the Year and Moshe Porat of the Fox School of Business at Temple University as our new Dean of the Year: "He has appointed internationally recognized IB faculty [including Mike Kotabe], acquired an international business journal [The Journal of International Management], established an Institute of Global Management Studies, launched IB programs abroad, revitalized its Ph.D program in international business, launched the Greater Philadelphia Global Award, and has raised the visibility of its IB programs and promoted their value among many constituencies." Wharton beware!

In his report as Secretary-Treasurer, Jeff Arpan boasted that the Fellows budget was US\$8,457 "despite globalization's crisis!" He announced that Don Lessard would be our next Dean, following the Puerto Rico AIB Meeting in June 2002 – its first move to a summer date. "El Jefe" waxed lyrical about the site:

Being married to a Puerto Rican and having been throughout the island several times, I have a certain bias for recommending that all of you attend this year. And, being there in the summer, on the beach, and near the historic part of San Juan makes everything even better.

DONALD LESSARD'S DEANSHIP (2002-2005)

At that 2002 meeting,¹⁸ Stefanie Lenway and Dong-Sung Cho were introduced as new Fellows. The minutes of this meeting were the last ones written by Jeff Arpan because the bad news at Monterey, California, where the AIB met in July 2003, was his resignation as Secretary-Treasurer of the Fellows for health reasons – he was to pass

away in 2005. At our Dinner in Monterey,¹⁹ Jeff was recognized for all his work for the AIB over the years, including serving as its President. Several Fellows immediately pitched in: Alan Rugman to serve again as our Secretary-Treasurer (for one year), Stefanie Lenway to run the election of new Fellows and George Yip to organize next year's Dinner in Istanbul.

In Monterey, CA, Rosalie Tung was introduced as the single new Fellow elected in 2003, Mr. Narayana Murthy (CEO of Narayana Corporation, Infosys Technologies, Ltd.) as our International Executive of the Year and Oliver Williamson as our Eminent Scholar whose work was discussed by Alan Rugman, Donald Lessard, Peter Buckley and Jean-François Hennart. The IB "Gurus" project was run again very successfully by George Yip.

Already, preparations were made for the July 2004 AIB Meeting in Istanbul, Turkey "with excellent suggestions for a leading Turkish executive." Alas, this venue never materialized because of a terrorist bombing which shattered this plan and led to our meeting in Stockholm, Sweden instead.

In April 2004, Secretary-Treasurer Alan Rugman reported that there were 61 Participating Fellows – a fairly consistent number in recent years after adding the new Fellows and deducting the deceased ones. Up to 23 empty slots were available for future elections, a number that has increased since then. Dean Dezső Horváth of York University's Business School was to be our 2004 International Dean of the Year in Stockholm where we met on 12 July 2004:

Since becoming Dean in 1988, Deszö Horváth has played a significant role in transforming Schulich into a truly global business school, with pioneering International MBA and BBA programs, and EMBA offered jointly with Kellogg [Northwestern]. He has also undertaken numerous international initiatives in Eastern Europe, Russia and Asia, and has established a number of endowed chairs with an international focus – three in IB and two others with explicit global mandates.

In his August 2004 Newsletter, Alan reported the passing away of Fellow Sumantra Ghoshal who was remembered by Chris Bartlett and Eleanor Westney, and of Harold Wyman, our 1997 Dean of the Year, whom John Daniels eulogized. In Stockholm, Lorraine Eden and Oded Shenkar were celebrated as new Fellows while Yair Aharoni was recognized in the Opening Plenary for his "Distinguished Contributions to Scholarship in International Business" since the publication of his Harvard dissertation in 1966 (*The Foreign Investment Decision Process*).

Dean Don Lessard cheered the increased visibility of the AIB Fellows on the AIB Conference Program – with the Opening Plenary Session covering Yair Aharoni's work and chaired by José de la Torre, a historical panel steered by Steve Robock, another Plenary dedicated to the late Sumantra Ghoshal, and our well-chosen Dean of the Year Award (there was no Executive of the Year).

For the first time, the Fellows' finances were to be administrated by the AIB Secretariat, with supervision by our Secretary-Treasurer George Yip who had accepted this position in succession to Alan Rugman and had organized a great dinner in Stockholm for about 70 Fellows and guests.²⁰

Regarding our Dean of the Year Award, comments were made that it was conceived in recognition of the internationalization of a school (Jack Behrman) or of international curriculum planning and development (Lee Nehrt) but it could go to any lead administrator (not necessarily a Dean) of an educational institution (Art Stonehill).

John Dunning expressed concern in a letter to the Fellows that it was becoming more difficult to identify Eminent Scholars who work in cognate fields and who have influenced the IB field:

I had originally intended to make a firm nomination that Douglass North should be elected as our next Eminent Scholar. Further reflection on this matter, however, suggests to me that the time may be appropriate for a general review of the kind of individual on whom the Fellows might wish to confer this honor.

Each [of our Eminent Scholars] had (or has) written directly on International Business issues as well as influencing the thinking of IB scholars. The exception was Oliver Williamson who, like Ronald Coase (whom we never honored), has nevertheless made an outstanding contribution to both the economic and organizational theory of the firm.

I believe we are running out of steam of possible candidates of the caliber of those already elected. This suggest to me that we may have to widen the terms of reference a little to include “an outstanding scholar who has contributed new ideas or analytical perceptions germane to International Business teaching and research” (or some such words). This would allow us to put forward names of individuals from the various disciplines making up IB (or closely related to it) but who, perhaps, have not exerted a widespread and powerful influence on the mainstream research of IB scholars.

As examples of such scholars from my own discipline of economics, I would think Douglass North, Joseph Stiglitz and Amartya Sen – for their respective writings on institutions, globalization and the structural transformation of economies and economic development – are worthy candidates . . . I suspect that there are several distinguished scholars of other disciplines that have had a limited direct impact on the work of IB scholars and yet have written, or are writing, in fields germane to IB (e.g., International Relations, Geography, Comparative Economic Systems). Three names which come to mind include Gordon Redding, Ikujiro Nonaka and Richard Nelson . . .

My original thoughts about Douglass North are that, more than perhaps any other economist, he has drawn our attention to the role of institutions in the creation and sustenance of wealth – be these institutions embedded in firms, governments, civil society or supernational entities – and that globalization is requiring us to give more attention to how best integrate, reconcile or respect very different national and regional incentive structures, and the values and belief systems underpinning them. But, while in my own research, I am increasingly benefiting from North’s insights, I recognize that his work is not widely cited by IB scholars. Or am I mistaken about this?

But the concern of this note still holds good. On what criteria should we propose Eminent Scholars? . . . Dare I mention Michael Porter or Gary Hamel? One possible

exception is the Canadian Ed Safarian who has written extensively and influentially on FDI and policy-related issues. I would be more than happy to resurrect my proposal about Douglass North if my fellow Fellows thought it worthy of support.

Actually, John Dunning did propose in Stockholm that Douglass North be our Eminent Scholar although his election and induction together had to wait three years. A committee composed of the past three Deans – John Daniels, Susan Douglas and John Dunning as Chair – was appointed to recommend a new Dean to take over from Don Lessard at our 2005 meeting in Quebec City, Canada. Jean Boddewyn was the only nominee considered and approved by this Committee without a subsequent balloting by the Fellows.

The minutes of our 2005 Quebec City meetings²¹ reported that the Fellows would continue to elect an International Executive of the Year. Regarding our other award, it was stressed that the Committee recommending an International Dean of the Year “should not make unwarranted promises to the people approached for nomination” since only one of them could be suggested to the Dean of the Fellows.

In view of the difficulty of raising the minimum guarantee of US \$10,000 from the host institution and the move of the AIB Conference to the summer when executives tend not to be around, the Fellows agreed to drop the Gurus Program after profusely thanking George Yip for his initiation and successful running of it.²² In fact, this program was occasionally resurrected.

Don Lessard was thanked by Jean for his excellent service and presented with a bottle of South-African *Goats Do Roam* wine (got the pun about a certain French wine?) while George Yip agreed to continue as Secretary-Treasurer with our new Dean who suggested that our Eminent Scholar Committee recommend several candidates so as to create an inventory of winners available in different years. Besides, we would have a unique opportunity to have a Chinese Dean and Executive of the Year at next year’s meeting in Beijing.

The case of James Wills, who had served ten years as AIB Executive Secretary and had been nominated but not elected in 2004, was discussed. It was agreed that, at the next election in 2006, the ballot documents would highlight this case and encourage the Fellows to vote for him in recognition of his excellent service record – and they did the following year. Meanwhile, John Cantwell, Marjorie Lyles and Bernard Yeung were introduced as new Fellows.

Once more, Fellows were asked to email their date or year of birth to the secretary of George Yip (who did not promise to send flowers, chocolates or cigars) in order to keep track of where we stood regarding the constitutional limit of 60 Participating Fellows. Actually, a full record of all of the Fellows’ age was not obtained until 2007.

In Quebec City, John Fayerweather was eulogized by Jean Boddewyn and Jeff Arpan by José de la Torre – both had passed away in 2005.

JEAN BODDEWYN’S DEANSHIP (2005-2008)

I cannot be fully objective in outlining and evaluating my own tenure as Dean but there is also the difficulty of sifting through hundreds of documents dealing with all sorts of topics in lieu of a newsletter that would have condensed and highlighted major issues,

appointments, achievements and the like. Still, the reports of the four major committees that served from 2005 to 2007 provide an excellent overview of our major undertakings in the rest of 2005 and until Summer 2007.

1. ***The Back & Forth Committee***, co-chaired by Lorraine Eden and Danny Van Den Bulcke and assisted by Dong-Sung Cho, Farok Contractor, John Daniels, Yves Doz, Robert Grosse and Donald Lessard discussed constitutional amendments and ran opinion polls among themselves in order to select important issues worth a ballot.
2. ***The Beijing 2006 Committee***, with Rosalie Tung as Chair and Paul Beamish, Phillip Grub, Marjorie Lyles, Oded Shenkar, Daniel Van Den Bulcke and George Yip as members, recommended an International Executive and an International Dean of the Year for our 2006 meetings in Beijing besides organizing our Business Meeting and Dinner there. They were all Asia specialists.
3. ***The Indianapolis 2007 Committee*** headed by James Goodnow (who had previously served as AIB Executive Secretary and Fellows' Secretary-Treasurer) and helped by John Daniels, John Dunning, Marjorie Lyles, Lee Nehrt, Stefan Robock and Oded Shenkar did the same for our Indianapolis, IN gatherings.
4. ***The Eminent Scholar Committee*** chaired by Eleanor Westney assisted by Raj Aggarwal, Peter Buckley, Bruce Kogut, Vern Terpstra and Mira Wilkins made recommendations regarding 2008 since a previous committee headed by John Dunning had already secured Douglass North for 2007.
5. Dean Jean Boddewyn together with his Secretary-Treasurer – first George Yip who continued to serve in that capacity until Spring 2006 and then Rosalie Tung – constituted the ***Elections Committee*** that solicited and garnered nominations and then ran the 2006, 2007 and 2008 elections of new Fellows.

These effective committees corresponded with the Fellows in order to keep the latter apprised of their plans and activities besides reporting at our Business Meetings in Beijing, Indianapolis and Milan. The following sections highlight their major initiatives and outcomes.

Back and Forth Committee. Looking at both old and emerging problems and opportunities, this committee followed a stepwise process of internal consultations before submitting constitutional amendments to the Fellows in October 2006 and March-April 2007. For the first round, a survey of the Fellows was carried out by email and telephone, with four major problems emerging: (1) the maximum number of Fellows electable each year; (2) the percentage of positive votes needed for the election of new Fellows; (3) the requirements (e.g., age) related to the awards we grant, and (4) how soon ballots should be returned in order to reflect the faster turn-around time made possible by the Internet. In 2006, all ten of their proposals for constitutional amendments were approved with majorities ranging from 76 to 100 percent – a remarkable achievement indeed!

Up to five Fellows could now be elected each year instead of the three allowed by our 1997 Constitution, the percentage of positive votes for election was reduced from 60 to 55 percent, three weeks became the norm for returning ballots, and total election time (including the gathering of nominations, secondings and mini-vitas) was reduced from nine to five months.

For the second round in Spring 2007, thirteen changes were tested in a straw vote of the B&F Committee members. Only two were retained for a constitutional change and were overwhelmingly approved. One of them finally changed the title of one of our awards from International Dean to *Educator of the Year!* The other made it possible again for past AIB Presidents and Executive-Secretaries to be elected in the light of their combined scholarly *and service* contributions.

About half of the Participating (=Active) Fellows voted in both rounds for which ample information was provided about the proposed changes. Proposals to alter the age (then below 65) at which candidates can be nominated for Fellows and Eminent Scholar (then 65 or older) were not advanced in these two rounds for lack of support within the Back & Forth Committee but they were addressed in late 2007 and early 2008.

Beijing 2006 Committee. The Fellows' Opening Plenary on the AIB Conference theme "Outward Foreign Direct Investment from China" was made up exclusively of Fellows, was chaired by Rosalie Tung and was enthusiastically received by the audience. This Committee had recommended that Chairman Liu Chuanzhi of Legend Holdings, the company that owns Lenovo and its IBM PC subsidiary, receive our International Executive of the Year Award and he made an excellent simultaneously-translated presentation.

It also recommended awarding the 2006 AIB Fellows' International Dean of the Year Award to Zhang Guo-hua, President and co-founder of the China-Europe International Business School (CEIBS). Sadly enough, the recipient passed away a month after the Committee's selection but his son and widow received our Award on his behalf in Beijing. These two Fellows Awards definitely contributed to the Fellows' visibility at the Conference.

Udo Zander was recognized at our Dinner as our new 2006 Fellow, together with James Wills who could not attend our excellent 10-course Chinese feast.²³ The Fellows had brought their own liquor – a first in our history – and they held it very well too. José de la Torre offered a moving tribute to Franklin Root – a former AIB President and Dean of the Fellows – who had passed away in 2005, a bad year for the Fellows since Jeff Arpan, John Fayerweather and Hal Mason also died then.

The Fellows shone in terms of their past, current and future services to the AIB since Oded Shenkar was to serve as Program Chair for the 2007 meeting in Indianapolis and John Cantwell for the 2008 one in Milan; Alan Rugman was completing his two-year term as AIB President and Stefanie Lenway was to succeed him in that capacity; Yves Doz had been Program Chair in 2005 in Quebec City while Mary Ann Von Glinow, who was to be elected Fellow in 2007, was a superb VP Program for the Beijing 2006 Conference before being succeeded in that capacity by Marjorie Lyles in Indianapolis in 2007.

Indianapolis 2007 Committee. Not to be outdone, Jim Goodnow scored a free Dinner thanks to the generosity of his Bradley Business School's Dean Robert Baer, which triggered further donations for that purpose by Dean Stefanie Lenway at Illinois/Chicago and Dean Avijit Ghosh at Illinois/Champaign. Jean Boddewyn had expressed his hope for such a freebie at the very beginning of his tenure in 2005 and now it came to be fulfilled although a controversy arose about it later on (see below).

This Committee had recommended Joyce Elam for our International Dean of the Year and Theodore (Tim) Solso, Chairman and CEO of Cummins, Inc. for our International Executive of the Year. The latter presented a lively story of the internationalization of his firm to the AIB audience while Executive Dean Elam rejoiced about her Business School at Florida International University being now the recipient of a second Dean of the Year Award after Hal Wyman in 1997!

The Fellows' Opening Plenary was to feature our Eminent Scholar Douglass North but he fell ill at the last minute and had to be celebrated *in absentia* by John Dunning, Jean-François Hennart, Eleanor Westney and Mira Wilkins. Oded Shenkar headed another Fellows Plenary Session on the theme of the AIB Conference, where Fellows John Cantwell, Mike Kotabe, Alan Rugman, Rosalie Tung and Mary Ann Von Glinow spoke on "Bringing the Country Back In."

Eminent Scholar Committee. Eleanor Westney and her team laid out criteria for this Award. Since most of our past Eminent Scholars had been economists, they looked for a candidate from other disciplines and ultimately recommended British sociologist Ronald Dore who was unanimously elected by the Fellows. They also urged that the age requirement for Eminent Scholar – now required to be at least 65-year old – be eliminated.

Fellows Election Committee. Dean Jean Boddewyn and Secretary-Treasurer George Yip subsequently followed by Rosalie Tung encountered two very different outcomes in 2006 and 2007. The first year had 10 candidates out of whom only two new Fellows emerged: James Wills (AIB Executive Secretary for ten years) and Udo Zander. We had once more met the old problem of "narrow voting" where Fellows voted for only – say – three candidates because this was the maximum number of Fellows we could elect in 2007 according to our 1997 Constitution. Election also required 60 percent of positive votes.

The fact that our 2006 constitutional amendments increased this number to five augured well for the 2007 election for which Fellows were urged to be "generous" and avoid narrow-voting. Out of 14 candidates, eight received at least 55 percent of positive votes but, of course, only the top five could become Fellows. What a difference between 2006 and 2007! For the future, the Dean and Secretary-Treasurer decided to require more information about the candidates – namely, age, year of receiving a doctorate and current AIB membership – in order to help the Fellows evaluate them better.

The Fellows have never developed a set of criteria to evaluate the candidates but Jean Boddewyn outlined some of the questions he uses when considering a nominee with whom he is not familiar or who publishes in fields foreign to him:

1. The candidate has the rank of Full Professor.
2. How many years have elapsed since he/she earned a doctorate? A minimum of 15 is his preference.
3. The sheer number of publications is important so that someone with less than 15 major articles, books and book chapters looks weak.
4. For quality, the names of the journals, the renown of conferences and the frequency of single-authorship are important criteria.

5. Further validations of quality can be found in the recognitions, awards and other honors granted to his/her work: best-dissertation and best-paper awards, research grants, visiting professorships, etc. Citation numbers could be checked too but they have not been used in nominations so far.

6. The length, frequency and importance of services to the AIB are also crucial criteria.

Whatever personal criteria the Fellows used, they elected Nakiye Boyacigiller, Pankaj Ghemawat, Alain Verbeke, Mary Ann Von Glinow and Srilata Zaheer in 2007 – with Sidney Gray, Ravi Ramamurti and Yadong Luo also getting at least 55 percent of positive votes but ranking below the five top candidates we elected.

Indianapolis Business Meeting and Dinner. The Chairs of the above committees received a crystal half-globe marked “AIB FELLOWS 2007” for their superb services on which they reported at our Business Meeting. Rosalie Tung gave an account of her fulfilled responsibilities, including our healthy finances and enhanced membership directory. An advisory motion was unanimously entertained to have the limit removed on the age (above 60) of the Eminent Scholar but the 65-year-old age limit for nominating and electing Fellows was also discussed.

Forty-one Fellows attended our meetings in Indianapolis – close to three-fourths of our participating members!²⁴ Dinner at the marvelous Skyline Club was a friendly and joyous occasion where the toast, when first raising our glasses, was “Let’s Increase the Mood!” – a motto dear to Mojmir Bednarik, one of the founders of the AIB and the second Secretary-Treasurer of the AIB Fellows.

We thanked the benefactors who defrayed the cost of our Dinner or assisted us and the AIB, and we expressed our gratitude to Marjorie Lyles who got us to gather and celebrate at our beautiful venue. The five new Fellows, Nakiye Boyacigiller, Pankaj Ghemawat, Alain Verbeke, Mary Ann Von Glinow and Srilata Zaheer (plus James Wills who could not attend the 2006 AIB Conference in Beijing) were introduced by their nominator or seconder and they received our half-globe memento for 2007.

We also celebrated various happy occurrences: John Dunning who turned 80 on the date of our Dinner (a chorus of female Fellows sang for him), Steve Robock’s 92 years and Hans Thorelli’s vigorous presence on his home ground in Indiana. Profound eulogies were given by José de la Torre for Hal Mason who passed away in 2005 and by Farok Contractor for Bill Dymysza who died a few days before the 2007 AIB Conference. Old pictures taken at previous dinners in the 1980s and 1990s were circulated and enjoyed by all, being punctuated by many “Who is that?” questions and “You looked better then” remarks.

Miscellaneous Developments. A very important leadership change took place when George Yip relinquished his professional position at the London Business School and his service as Secretary-Treasurer of the AIB Fellows (for both Don Lessard and Jean Boddewyn) in order to become Vice-President and Director of Research and Innovation at Capgemini UK, part of an eminent French consulting firm. Fortunately, Rosalie Tung, who had served as President of the Academy of Management and in multiple other leadership positions, accepted in March 2006 to succeed George who ultimately returned to academia in January 2008 as Dean of the Rotterdam School of Management.

Dean Boddewyn launched the series of “A Letter From One Fellow to the Others” where they could exchange major thoughts and experiences. John Stopford wrote the first one in April 2006, where he mused beautifully about his post-academic occupations. In July 2007, Robert Green reflected on his move to Thailand, the joys he found there and then the terrible disease that paralyzed him and from which he is slowly recovering. Many Fellows were touched by these two very personal sharings and thanked their writers. Later on, Lee Radebaugh, John Dunning, Robert Grosse, Yair Aharoni and Noritake Kobayashi wrote similar letters to the Fellows.

It has already been mentioned that the Back & Forth Committee used opinion polls to tap into its members’ views about various issues such as changing the age limit for candidates. Jean and Rosalie ran one in April 2007 to find out how the Fellows felt about revealing to nominators how their losing candidates had fared. Sixty percent of the balloted Fellows accepted this practice although nobody has inquired so far, while 73 percent agreed that the Opening Plenary which is frequently staffed only by Fellows could also include non-Fellows in Milan in 2008. In any case, Fellow CK Prahalad was the main speaker at the Opening Plenary then and there.

In 2006-2007, a half-dozen of Fellows received major awards ranging from Best Paper to lifetime achievements – Paul Beamish, Bruce Kogut, CK Prahalad and John Dunning among others – thereby corroborating the worthiness of being an AIB Fellow and granting us greater visibility within the Academy of International Business. As of July 2007, Lorraine Eden became the Editor-in-Chief of the *Journal of International Business Studies*, with several Fellows assisting her in various capacities.

Announcements of major Fellows activities – particularly, posting requests to the AIB membership to suggest candidates for Fellowship and publishing the results of our elections of new Fellows as well as eulogies for departed Fellows – have appeared in AIB electronic bulletins and Newsletters while the AIB website includes a list of all the Fellows and short biographies of some of them.

At the prompting of Alan Rugman, Jean Boddewyn accepted to serve as Editor of a book to be published by Elsevier (later on, Emerald Press) on the occasion of the AIB’s 50th Anniversary in 2008 – also the 30th Anniversary of the first election in 1978 of Fellows by the *de jure* initial members of our Group (see Appendices of this history). Its chapters have been written and reviewed by Fellows, sometimes with non-Fellow co-authors, under the title *International Business Scholarship: AIB Fellows on the First 50 Years and Beyond* (Emerald Press, 2008).

Outside Support. The assistance of the AIB Secretariat in recent years must be singled out. First at Hawaii under AIB Executive Secretary James Wills and since 2004 under the leadership of Tomas Hult (Executive Secretary) and Tunga Kiyak (Managing Director) at Michigan State University, the AIB Secretariat has handled our finances (dues collection, payment of our annual Dinner expenses, etc.), kept our membership list up to date and posted entries for us on the AIB website. It also did research on the creation and composition of our Group over the years and provided all sorts of precious services to support the Dean’s and Secretary-Treasurer’s activities (e.g., the design and preparation of the plaques for our awardees). All communications to the Fellows go through their server. It deserves our heartfelt gratitude!

All Is Not Well. A controversy arose about the Fellows' free Dinner in Indianapolis in June 2007, when Steve Kobrin wrote in September 2007 to all the Fellows:

Let me raise what may be an unpopular and impolitic question. To be blunt: We can all afford to pay for dinner and if we as Fellows are going to go to the trouble of raising funds there may well be any number of better purposes to which they can be put. Helping to support academics or students from poor countries is one that comes to mind. While I appreciate the efforts that have been put into this project, I do not think that we are setting a very good example for the rest of the AIB.

A dozen Fellows supported Steve's views, including José de la Torre – Chair of our Milano 2008 Committee – who vowed not to raise any money for our Dinner there. Jean Boddewyn responded through a Dean's Letter where he announced that he, Rosalie Tung (our Secretary-Treasurer), Tunga Kiyak (Managing Director of the AIB Secretariat) and Farok Contractor (Chair of our new Strategic Initiatives Committee) had just begun working on reviving our past initiatives of financially assisting the AIB Foundation in its continuous support of developing countries' doctoral students and faculty to attend AIB conferences and of libraries that receive JIBS gratis because they are too poor to pay for a subscription.

Jean wondered why the criticism of our free Dinner had not surfaced sooner and he explained that the latter had been financed without touching the Fellows' funds in order to thank the Fellows for their excellent work on our committees and their moral support more generally. Beside, some Fellows can use such a "freebie:"

I think that we need to place our discussion of free Fellows Dinners in the same context of assisting deserving people – in this case, those Fellows who need it. About half of the current 61 Active (=Participating) Fellows are past the age of 66. Some maintain an active teaching, researching and consulting career which allows them to readily defray the cost of attending AIB conferences. Such meetings are expensive because of costly air-travel fares during the high tourist season but also on account of the hefty AIB registration fee (\$350 in Indianapolis, a relatively inexpensive venue) and rates charged by good hotels everywhere. Bringing a spouse or partner to our Dinners adds to these costs significantly . . .

Some of us have ample personal funds to cover these expenses, others teach at rich schools that cover all travel expenses but not all Fellows are so blessed . . . Of the 30 Fellows past the age of 66, I would guess that a significant portion are retired and no longer receive financial assistance from their previous schools . . .

Since charity begins at home, there is therefore merit in keeping our dinners free for those Fellows who would want to avail themselves of this benefit well-earned through participation in AIB activities when they were more prosperous and/or significantly subsidized by their school.

Those Fellows so-inclined could donate \$85 (the approximate cost of our cocktails and Dinner in Indianapolis) to the AIB Foundation, as had been suggested by several of us, although nobody did! Ultimately, a dozen Fellows explicitly supported such a compromise between helping others and ourselves.

In any case, our Dinner in Milan benefitted from the \$2,000 gifts from Dean Joyce Elam of Florida International University and one of our recent International Educators of the Year, and the Emerald Publishing Company. Under Dean Westney, further subsidies were obtained and further objections were raised (see below)!

A New Burst of Initiatives. Besides preparing for our Milan meeting, three opportunities presented themselves in late 2007 and early 2008: (1) further constitutional amendments to relax age limits affecting nominations and elections; (2) resuming the Fellows' funding of the AIB Foundation, and (3) creating Special Fellows Awards in connection with the 50th anniversary of the AIB (created in 1958) and the 30th one of the first election (in 1978) of new Fellows by the *de jure* founding members of our Group who are listed at the back of this history.

The new *Strategic Initiatives Committee* (SIC, which succeeded our *Back & Forth* one) was chaired from Summer 2007 to June 2008 by Farok Contractor assisted by Nakiye Boyacigiller, Daniel Van Den Bulcke, Lorraine Eden, Rosalie Tung, Alain Verbeke and Sri Zaheer. First, they ran a very successful (78 to 93% of favorable votes) ballot of constitutional amendments in October-November 2007 which resulted in a special exception to Article VI.B of our Constitution, which limits to five per year the maximum number of electable Fellows. This clause was changed to allow the election of *all* those candidates who received at least 55 percent of positive votes in 2008 on the occasion of the above two anniversaries. It succeeded in getting seven out of 11 candidates elected in 2008: Julian Birkinshaw, Tim Devinney, Kwok Leung, Yadong Luo, Ravi Ramamurti, Kendall Roth and Stephen Tallman. A total of 14 new Fellows were thus elected during Jean Boddewyn's deanship.

Second, the age limit which required that candidates for our Eminent Scholar award be at least 60-year-old (Article VIII.B) was eliminated because the Fellows felt that there may be eminently worthy younger scholars that have inspired IB research although they were not members of the AIB – as were scholars we elected, from Charles Kindleberger to Ronald Dore. Third, the Committee appointed by the Dean for the election of a successor was enlarged to include the current Dean as consultant to this committee, starting in 2011 (Article X.B of our Constitution).

A “straw ballot” in November-December 2007 favored the relaxation of the 65-year-old limit for the nomination and election of new Fellows and did result in its elimination through a further constitutional amendment in March-April 2008. Such amendments sound straightforward but their final wordings are the products of multiple exchanges among committee members to convey a precise meaning.

The Strategic Initiatives Committee ran in February 2008 a straw-poll of the Fellows regarding the resumption of our funding activities which have lain dormant since the early 2000s. This ballot had been designed to frame financial goals, the structure of a future fund-raising committee and its staffing. It also recommended at the suggestion of Lorraine Eden that digital archives of the Fellows' photographs and other key documents (e.g., eulogies of deceased members) be created. James Goodnow, as the living “memory” of our history, was approached to conduct this project before the 2009 AIB Conference in San Diego but he declined our offer.

This Committee proposed that the next Dean of the Fellows appoint a pilot committee which, in coordination with the AIB Executive Board, would define the purposes (e.g., helping the AIB Foundation finance trips by doctoral students to AIB Conferences), financial goals, targets and structure of a major fund-raising project by the Fellows. Several Fellows pledged time and money for this much-needed initiative which still has to be implemented.

A *Special Awards Committee* was appointed by the Dean, with Klaus Macharzina as Chair and Raj Aggarwal, Paul Beamish, Tamer Cavusgil, Susan Douglas, Jean-François Hennart and David Ricks as members. Quite a few major contributors to the development of the AIB as well as of international-business education, scholarship and leadership have never been elected or inducted as AIB Fellows, International Executives and Educators (formerly, Deans) of the Year or Eminent Scholars, yet deserve recognition on the occasion of the two 2008 anniversaries. Ultimately, Jagdish Sheth was awarded *The AIB 50th Anniversary Award for the Support of International-Business Education and Research* and it was suggested that a long list of worthy contributors be published in *AIB Insights* although this was never done.

José de la Torre ran our *Milano 2008 Committee* with the help of Fellows John Cantwell (VP-Program in charge of the June-July AIB Conference in Milan), John Daniels, Robert Green, John Stopford and Rosalie Tung. Its tasks were complicated by the high cost of transportation to major European cities during the high-travel season, the absence of large hotels in Milan and the strength of the euro vis-à-vis the U.S. dollar. Its responsibilities included recommending an AIB Fellows International Executive and Educator of the Year, and arranging our Dinner in Milan.

For these purposes, we recognized Dr. Andrea Guerra, President and CEO of Luxottica as our AIB Fellows' *International Executive of the Year* and William Randolph (Randy) Folks, Jr. of the University of South Carolina as the AIB Fellows' *Educator of the Year*. The Opening Plenary had AIB Fellow CK Prahalad make a forceful speech on the development of international business into new areas by 2058 in terms of technology, demography, energy, politics, war and peace, and global warming no less! Ronald Dore was elected and recognized as our 2008 AIB Fellows' *Eminent Scholar* and addressed the AIB Conference's participants.

Partial subsidization of the Fellows' Reception and Dinner in Milan for spouses and eight Fellows was made possible by left-over funds from our meeting in Indianapolis and by additional contributions from Joyce Elam (our 2004 International Dean of the Year) and Emerald Press, the publisher of the 2008 Fellows Book (see below). Our superb dinner was held at the El Brillin Restaurant in the picturesque Canali District of Milan. Seventy-two people were there, including 40 Fellows plus spouses and guests.²⁵

We had a chance to sing a last "Happy (81st) Birthday" to John Dunning who passed away the following year in January 2009 after a year-long bout with cancer. John was honored one more time in Milan with speeches related to his 1998 article that won the JIBS Decade Award. A eulogy was given by Rosalie Tung and Jean Boddewyn in memory of Philip Grub who, as AIB President, had facilitated the creation of the AIB Fellows Group in 1978.

As we mentioned before, a book written and reviewed by the Fellows was edited by Jean Boddewyn on the occasion of the AIB's 50th Anniversary: *International-Business Scholarship: AIB Fellows on the First 50 Years and Beyond* (Emerald Press, 2008). It was celebrated together with the deanship and scholarship of Jean at the initiative of Tamer Cavusgil and with the financial support of Pearson/Prentice-Hall.

Finally, we unanimously elected Eleanor Westney as our new Dean of the Fellows for 2008-2011, and she was passed the baton at our Dinner.

ELEANOR WESTNEY'S DEANSHIP (2008-2011)

In a model election of a new Dean, John Daniels as the most senior past dean solicited the Fellows' suggestions in Fall 2007, discussed them with the other two immediate past deans (Susan Douglas and Don Lessard) and had the Fellows vote on their single proposed candidate – Eleanor Westney – although such a vote was not mandated by our Constitution when there is only one nominee. In any case, Eleanor received 39 positive votes and no negative ones nor any write-in. She was warmly acclaimed as our new Dean at our Milan Dinner in July 2008, and her three-year tenure was marked by a major initiative, a few questionings by the Fellows and some shocking deaths. Eleanor went through all of these things in a warm and solicitous manner despite the precarious health of her 96-plus year-old mother of whom she took great filial care.

Cafés. To her permanent credit, Dean Westney launched the AIB Fellows' *Cafés* which give AIB members attending our annual conferences, including doctoral students, the opportunity to start a "conversation" with a Fellow on a particular research question chosen by him or her for half an hour very early in the morning (7:30 AM – 8:00 AM) and three days in a row, with some 15 sessions listed in the conference program each year. For example, Julian Birkinshaw asked "Is MNC structure/architecture going to return as a major topic in IB?"

These cafés have been very successful since they were started at our meeting in San Diego in 2009, with attendance ranging from half a dozen to twenty participants or more per Café. At last, some humble doctoral students could meet the Olympian Fellows on a one-to-one basis! As Eleanor said after the 2010 AIB Rio Conference: "It adds an opportunity for AIB members to whom the Fellows are a name and a legend to meet and talk with, and increase our visibility and accessibility."

Passings Away. The death of *Robert Hawkins* (elected in 1981) on 22 August 2008 shook the Fellows who remembered his companionship and leadership. He served as Dean of the Fellows in 1996-1999 and received our International Educator of the Year award in 1998 when serving at Rennselaer Polytechnic. John Dunning remembered Bob as "a supremely effective yet most approachable administrator and a brilliant negotiator with top businessmen," and he could not forget Bob's distinctive and largely unchanging haircut! Robert Grosse suggested that our award be renamed the "Robert Hawkins International Educator of the Year Award," and 23 Fellows supported this proposal which has not yet been implemented through a constitutional change.

While expected, the passing away of *John Dunning* on 29 January 2009 at age 81 rattled us all. John had been active until practically the very end of his life as he

participated two months before his death in an exchange among the Fellows about the importance of theoretical versus practitioner-relevant research. Thus, he wrote to us in November 2008 that: “In an age of complexity, volatility and non-ergodic uncertainty – and particularly with respect to the cross-border operations of firms –, our methodologies, though useful, are not sufficient for us to understand the phenomena we are trying to explain, much less to predict future events.” John had been delighted to receive the Order of the British Empire from the Queen in October 2008 although a knighthood and the Nobel Prize in Economics were on his mind and would have pleased him immensely. The Centre for International Business at the Henley Business School (Reading), where he had long worked, was renamed after him.

John Dunning was the epitome of IB research, education and leadership – starting with his pathbreaking 1958 study of U.S. foreign direct investment in the UK and continuing over a half-century with his widely adopted eclectic paradigm of ownership, internalization and location advantages, and with his steady addressing of new IB developments and issues – including their moral aspects. His half-century-long work paralleled the life of the AIB which had been started in 1958, and he had been one of the ten original Fellows elected by the AIB founders in 1978. John served as AIB President in 1987-1989 and Dean of the Fellows in 1993-1996. It was suggested by Eleanor Westney and Steve Kobrin that the Fellows honor him with an award but the AIB had already done so to recognize outstanding scholarship and/or service to the AIB.

Hans Thorelli (1981), who had joined us at our Dinner in Indianapolis in 2007, died at age 88 on 18 August 2009. His research interests and publications ranged over antitrust policy, country of origin, product positioning, consumer policy in LDCs, the MNE as a change agent, the political economy of the firm, information seeking, business ethics and the INTOPIA simulation game he invented and continuously perfected. Hans also developed the concepts of monocentric, polycentric and cosmopolitan attitudes in 1966 – close to Howard Perlmutter’s well-known distinctions at the same time – and he analyzed “networks between markets and hierarchies” in 1968 in parallel with Williamson. He taught the first marketing course in China to 150 government officials when there was no Chinese word for this function, and he participated in the first MBA program in Dalian. The American Marketing Association named an award after him in the field of International Marketing.

A “Skoal” toast was raised for Hans Thorelli by all the Fellows in Rio in 2010 after José de la Torre read a eulogy prepared by John Daniels, who was indisposed. John had worked with Hans at Indiana, and his eulogy was in turn perceptive, funny and moving as he pointed out that Hans had a knack for sorting through a lot of peripheral information to reach a succinct and salient explanation and conclusion.

Richard Robinson – a founding architect of the AIB and our second Dean (1981-1984) – died on 5 September 2009. Eleanor Westney and Steve Kobrin, who worked with him at MIT where he long professed before retiring to his beloved Washington State, lauded his achievements as a fearless man who stood up against powerful enemies in his early career in military intelligence in South Korea. As Dick himself put it: “To make any sort of mark in life, one has to take on a certain amount of risk.” He made a splash with his 1964 book *International Business Policy* which was among the first to challenge the new MNEs regarding the net economic, political, social and environmental impacts of

their activities, and he helped develop the fields of international management and business through his numerous publications and travels. Noritake Kobayashi recounted warmly how Dick Robinson, through his visits, teaching and textbook, had helped develop IB study in Japan. After retiring to the Puget Sound area in Washington State, Dick taught, wrote and contributed to conflict resolution. He was eulogized by Eleanor Westney at our 2010 Dinner in Rio.

AIB Fellow and globally acclaimed Guru *CK Prahalad* passed away suddenly at age 68 on 17 April 2010. He will be remembered as a top leader in the field of corporate strategy where he worked long and well with Yves Doz and Gary Hamel. In 1987 he produced with Yves *The Multinational Mission* – one of the most succinct analyses of the way MNEs operate in the modern world. His more recent books – *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profit* and *Competing for the Future* – gave new meanings to growing businesses in a socially responsible manner. The crucial concepts of “strategic intent” and “core competence” are, of course, associated with him and Gary Hamel.

In view of his research on the boards of top Indian and global companies, CK had been voted “Most Influential Business Thinker.” As an example of such thinking, he observed that: “It is more difficult to forget than to learn” and that “Really, in my career, I have been interested in ‘next practices’ and not merely ‘best practices’.” Yves Doz, José de la Torre, Pankaj Ghemawat and Tarun Khanna led the 2010 Plenary Session in Rio that honored the inspiring Fellow we had lost while, in an email, Dong-Sung Cho mentioned that he could not forget CK’s big Mona Lisa smile as well as the help he got from CK as a doctoral student and a visiting Professor at the University of Michigan

2009 Conference in San Diego. Steve Tallman organized our activities in this sunny city and Pankaj Ghemawat and Udo Zander addressed the AIB Conference theme of “Challenges of IB Research in a Flat Versus Spikey World” during the opening Plenary Session. At the Business Meeting, our finances were revealed to be in good shape despite the overrun for our dinner in Milan the preceding year, which was generously absorbed by the AIB Secretariat. The bus we took to and from the restaurant, the services of a photographer and a second round of drinks before our dinner were the cause of our most pleasant ruin!

At the Conference, the AIB gave a retrospective set of awards to overlooked past winners of the JIBS “Decade Best Papers,” who included several Fellows (e.g., John Daniels, Jim Goodnow and Duane Kujawa).

At our Business Meeting, there was a broad agreement not to raise money for our dinners although our Dean Eleanor Westney had just obtained \$2,000 from her school for our repast in San Diego! Instead, it was urged that we raise money to subsidize doctoral students’ travel stipends – something we have not yet done despite the specific recommendations of Farok Contractor’s committee in 2008. By the way, the Fellows’ sources of income include the initiation fee of \$200, Dinner fees, donations and interest income on our funds.²⁷

Rosalie Tung stepped down as our Secretary- Treasurer after three and a half years of working with Deans Boddewyn and Westney. She was thoroughly thanked and applauded for her service which included formalizing our procedures for electing new

Fellows – something that will be of great help to her successor Ravi Ramamurti. John Daniels urged that the AIB re-establish contact with the AACSB in order to assure that IB courses be required for accreditation – especially now that more foreign business schools are seeking it. Such contacts were constant in the past under Fellows Lee Nehrt and Paul Garner but they stopped thereafter. More recently, Pankaj Ghemawat and Stefanie Lenway have been involved in the globalization attempts of the AACSB. Later on, Alan Rugman pointed out that the February 2011 AACSB Report on the globalization of the curriculum of business schools stated that there should be material on the globalization of business enterprises in their core requirements. Pankaj Ghemawat was instrumental in facilitating the implementation of this requirement.

At our Dinner, five new Fellows were introduced by their sponsors: John Child, Sidney Gray, Tarun Khanna, Arie Lewin and Shige Makino. Eulogies were presented for Bob Hawkins by Steve Kobrin and by Alan Rugman for John Dunning who was also honored at the AIB conference where a panel reviewed various phases of his prodigious life. Dean Westney introduced our traditional awardees, starting with Susanna C. Easton of the U.S. Department of Education, who has nurtured and grown over 20 years the crucial CIBER programs which have helped develop IB education in the States. She was honored by us as our International Educator of the Year while Donald E. Felsing, Chairman and CEO of Sempra Energy which serves California and Mexico, was our new International Executive of the Year. Forty Fellows and 13 companions brought by them attended our Dinner which, with honorees and special guests from the local supporting schools, included 69 participants.

It is worth noting that we have not put the Deans we selected as International Educators of the Year to good use at all. Jean Boddewyn thought of organizing a session at the 2009 conference in San Diego to be led by Dean Joyce Elam of Florida International University and Dean Deszö Horváth of York University who would have discussed the new issues facing IB education and administration. However, these two recipients of our award were unable to come to San Diego so that this plan fell by the wayside but it should be revived one of these years.

Exchanges Among the Fellows. In October 2008, Jean Boddewyn sent a message to the Fellows regarding the current debate in the *Academy of Management Review* about the kind of knowledge AOM members and AMR writers should develop and publish. In particular, is there too much emphasis on theory-building and quantitative research, compared to emphasizing practitioner-relevant knowledge, the production of new data and qualitative studies? Even JIBS strongly insists on theory-building by its authors. Several Fellows expressed similar reservations, and John Cantwell deplored the current emphasis in Economics and Finance on narrow theorizing, mathematical formalism and deductivism. Kwok Leung answered that: “Our field places way too much emphasis on the deductive approach (=theory-driven) and looks down upon inductive work (=fact-based). Robust, interesting and intriguing empirical findings, even without a clear conceptual basis, should be published in our best journals.” Jack Behrman amplified the debate by exhorting us to extend our studies of globalization in order to study its consequences and implications for public policy regarding poverty and various MNE-caused “iniquities.”

In August 2008, Jean Boddewyn also asked the Fellows to help locate theories that would explain the significant differences between the U.S. and French regulatory and self-regulatory bodies regarding the control of taste and decency in advertising. Lou Wells, Mike Kotabe, Ken Simmonds and Mira Wilkins offered valuable suggestions – with Mira even circulating this petition to business historians! Why don't more Fellows enlist other ones to help them with their research?

The reports and recommendations of the special committees appointed by Dean Boddewyn in 2007-2008 received some attention in subsequent years. Thus, the Eminent Scholar Committee's suggestions to elect Ronald Dore and Richard Nelson were ultimately heeded in Milan (2008) and Nagoya (2011) respectively, and the work of the Special Awards Committee whose mission was to suggest new AIB Fellows awards and which recommended only the creation of the AIB 50th Anniversary Award for the Support of International Business Education and Research resulted in that award being ultimately granted to Jagdish Sheth in 2010 in Rio. Farok Contractor's Committee had recommended setting up a process for the Fellows to raise money for the AIB Foundation but no initiative was taken in this regard.

Fellows Being Honored. Speaking of awards, a business-history prize was named after our indefatigable Mira Wilkins in 2009 but a project to create an archive of the Fellows' photographs over the years was abandoned for lack of a volunteer. Besides, Yair Aharoni, received in 2010 the Israel Prize – the top scientific award in that country. This same year, Arie Lewin was honored with the inaugural *Organization Science Fellowship Award* for his role as founder of this excellent journal – a role that was followed by his editorship of JIBS in 2002-2007. As Alain Verbeke said about Yair Aharoni and Arie Lewin: “They have done more than most scholars realize to make our beloved IB field a legitimate area of scholarly inquiry in the social sciences.”

An Old Issue Resurfaces. In March 2010, Yair Aharoni applauded the Dean's choice of Danica Purg as our 2010 International Educator of the Year on the recommendations of Nancy Adler, Nakiye Boyacigiller and John Stopford as well as of Eleanor's Program Committee and in the light of previous considerations of this excellent candidate but Yair was disturbed by the process used to choose a particular educator each year. He recommended the creation of a search committee for our two international awards, that would come up with clear criteria as well as three or four deserving candidates and would then ask the Fellows to vote on these recommendations. He wondered if financial considerations affected the selection of awardees that provided some funding for AIB Conferences. Yair's concern was embraced by Arie Lewin, Yves Doz, John Stopford, Steve Kobrin, José de la Torre, and it was decided to put this issue on the Business Meeting's agenda in Rio.

Yair's concern is an old one that resurfaces regularly. Our Constitution does not specify how our International Executives and Educators of the Year should be chosen. In 1979, when creating the “Business Leader of the Year” (which was renamed “International Executive of the Year” later on), the Fellows spelled out specific criteria but they have been ignored.²⁶ This selection has recently been left to the discretion of our Deans, based on the recommendations of the Fellows' Program or Local-Arrangements Committee which usually includes some representatives of the local schools which help finance the AIB Conference. This committee has sometimes solicited recommendations

from the Fellows but our experience with special committees designed to gather recommendations and engineer a vote of the Fellows has not always been successful because these committees sometimes failed to agree on a candidate or were too late with their recommendations which were sometimes rejected by a vote of the Fellows.

That is why recent deans have concentrated award suggestions in program committees appointed by them and have usually accept recommendations for these two awards which should benefit from the advice of local schools. Thus, Stefanie Lenway thought it appropriate to consult with these schools: “As a Dean, I know how important it is to recognize the accomplishments of prospective donors” but Alan Rugman countered that “When we receive financial support, we say ‘Thanks’ but do not grant inappropriate awards!” In any case, our process for selecting awardees should by all means involve the Fellows who should be able to make recommendations at an early stage but who must justify their preference and not simply say: “I recommend X whose achievements are well known!” In this regard, Dean Westney and her predecessor Jean Boddewyn were always clear why particular awardees were chosen. In 2011-2012, under Dean Rugman and Secretary-Treasurer Verbeke, specific committees were created to select candidates for our three honorary awards.

In this context, it is worth noting that we only occasionally ask the AIB membership at large to suggest names prior to the nomination and election of new Fellows, and that we are sometimes late or remiss in announcing at large who the newly elected Fellows are. After all, we should not remain detached from our base.

2010 Conference in Rio de Janeiro. Our activities in this superb city were organized by Duane Kujawa and Ravi Ramamurti. Five new Fellows were elected this year: Anil Gupta, Tomas Hult (the AIB’s Executive Director who won election on the basis of his extensive scholarship), Jan Johanson, Geoffrey Jones and Jan-Erik Vahlne. There were 12 candidates and the maximum of five made it, compared to 1988 when, out of 11 nominees, none were elected! This election, which drew 62 votes (versus 48 in 2009) or 83 percent of the Active Fellows, finally honored Scandinavian scholars for their development of internationalization theory as well as another IB historian to join lonely Mira Wilkins. However, only Jones and Hult were present to be introduced by their sponsors at our Dinner which was funded by the generous FIU Dean, Joyce Elam, former International Educator of the Year, who also organized a flamboyant party for Mary Ann Von Glinow on the occasion of her election as AIB President for 2010-2012 after she had previously served as AOM President – a superb double feat!²⁸

Regarding this funding of our Dinner, which created quite a ruckus in 2007 and generated a negative vote at the 2009 Business Meeting, it is important to remember that quite a few Fellows have reached the Emeritus stage and no longer receive travel grants from their school. Bringing a companion to our Dinner is another expense they have to incur.²⁸

Our International Executive of the Year was Ozires Silva, former legendary CEO of Embraer and Petrobras as well as Brazil’s Minister of Infrastructure, and currently heading a private Brazilian university. Our Brazilian hosts fully supported this choice and Dean Westney recognized Mr. Silva as “a pioneer of the first generation of global leaders in Brazilian industry.” Danica Purg, Dean of the IEDC Bled School of Management in

Slovenia was our much lauded International Educator of the Year. She was also the founder and is the current leader of CEEMAN, the Central and Eastern European Management Development Association, which helps business schools in that area so that she amply deserved the title of “educator of educators!” Nakiye Boyacigiller and Nancy Adler (who gave the keynote address at the 25th anniversary of the IEDC Blad School of Management) warmly supported the choice of Danica as “a role model for younger deans, directors and professors” and for “having created a 21st-century school of management.” A session at the Rio conference gathered top Brazilian leaders who had not received our International Executive award.

Jean Boddewyn introduced Jagdish Sheth as the recipient of the Fellows’ Award for the Support of International Business Education and Research which was created in 2008 on the occasion of the AIB’s 50th anniversary. Jagdish was rewarded for his generous philanthropy to the AIB for the past 16 years and in years to come. He has long helped finance the Adopt-a-Library project and funded the travel of doctoral students to AIB conferences through the Sheth Foundation which is now sponsoring the entire doctoral workshop that was renamed the AIB-Sheth Foundation Doctoral Consortium which the Fellows got started in 1996 but which is now organized and run by the AIB during pre-conference days.

At our Dinner in Rio, Dean Westney distributed individualized certificates of Fellow membership signed by her, John Daniels, Jean Boddewyn or Ravi Ramamurti, with the rest to be mailed to the rest of us. This admirable initiative went against a previous vote of the Fellows who, at their Business Meeting in 1984, turned down a proposal by then Dean John Fayerweather to create such certificates! Jean Boddewyn, when Dean, had offered crystal paperweights to the Fellows elected in 2007 and 2008.

We were informed by the AIB Secretariat that it now collects only the \$200 lifelong membership fee from newly elected Fellows so that the three-year fee of \$50 is no longer an option. Tunga Kiyak who with his wife Irem handles many administrative and financial matters for the Fellows, reminded us that many Active/Participating Fellows have not yet posted a short biography and a picture on the AIB website (<http://aib.msu.edu/aibfellows.asp>) while other bios are clearly outdated.

At our Business Meeting in Rio, John Daniels suggested honoring each year in the AIB Program the work of those Fellows who passed away during recent years – a suggestion which has occasionally been implemented. Like Yair Aharoni earlier on, José de la Torre proposed a three-Fellow committee to nominate the International Executive of the Year in conjunction with the Local-Arrangements Committee as a non-voting participant. This suggestion was seconded by John Daniels and unanimously approved. Actually, this process resembles the one used by recent deans to the extent that some capstone committee made up predominantly of Fellows appointed by the Dean works in concert with the local schools to arrange the Fellows’ activities and recommends to the Dean an International Executive and an International Educator of the Year. Such committees for our three awards were subsequently appointed by Dean Alan Rugman in 2011 for our 2012 meeting in Washington, DC.

In Rio, George Yip and José de la Torre organized a Guru session for local executives, which involved Eleanor Westney among other presenters. Our Secretary-

Treasurer Ravi Ramamurti, reminded the Fellows to provide their age so as to ascertain that we do not exceed the limit of 60 Active Fellows below the age of 66 – a limit we are far from approaching since older Fellows predominate in number so that we clearly need to elect the maximum number (five) of younger Fellows each year!

At our Dinner, CK Prahalad was eulogized by Yves Doz who had worked closely over many years with our famous guru while Eleanor Westney and Steve Kobrin spoke warmly of Dick Robinson with whom they interacted regularly when they were both at MIT. A final dinner and dancing party was offered by our Brazilian hosts and enjoyed by all, what with plenty of cachaça, samba music, blue lighting and fully plumed and barely clad Brazilian dancers. We left Rio safely before the Brazilians lost the Soccer World Cup!

Shortly after the conference, Dean Westney informed us that John Stopford was battling an esophageal cancer, and the Fellows immediately poured out their feelings to John for a recovery which unfortunately did not happen. She also told us that the Fellows would organize each year a panel session highlighting the foundations of our field and early IB research. In Nagoya, the following year, Noritake Kobayashi's and Susan Douglas's contributions were discussed and lauded. It was also decided by Dean Westney and Secretary-Treasurer Ramamurti that, since our Constitution was silent on this topic, elected Fellows would acquire this status immediately without having to wait until they were introduced by their nominator or seconder at a subsequent Fellows' Dinner.

In late 2010, as our election of new Fellows was being run, Jean Boddewyn exhorted the present Active Fellows to be broad-minded and vote for all worthwhile candidates instead of being too picky – particularly, when there are many nominees, with the worst case being in 1988 when out of 11 nominees, none were elected! Why? The usual suspects for this sorry outcome are the following inappropriate practices: (1) in order to assumedly increase the chance of their candidates, nominators and seconders only vote for them; (2) Fellows at large think that, five being the maximum number of new Fellows each year, they can/should vote for only five candidates, or (3) they think that by voting for only a minimum number of candidates, they increase the latter's chances. Unfortunately, the net outcome of these mistaken tactics is to sprinkle the votes all over the place, with few candidates receiving the 55 percent positive votes then needed for election (e.g., if 40 of us vote, a candidate must receive at least 22 "Yes" votes, as tallied by our Secretary-Treasurer). What if six, seven or eight candidates receive 55 percent positive votes? Then, only the top five are elected this year while the other ones have proven that they are electable in future years.

What is the best voting tactic then? Jean thought that it is to vote for as many candidates as we think deserve election – be it 1, 5, 8 or any other number. In other words, we need to be impartial and generous as we have been in most recent years although we elected only four Fellows in 2011 and two in 2012. We must also keep in mind that, by 2012, 33 of us (out of 71) will be over 70 years of age! Incidentally, the Fellows should know that, if their candidate was not elected, they can ask our Secretary-Treasurer whether the nominee lost by a little or a lot so that they can have a better idea of their chances next time.

Awards and Recognitions. Steve Kobrin received the 2010 Booz & Co. Eminent Scholar in International Management Award of the IM Division of the Academy of Management – a prestigious recognition previously earned by several Fellows (e.g., John Dunning, Alan Rugman, CK Prahalad and Bruce Kogut) while John Daniels was honored with the AOM-IMD Outstanding Educator Award.

In September 2010, our Dean proposed that Richard Nelson be our Eminent Scholar in Nagoya in 2011. She reminded us that she had chaired a committee appointed by her predecessor to come up with an inventory of candidates for our most prestigious award. Made up of Raj Aggarwal, Peter Buckley, Bruce Kogut, Vern Terpstra and Mira Wilkins, her committee had recommended Ronald Dore – whom we honored in Milan in 2008 – and Richard Nelson who, with Sidney Winter, wrote the very influential 1982 book *An Evolutionary Theory of Economic Change* which was credited with the revival of evolutionary economics. Subsequently, Nelson became a leading researcher in comparative technology systems, which made him very familiar with Japan. Dean Westney asked if anybody objected to the committee's recommendation of Richard Nelson who was willing to come to Nagoya, and nobody did. Consequently, Richard was "selected" as our 2011 Eminent Scholar rather than elected according to our Constitution which requires an explicit secret vote, with 75 percent of positive votes.

In July 2010, Fellows Steve Tallman and Torben Pedersen were appointed as Co-Editors of the new *Global Strategy Journal* of the Strategic Management Society, with nine more Fellows appointed to its Senior Advisory Board. In November 2010, CK Prahalad received posthumously the Viipuri Prize granted by the School of Business of Lappeenranta University of Technology (LUT, of Finland) to honor distinguished members of the international academic community, whose work inspired others' research efforts. This 10,000-euro Prize had been previously granted to our very own Peter Buckley. The Fellows are clearly in the money and for very good reasons too!

Lorraine Eden stepped down in 2010 as JIBS Editor-in-Chief after a three-year term marked by her systematic efforts to develop theory building and a Code of Ethics for authors about such issues as plagiarism and multiple publications of similar analyses in different journals. She was succeeded by another Fellow, John Cantwell, who created a new team of sub-editors with the help of Deputy Editor Mary Yoko Brannen. In the same vein, Raj Aggarwal became the new Editor of the *Journal of Teaching in International Business*, and he enlisted several Fellows to help him improve it.

A discussion surfaced when Dean Westney proposed in December 2010 that our next International Executive of the Year in 2011 be Mr. Fujio Cho, Chairman of the Toyota Motor Company which is located in Nagoya where we were to meet in 2011. Mr. Cho was recommended by our Japanese host, Nanzan University, because he is a long-standing leader in quality manufacturing and hybrid cars besides being the second non-Toyoda-family member to head the firm. Noritake Kobayashi suggested some recognition of the Toyoda family members who had served as leaders in the past although it was noted that the company had experienced serious failings in quality control under Mr. Cho's recent chairmanship. Still, the wishes of our host school prevailed because there were some significant ties between the Japanese host university and Toyota's current leadership.

Susan Douglas passed away on 4 January 2011. She was very well known for her early and ongoing work on country clustering, cultural influences on consumer behavior, market segmentation, methodological issues in international-marketing research, and global marketing strategy as an evolutionary process with distinct stages. More recently, she became interested in the de-territorialization and hybridization of cultures on account of new communication technologies as well as in emerging markets whose firms are now expanding into major global arenas.

Susan was the first woman elected AIB Fellow (in 1991), and she served as our first female Dean in 1999-2002. She also became the first Dean of the Fellows of the European Marketing Academy (EMAE) which she had helped found in 1975 and presided over thereafter. Although she was English to the core, she never hesitated to speak her mind, she had lively spirits and was caring, besides having a passion for research and discovery, working all day long at it. She received many awards in France and in the United States – for example, the S. Tamer Cavusgil Award and the Hans B. Thorelli Award, and she had four “best articles” in the *Journal of International Marketing*. As Samuel Craig, her 30-year colleague and co-author at NYU said: “We have the fond memory of her energy, intellectual curiosity and warmth.” Johnny Johansson thought that her work on cross-cultural behavior and international marketing research will remain touchstone readings for researchers and doctoral students for years to come, and Rosalie Tung emphasized Susan’s “firsts” as a woman in academia.

In September 2010, we had heard from John Stopford who had been declared cancer-free after a grueling treatment. We were delighted by this excellent news about a Fellow to whom Mark Twain’s saying applies wonderfully: “Praise is well, compliment is well, but affection – that is the most precious reward that any man can win, whether by character or achievement.” John certainly got ours but he died much regretted on 13 August 2011 after further grueling treatments of his cancer which had returned.

Noritake Kobayashi recounted how John had been a great friend of IB scholars in Japan where his publications on managing and rejuvenating MNEs were well received and impacted local scholarship when John actively participated in the first Japanese international conference organized by the Workshop for the Study of MNEs – then the country’s sole organization devoted to this topic. Later on, John contributed a chapter to the *Festschrift* honoring Noritake when he retired from Keio University’s business school.

Early in 2011, Mary Ann Von Glinow, then AIB President for 2010-2012, disclosed the plans of her Executive Committee, which covered such topics as a possible new AIB journal, an enlarged governance body, a Code of Ethics for the AIB leadership and a “Dream Team” to think about the most important issues and challenges facing the AIB in the next five years.

In February 2011, Rob Grosse drew the attention of the Fellows to a special *Festschrift* issue of *International Studies of Management & Organization* (ISMO) devoted to Jean Boddewyn’s long teaching, research and editing career (he served as ISMO Editor for 35 years). This issue included articles reviewing, critiquing and extending Jean’s work in comparative studies, foreign divestment, international business-government relations and public affairs, definitions of international management and

business, and the regulation and self-regulation of advertising around the world: Stefanie Lenway, Lorraine Eden and Rob Grosse authored some of them.

This news was warmly received by the Fellows who gave Jean a round of applause which led to a wonderful conversation among the Fellows about whether to remain academically active after retirement, as Jean has done. Steve Kobrin lauded him for remaining active while José de la Torre, on the one hand, applauded Jean for “not fading away” but, on the other hand, stated that he will be happy to “sit in the audience.” Yair Aharoni replied that he favored continuing active research after retirement – to which Raj Aggarwal, Steve Kobrin and John Stopford answered that keeping mentally active is the main point, including mental pursuits other than academic research while José, challenged about what he would do with the rest of his life, listed his favorite “Will do’s” and “Won’t do’s.” Nakiye Boyacigiller liked both José’s lists and Jean’s continued scholarship, and she stressed that we are lucky to grow old in good health and spirit. Arie Lewin came up with his examples of researchers like Herb Simon who “died in the saddle” and he emphasized that we are fortunate to have this opportunity to write and publish until the very end: it is a real gift! José retorted that he did not want to die finishing one last paper and that it is much better to spend our remaining time with friends and family. Lorraine Eden, in the same vein, thought that we should know when “enough [scholarly work] is enough” and we should spend our remaining time with our loved ones. Raj Aggarwal concluded that, as human beings, we are all different and will choose our own path to the end. As John Fayerweather used to say: “Each man to his own funeral!”

Fellows of Note. Tarun Khanna’s research was amply quoted in the 5-11 March 2011 issue of *The Economist* on the topic of Indian business groups at home and abroad while Karl Sauvant, as Executive Director of the Vale Columbia (NY) Center on Sustainably International Investment engaged in a public discussion in August 2011 of the concerns expressed regarding the U.S. impediments standing in the way of further and badly needed Chinese FDI into the United States. Jack Behrman commented that the pitfalls associated with joint-venturing with the Chinese were already known 20 years ago – for example not becoming sufficiently familiar with cultural differences.

In March 2011, Rob Grosse delighted us with a Letter to the Fellows recounting his three-year experience as the executive in charge of leadership education at the Standard Bank of South Africa in Johannesburg. Upon his return, he became the Dean of the business school at the Monterrey Technical University in Mexico for a while. In August 2011, Mira Wilkins enjoyed very much the new edition of her famous book (with F.E. Hill) *American Business Abroad: Ford on Six Continents* first published in 1964 and now republished by Cambridge University Press. It was Mira’s introduction to international-business history, and we know how far she has traveled ever since! The issue of *AIB Insights* in Summer 2011 was entitled “Standing on the Shoulders of Giants” and it included four articles by Yair Aharoni (on the future of international business), Peter Buckley (on the global factory), Farok Contractor (on the value chain) and Yves Doz (on CK Prahalad). This was quite a compliment to us all!

Two past JIBS Editors-in-Chief (Arie Lewin and Lorraine Eden) and the current one (John Cantwell) were congratulated and thanked in July 2011 on the occasion of the latest Thomson Reuters 2010 Journal Citation Report which ranked JIBS as one of the top three

journals in the Business Category – after the AMR and AMJ. The Fellows also shone in the special issue of JIBS in 2011 on “Qualitative Research in International Business,” which was edited by Julian Birkinshaw and Rosalie Tung, and included articles by Yves Doz and Eleanor Westney (with John Van Maanen). We are not resting on our laurels but are growing them constantly!

Timothy Devinney was named Co-Editor of *AOM Perspectives* and, with Torben Pedersen, was recognized by Emerald Press as “Outstanding Editors” for the first two years of their service in transforming the *Advances in International Management Series* for the better.

2011 Conference in Nagoya. Despite a tsunami, a major earthquake and a near nuclear meltdown in Northeast Japan, we made it to Nagoya in June 2011. Shige Makino chaired the AIB program on “International Business for Sustainable World Development” in the face of such global issues as the environment, poverty, inequalities, iniquities and scarce resources. It was stressed that business leaders and IB scholars must lead the way and play active roles in building sustainable institutions and creative mindsets through innovative and co-evolutionary means to make innovation and sustainability co-exist on a global scale. Chaired by Eleanor Westney, the Fellows’ traditional Plenary Session involved Geoffrey Jones, Lorraine Eden and Ravi Ramamurti to discuss the above issues. The Fellows’ *Cafés* succeeded as usual.

A Buckley-Teece Plenary Session celebrated the 35th anniversary of internalization theory with the participation of Jean-François Hennart while Paul Beamish chaired a session on “Strategy and Sustainability” which included such acclaimed leaders of the field as Jay Barney. Women in the Academy of International Business (WAIB) celebrated the 10th anniversary of its inception under the original leadership of Lorraine Eden, and they offered a session in memory of Susan Douglas, our former Dean and brilliant scholar in the field of international marketing. George Yip chaired a session that gathered the deans of five leading business schools in Asia while Geert Hofstede, Rosalie Tung and Oded Shenkar discussed the role of national culture in promoting sustainable world development.

Besides, Tim Devinney, Yves Doz, Marjorie Lyles, Oded Shenkar and John Cantwell addressed the daunting topic of “Conducting High-Quality Interdisciplinary Research in International Business,” and Eleanor Westney chaired a session which featured Noritake Kobayashi as honored discussant to scrutinize how the foundations of IB research were laid down in Japan – a discussion which featured four Fellows who are Japan specialists: Paul Beamish, Johny Johansson, Masaaki Kotabe and Eleanor herself.

Oded Shenkar won the JIBS Decade Award for his 2001 article “Cultural Distance Revisited” and Sri Zaheer commented on his significant research outcome: “Oded’s work remains timely, fresh, pushes us to think harder about culture and its effects, is gripping and well-written!” Sid Gray worked on the Eldridge Haynes Prize Committee which rewards promising young IB researchers, and let us not forget Tunga Kiyak and his team at the AIB Secretariat who work silently but competently backstage to make our activities succeed at AIB conferences and in-between them.

Only four new Fellows were elected out of nine candidates and with a high voting participation by the Active Fellows: *Johny Johansson, Tatiana Kostova, Torben Pedersen*

and *Karl Sauvant*. They were introduced by their sponsors and much applauded by everybody in attendance.

The stay in Nagoya was quite expensive with rooms for two ranging from \$240 to \$350, and our Dinner costing \$130 because there were no subsidies and we had to pay for the meals of various guests in a French restaurant. Many venues were not air-conditioned because of the austerity measures prevailing in Japan on account of the nuclear meltdown caused by the Tohoku Earthquake/Tsunami of March 11, 2011. Still, the Fellows endured these problems gallantly.²⁹

No International Educator of the Year was chosen in 2011 but our former Dean Susan Douglas' life and work were warmly celebrated by Fellows Kobrin, Kotabe, Tung, Devinney, Johansson, Westney and Lenway. As recounted above, Richard Nelson was featured as our Eminent Scholar and introduced by John Cantwell. Unfortunately, we seldom collect the nominations and introductory speeches for new Fellows as well as the eulogies for deceased ones.

A problem arose about the election of a new Dean to succeed Eleanor Westney in 2011 when Susan Douglas passed away on January 3, 2011. She was the senior dean on the committee made up of the past three ones (Susan, Don Lessard and Jean Boddewyn) with the current Dean Eleanor Westney having a voice but no vote. There was some confusion about what candidates were to be considered but Don and Jean ultimately agreed to elect Alan Rugman as our next Dean, and the former deans promised to straighten out the election process three years hence.

ALAN RUGMAN'S DEANSHIP (2011-2014)

Alan was warmly applauded as our new Dean in Nagoya (June 24-28, 2011) where he appointed Alain Verbeke as our new Secretary-Treasurer after thanking Ravi Ramamurti for his excellent services in the role.

New Committees. Our new dean resurrected the practice of appointing separate committees for our Honorary Fellows. *Arie Lewin* headed the one for the International Executive of the Year (Jean Boddewyn, Yves Doz, Pankaj Ghemawat and Tatiana Kostova) who chose James Whitehurst, CEO of Red Hat, the open-source software company. It turned out to be a very difficult task because several potential candidates (e.g., IBM's Samuel Palmisano) were not available or had never heard of the AIB and its Fellows! *Sid Gray's* International Educator of the Year Committee (Nakiye Boyacigiller, Farok Contractor, José de la Torre, Lorraine Eden, Yadong Luo and Kendall Roth) found it easier to select, at the suggestion of Rob Grosse, Jorge Talavera, President of Esan University in Peru and former Executive Director of CLADEA, the Latin American Council of Management Schools. Finally, *Don Lessard* and *Tarun Khanna* recommended our new Eminent Scholar who was unanimously elected by the Fellows – namely, Ikujiro Nonaka (Hitotsubashi University, Japan) who had been identified by checking the authors most cited in JIBS articles and using various other criteria. Professor Nonaka is best known for his work on knowledge management – especially, the interaction between explicit and tacit knowledge.

Another committee chaired by *Rosalie Tung* proposed various amendments to our Constitution, which were approved by the Fellows. Rosalie was assisted by Jean Boddewyn, Frank Contractor, Johny Johansson, Shige Makino and Alain Verbeke. While many of the changes were cosmetic, we decided that an elected Fellow becomes an “Active Fellow” immediately after payment of his lifetime dues. “Participating” Fellows are now simply “Active Fellows.” However, a proposal to reduce the percentage of votes needed to elect an Eminent Scholar from 75 percent to 60 percent was not approved.

Two Fellows Gone. Many messages from the Fellows followed the announcement of *John Stopford’s* death on 13 August 2011 – in particular from Lorraine Eden, who sent pictures of John, and Dong-Sung Cho who co-chaired our 1995 Seoul meeting with John and lauded his subtle but effective leadership. Dean Alan Rugman recounted that John had the remarkable ability to be simultaneously a first-rate academic, an expert teacher especially of MBAs and executives and a guru able to connect with top-management practitioners. John will also be remembered for his pioneering articles and book (with Lou Wells) on the strategy and structure of MNEs and for his ability to combine economic and political analysis in his work on government policy toward FDI.

Steve Kobrin thought of John Stopford as someone with whom you could have a serious intellectual discussion and then have a great time with afterwards – or simultaneously! José de la Torre, whose friendship with John went back to 1966, visited John in the hospital earlier this summer and found him unwilling to give up as he continued his professional activities until the very end. His wit and humor and the pleasure he derived from all of his activities will not be forgotten either, nor his contributions to the development of the AIB, EIBA and the IB field in general. Our Dean, Alan Rugman, attended the Memorial Service in John Stopford’s honor in October 2011 in London, and delivered a message on behalf of the Fellows.

Howard Perlmutter passed away on 8 November 2011. As Steven Kobrin put it: “He was one of the elders in our field and one of the more original and creative thinkers in international business. He was the founder with Russ Root of the Multinational Enterprise Unit at Wharton where he was Professor of Social Architecture but I suspect that only he knew what that meant. He had an amazing mind and an ability to focus on big issues, and he really wanted to make the world a better place. I was always amazed at his ability to connect with the students and shape discussion so that it was always productive. His article on ‘ethno-poly-geo-centrism’ has long since passed into the vernacular.”

Fellows’ Honors. *Peter Buckley* was much complimented by the Fellows when the news broke out in early January 2012 about his Order of the British Empire award “for services to higher education, international business and research.” However, Peter was seen at our Washington conference not wearing the OBE’s gold badge suspended on a rose-pink ribbon with pearl-grey edges and bearing the fierce motto “For God and Empire” – probably because it was too hot, what with temperatures reaching 103-104 degrees Fahrenheit! Peter was also nominated “Professor of the Week” by the *Financial Times* – which goes to show how quickly “Sic transit gloria mundi!”

Meanwhile, *Geert Hofstede* had been appointed in 2011 as a Knight of the Order of the Dutch Lion, the highest civil honor granted by the Queen of the Netherlands. *Jean-François Hennart* received the 2012 Booz & Co./Strategy+Business Eminent Scholar in International Management Award. This reward was long overdue on account of his sustained and excellent work on transaction-cost economics. This prestigious award has been given to other Fellows in the past: John Dunning, Alan Rugman, Peter Buckley, John Child, Chris Bartlett, Sumantra Ghoshal, Yves Doz, CK Prahalad and Steven Kobrin last year. We practically own it!

In October 2011, *Nancy Adler* gave the keynote address at the 25th anniversary of the IEDC-Bled School of Management on the uses of “leading beautifully” and “serendipity.” In October 2012, *Mike Peng* was honored as the first O.P. Jindal Chair of Management at the University of Texas in Dallas. Various reports have ranked him among the most influential management scholars.

Fellows on the Move. *Robert Grosse* keeps pursuing his migrations and permutations after leaving his deanship at the business school (EGADE) of the Monterrey Technological University of Mexico to become Director of the Center for Global Business Innovation and Transformation at George Mason University. Before Mexico, Rob was in South Africa with the Standard Bank as head of its leadership program. He has also just been elected President of the AIB for 2012-2014, continuing the record series of Fellows becoming AIB Presidents (Mary Ann Von Glinow, Yves Doz, Stefanie Lenway, Alan Rugman, Peter Buckley, Steve Kobrin, José de la Torre and so on, all the way back to Bob Hawkins in 1983-1984).

Fellow Authors. *Karl Sauvant* keeps writing, publishing and editing handbooks and reports (*Columbia FDI Perspectives*) which cover many topics ranging from the geographical (“FDI Outward and Inward Investments in China”) to the institutional (e.g., “Towards the Successful Implementation of the Updated OECD Guidelines for Multinational Enterprises.” *Steve Kobrin* is now the publisher of the Wharton Digital Press which has already issued several e-books.

Fellows in the News. *Pankaj Ghemawat* and *Oded Shenkar* received much attention in *The Economist* in 2012 for their respective books on global prosperity and copy-cat firms. Pankaj also contributed to the new AACSB curriculum requirements regarding the globalization of business enterprises by providing a course outline and support materials. This “course on a disk” is a follow-up on the AACSB report of February 2011 on this topic.

Sri Zaheer was appointed Dean of the Carlson School of Management earlier this year. The press highlighted that: “Dean-designate Zaheer is a rare combination of someone who is renowned for her insights on international business, highly regarded for her understanding of the global and local businesses that drive the Minnesota economy, and acutely aware of the needs of the Carlson School as it continues to educate the world’s current and future business leaders.”

George Yip left his deanship at Rotterdam for a professorship at the renowned China Europe International Business School while *Jean Boddewyn* was ranked as the 202,306th scholar on the “Author Statistics” of the Social Science Research Network but his paper on “The Provisioning of Collective Goods by MNEs in Emerging Markets” won both the 2012 Temple/AIB Best Paper Award and the AOM/IMD Skolkovo (Moscow School of Management) Best Paper Award! Not bad for an Emeritus! The *Academy of Management Perspectives* of May 2012 (26/2) listed the “scholarly impact” of hundreds of researchers. Among them, Bruce Kogut, CK Prahalad, Sumantra Ghoshal, Ikujiro Nonaka, Geert Hofstede, Mike Peng, Tomas Hult, Udo Zander, Julian Birkinshaw and Srilata Zaheer were cited. Last but not least, *Lorraine Eden* was awarded the 2012 Visiting Professorship by the John H. Dunning Centre at the Henley Business School of the University of Reading.

Timothy Devinney and *Torben Pedersen* (plus Laszlo Tihanyi) pursued the publication of *Advances in International Management* series whose volumes have been quite successful. Timothy also became in 2012 the Co-Editor of *Academy of Management Perspectives* which now ranks highly as a business and management journal. His book, *The Myth of the Ethical Consumer*, won the Best-Book Award of the Social Issues in Management Division of the Academy of Management.

Fellows’ Correspondence. *Yair Aharoni* wrote to the Fellows on the need to complement secondary-research with primary interviews of practitioners and case studies because one can always generate spurious statistical correlations with secondary data which do not reflect reality. He recounted his original research which found that it takes a powerful initiating force to make a firm look abroad and concluded that strategy is not about gaining competitive advantage in an industry but about creating a monopoly in a newly-defined niche.

Noritake Kobayashi followed with a summary of his book on *Japanese Multinational Enterprises: Internationalization and Performance*. He classified 66 firms into 28 that maintained their status as international champions in 2005-2009 but the number of troubled enterprises had increased from 3 to 8. Focusing on the recession period of 2008-2009, the number of industrial sectors belonging to the “international champion” category decreased from 10 to 2. Besides, profitability was rather poor as far as the super-large Japanese MNEs were concerned.

Elections. In February 2012, we ran our election of new AIB Fellows. There were three candidates – *Mike Peng*, *Ram Mudambi*, and *Rajneesh Narula* – but only the first two candidates got at least 55 percent of positive votes. Two new Fellows a year is not enough to reach our limit of 60 Fellows below the age of 66 when there are only 40 of us. Mike Peng and Ram Mudambi were introduced as New Fellows at our 2012 Dinner in Washington, DC together with *Anil Gupta* who was elected two years ago.

2012 AIB Conference in Washington, D.C. A session chaired by Alan Rugman was devoted to the work of *John Stopford*, where Lou Wells, Don Lessard, Eleanor Westney,

Julian Birkinshaw and José de la Torre recounted John's exemplary contributions to IB scholarship. Also honored were our new Eminent Scholar, *Ikujiro Nonaka* of Hitotsubashi University and *Jean Boddewyn* who made a presentation based on his contributions to the fields of MNE political-action theory, international business-government relations and the management and organization of the International Public-Affairs function. Discussants included Rob Grosse, Ravi Ramamurti, Steve Kobrin and Theodore Moran (Georgetown). Many other Fellows participated in the pre-conference workshops and consortia.³⁰

Our Dinner at the National Press Club inspired our Dean Alan Rugman to comment that "we should celebrate every single day the freedom of thought and expression we all enjoy as scholars." This dinner was partly subsidized by Jorge Haddock, Dean of the George Mason University's School of Management, who helped cover our expenses, thanks to Rob Grosse who teaches there. Still, José de la Torre asked why we should have dinners costing \$100 a plate (for spouses and partners too) when cheaper venues could be arranged. Of course, we have to take care of various non-paying guests, including our new Honorary Members and local deans. That is why subsidies are always welcome! At our Business Meeting, it was once more proposed that a fund-raising committee be established to support such worthy entities as the AIB Foundation.

Further Losses. Two more Fellows passed away. *Stefan Robock* was the oldest one among us at age 97 when he died of natural causes on August 1, 2012 in South Carolina. If you read his obituary, you found out that he got all the military, administrative and economic experiences necessary to become one of the pioneers in international business and management after 1960 at Indiana University and then at Columbia's Graduate School of Business. Many of us benefitted from his IB textbook with Kenneth Simmonds, which went through several editions. Noritake Kobayashi recounted that Steve had offered him his first experience teaching IB outside of Japan at Indiana University. Dong-Sung Cho remembered sending a poem to Steve who kept it on his refrigerator to remind himself to "die young at one hundred!" He almost made it!

The Accounting, Finance and Taxation fraternity among us (Raj Aggarwal, Lee Radebaugh, Sid Gray, George Yip and even José de la Torre) was particularly effusive at mourning the death of *Frederick Choi* on October 2, 2012. Born in Korea, he served not only as Chairman of the Accounting, Taxation and Business Law Department at New York University but also as Dean of NYU's Undergraduate College, and he was the founding editor in 1988 of *The Journal of International Financial Management and Accounting*. Everybody lauded Fred as a friendly, kind, helpful and humble person, and Lee Radebaugh thought of him as "one of the good guys" who did a lot but never bragged about it.

In his eulogy in Istanbul in 2013, Sid Gray recounted that Fred was a prolific and widely respected scholar. He authored numerous books including his award-winning *International Accounting* (with Gary Meek, now in its seventh edition). He published more than 50 academic articles in many leading journals including the *Journal of Accounting Research* and the *Journal of International Business Studies*, along with

dozens of book chapters, essays and reviews. Fred was a recipient of the Citibank “Excellence in Teaching Award” and of the American Accounting Association’s “Outstanding International Accounting Educator Award.”

A Missed Opportunity? Are the Fellows maintaining sufficient contact with their Honorary Members – that is, the International Executives and Educators of the Year as well as the Eminent Scholars? What usually happens is that we celebrate them at an AIB Conference and then forget them. John Dunning was concerned about this practice when, in 1997, he urged that previous Executives of the Year be more actively involved with our Fellowship by inviting them to participate in panels at AIB Conferences and be asked to help fund scholarships, library subscriptions or other worthy AIB activities. Unfortunately, we have done nothing of the sort and neither have we tapped our Eminent Scholars, except maybe for Geert Hofstede.

As far as International Educators of the Year, we have been more lucky insofar as Joyce Elam (FIU) has attended several of our dinners which she often subsidized while Deans Dezsö Horvsath (York) and Moshe Porat (Temple) as well as Randy Folks (South Carolina) stand ready to help us organize AIB sessions on such topics as IB-Program development, administration and leadership.

Fellows’ Information. Many Fellows have posted a short CV with a picture at the Fellows’ section of the AIB Website. Just visit <http://aib.msu.edu/community/memberdir.asp> for examples and where you can add yours or update your present one by contacting the website’s administrator. We have few “Inactive Fellows” (8) but anybody can ask to be put on this list of those who prefer not to receive news about our activities.

Wonderful Eulogies to Departed Fellows. It is a bit late to report that *Endel Kolde* (U’ of Washington) died at the age of 92 on 20 September 2009. He was one of the first ten elected AIB Fellows in 1978 on account of his sustained scholarly work in international trade, foreign-area analysis and MNE environments. His obituary in *The Seattle Times* recounted his dramatic underground work in Estonia during the brutal Soviet and German occupations of his country which he left in 1944 before its annexation by the Soviet Union. He was at first very active in the AIB, then withdrew after his retirement in 1984.

Thanks to José de la Torre, who met Endel at the 1970 AIB Conference in Detroit – José’s first AIB meeting –, Dick Moxon and Fred Truitt gathered their thoughts about “the man himself.” Fred first observed that “the essence of an authentic Estonian is a deep-seated longing to be left alone and independent from foreign domination AND from each other – preferably in the middle of some forest!” Fred then recounted that he first met Endel Kolde in 1968 at a conference on the future of international business at Indiana University:

I was a graduate student at IU and was assigned to go to the Indianapolis airport to fetch Endel and his new wife Helga and bring them to Bloomington. While driving them, I tried a simple greeting and conversation in the very limited kitchen Estonian I had by this time learned from my wife’s grandmother. He let me speak a bit and

then interrupted and told me: "I must say that your parents are probably not well educated and have failed miserably to teach you decent Estonian!" I responded that my parents were from South Philadelphia and what little Estonian I knew I picked up from my wife's grandmother. He then said: "Well, in that case, you must be a very intelligent and capable boy . . . really remarkable . . . I never met an American who could even pronounce two words of Estonian! Call me when you want a job."

A few years later, about two weeks after starting at the University of Washington with visions of collaboration and collegial conversation about international business, Fred Truitt approached Endel and asked if they might go out to lunch. His reply was: "No, not today . . . and . . . not ever. On Wednesdays, I go to lunch at the Swedish Club (in downtown Seattle) and the other days I run ten to twenty kilometers at lunchtime." This seemed to fit his independent and loner mentality very well. Dick Moxon added:

Endel was a very productive scholar/teacher but he liked to work by himself. If there was a big project that we were all going to work on, he would carve out his piece and go off by himself to work on it. Before the rest of us were halfway along, he would appear with his part already done, usually in the form of a stand-alone book or monograph. Frustrating for those of us who wanted to collaborate and coordinate efforts but pretty productive! Forever an Estonian scholar indeed!

The passing away of Lee Nehrt. – Our first Dean (1978-1981) died at age 87 on 13 March 2013 in Bloomington. Immediate condolences and remembrances were expressed by Noritake Kobayashi who spoke fondly of Lee's integrity, helpfulness and hospitality, and by Raj Aggarwal who always enjoyed his interactions with Lee. He had led multiple lives as Coast Guard officer, Administrator of the World Trade Institute at the World Trade Center in New York, leader of various development projects in underdeveloped countries, and – of course – as educator and researcher at several places. He finally retired from Ohio State in 1986.

John Daniels delivered one of the best eulogies of a deceased Fellow at the end of our nautical Dinner in Istanbul – reserve him for yours! John will always remember Lee as living every day to the fullest, with a reverence for the past and precise plans for the future. Lee could "change hats" quickly, driving a tractor to plant trees one minute and then racing in one of his two Porsche sports cars along Indiana's back roads. He could also communicate easily and convincingly with everyone. For example, John told the story of how Lee advised a student to major in accounting and to take Lee's IB course. "He completely changed my life. I was hooked." So spoke *Lee Radebaugh* who later had Lee as his dissertation Chair at Indiana

Together with four other now deceased AIB Fellows – Stephen Robock, Richard Farmer, Hans Thorelli and William Hoskins – plus living Ken Simmonds, Lee pioneered international-business education and research at Indiana University. With Lee's passing away, seven of the AIB Fellows' Deans are now dead, including the first six. "All of them have inspired us to push the IB field forward." After this stimulating remark, John Daniels proposed a toast in memory of our past leader. Thank you so much John for this touching and inspiring eulogy!

Attila Yaprak, who served as AIB Executive Secretary, added that “Lee Nehrt was the person who inspired me to pursue international business as a field of study and to become an IB professor. I also feel fortunate that I was inspired by a ‘gentleman,’ a warm and caring person who was like a father to me.”

Lee was the first Dean of the AIB Fellows (1978-1981), having been appointed by then AIB President *Richard Farmer* and his Executive Committee after the first Constitution of the AIB Fellows had been drawn up in 1977. As past AIB President (1973-1974), he was one of the 16 *de jure* “Founding Members” of the AIB Fellows, who were soon joined by the first ten “elected” members in 1978. Lee should be forever remembered for getting our Group going as an effective organization and for his very active role with Paul Garner in getting the AACSB to include an “international” component in business curricula. He also worked with me originally on the History of the AIB Fellows.

The width and depth of Lee Nehrt’s consultancy are remarkable. He was Ford Foundation Advisor to the Minister of Economics and Planning in Tunisia (1965-1967), Chief of Party of a Ford Foundation project to develop the Institute of Business Administration at Dacca University in East Pakistan (1969-1971), and World Bank Advisor to the Ministry of Planning in Jakarta, Indonesia (1986-1989). He was also a frequent consultant to the United Nations and the World Bank, and was Chief of Mission of 23 consultancies to various countries in Africa, the Middle East and South Asia.

Lee Nehrt’s wife Ardith recollected many unique events in his and their lives. He was the first U.S. person to get a Ph.D in International Business – which he did at Columbia University in 1962. His multiple careers as an educator and advisor to several national and international organizations took him or them to some 100 domestic and foreign locations. Ardith Nehrt recounted that she had set up household on 32 occasions and that, during what she “mistakenly thought would be his retirement,” he built a home for them near Bloomington and Indiana University, established a library in his hometown, created a blacksmith museum, developed some 173 acres into multiple lots – with the main road named the “Nehrt Road” and others for their grand-daughters and grand-sons – and purchased 400 more acres for a tree farm where more than 250,000 seedlings were planted with the help of children and grand-children to provide hardwood some 30 years later to pay for the education of their great-grand-children and “to hold the extended family together in a common cause.” Now that is foresight!

Lee also made time to publish a collection of aphorisms and to write his memoirs and a history of the Nehrt family as well as a novel and part of a book on “How to Become an Educator.” As Ardith said at the “Celebration of the Life of Lee Nehrt,” family, friends and opportunities were his main concerns – with no opportunity passed by. Their eldest son, Chad Nehrt – also an educator – recounted seeing a tee-shirt marked “Live your life so the preacher won’t have to lie at your funeral,” and he thought his dad had lived that way! Truly, there is much to remember and celebrate of the man we always met neatly dressed with a blazer and a bow tie!

William (Bill) Hoskins, one of the founders of the AIB and faithful Secretary-Treasurer to John Fayerweather when the latter served as the first AIB President (1959-1961) and

as Dean of the AIB Fellows (1984-1987), died at the age of 88 on 30 April 2013 in Austin, TX. Both John and Bill had served on the steering committee that brought the AIB into being in 1958 at the urging of, and with the help of, the National Foreign Trade Association's Education Committee and with the support of several businessmen who remained active in the AIB for a dozen years or so. Hence, Bill Hoskins was one of the founders of the AIB while teaching at Bowling Green University (he also taught at Indiana and Thunderbird). As such, he became in 1978 one of the 16 original AIB Fellows who then proceeded to elect new Fellows for the first time.

The section on John Fayerweather's deanship is one of the largest ones in the History of the AIB Fellows because John and Bill Hoskins worked very closely together since Bill had served in the same capacity when John became the first President of the Academy of International Business in 1959-1961. They took many initiatives that have rarely been matched ever since – for example, many detailed surveys to gauge the AIB Fellows' readiness to alter our Constitution and to engage in new initiatives before a final voting took place. Bill Hoskins published 14 long newsletters recounting events, offering opinion polls (pros and cons) and announcing final votings.

Jim Goodnow – the longest serving Secretary-Treasurer of the Fellows from 1987 to 1993 – recounted that he met Bill Hoskins in 1963 at Indiana where the latter taught international business before moving to Bowling Green University in Ohio until his first retirement, following which he moved to Thunderbird to teach some more in the mid-1980s and to develop a business-simulation game similar to the famous one of Hans Thorelli. Bill and his wife Ruth then took a second and final leave from academia and the AIB in Texas until his death there. Clearly, Bill Hoskins played a very important role in the IB field's as well as at the AIB's and at the AIB Fellows' creation and development in a discreet but effective “in the wings” manner.

Fellows as Leaders. The current AIB leadership remains peopled with AIB Fellows – what with *Robert Grosse* serving as 2012-2014 President and to be succeeded by *Nakiye Boyacigiller* while *Klaus Meyer* will be VP Program in Vancouver, BC (2014) with *Ram Mudambi* following him in 2015 in Bangalore, India. Meanwhile, *John Cantwell* keeps serving as JIBS Editor-in-Chief and *Tomas Hult* perseveres as AIB Executive Director.

Fellows' Publications. *Don Lessard* is contributing a chapter on “The Evolution of EMNCs and EMNC Thinking: A Capabilities Perspectives” to a book edited by A. Cuervo-Cazurra and *Ravi Ramamurti* on *Understanding Multinationals from Emerging Markets* (Cambridge University Press, 2014). Sam Park published *Rough Diamonds: The Four Traits of Successful Enterprises in BRIC Countries* (Jossey-Bass/Wiley, 2013) while *Tomas Hult* (MSU) and *George Yip* wrote a textbook on *Total Global Strategy* (Pearson Prentice Hall, 2012) which highlights five “global strategic levers” (e.g., the location of value-adding global activities). Tomas (with William Motz) has measured the degree to which community colleges emphasize IB education in their curricula – 85 percent of them offered a basic IB course in 2012 versus 51 percent in 2008 – but other measures (e.g., funding) are also used by them to ascertain these colleges' commitment to the IB field. Meanwhile, MSU's International Business Center, under Tomas' leadership, continues to produce the Market Potential Index for emerging markets.

George Yip (CEIBS in Beijing) co-authored *Strategic Transformation: Changing While Winning* (Palgrave Macmillan, 2012) which received a very favorable review in the *Financial Times* of 24 January 2013. It commented that “*Strategic Transformation* is the chief executive’s in-depth guide to how to sustain and refresh strategy over time.” This book is based on the colorful travails of Tesco, Cadbury Schweppes and Smith & Nephew from Great Britain.

John Daniels was recently working on the 15th edition of his *International Business* textbook co-authored with *Lee Radebaugh* and Daniel Sullivan. He said that it will be his last edition although his co-authors may go on, and he commented that:

I was lucky to hit the market at a time of growth and feel lucky to be divesting at the right time [before textbooks may disappear and be replaced with something else]. . . When I first started, textbook-writing was looked upon very favorably by deans and promotion-and-tenure committees. Now, one almost has to hide that one is a textbook author! I greatly regret this change. Similarly, almost no one is writing cases anymore for the same reason although we certainly need good cases in the classroom.

Bruce Kogut’s 2012 edited book on “The Small Worlds of Corporate Governance” (MIT Press) maps the influence of economic and social networks – communities of people or firms and the ties among them – on corporate behavior and governance, and it stresses the surprising heterogeneity of network structures, which contradicts the common belief in a single Anglo-Saxon model.

“What matters to Americans in terms of social, economic and political values?” *Timothy Devinney* is the first author of this 2012 “Anatomy of Civil Societies Research Project” which reports on religious activity, political orientation and affiliation, donating and volunteering behavior, and personality measures as an alternative to standard Likert-based polling. Timothy is also one of the two Editors of the *Academy of Management Perspectives* whose Editorial Board includes Paul Beamish, Nakiye Boyacigiller, Ram Mudambi, Michael Peng and Rosalie Tung.

Mira Wilkins, while on sabbatical at Florida International University, is working on the third volume of her history of foreign investment in the United States, which will cover the period 1945-2012. *Peter Buckley*, *Lorraine Eden* and *Ram Mudambi* assisted in various capacities the preparation of UNCTAD’s *World Investment Report 2013 on Global Value Chains: Investment and Trade for Development*. This report highlighted the fact that, for the first time, developing economies surpassed developed ones as recipients of FDI (52.0% vs. 41.5%).

Karl Sauvart keeps writing, editing and co-authoring *Columbia FDI Perspectives* which discusses topical FDI issues. Thus, Report 101 of August 2013 addressed “The need for an international investment consensus-building process” in terms of achieving an appropriate balance between strong investor protection and the right of governments to pursue legitimate public-policy objectives in bilateral and multilateral FDI regimes. A previous issue (No. 98) dealt with the important topic of “Do Host Countries Really

Benefit from Inward Foreign Direct Investment?” while “Towards the Successful Implementation of the Updated *OECD Guidelines for Multinational Enterprises*” by Tadahiro Asami highlighted the major changes in this very important document which is the most comprehensive government-endorsed code of responsible business practice, including the area of human rights. Karl also edited the *Yearbook on International Investment Law & Policy 2011-2012* (Oxford) which analyzes the magnitude and salient features of FDI flows, home-country policies, international law and arbitration, and trends in international investment agreements. Karl co-edited the second edition of *FDI Perspectives: Issues in International Investment*, which is available free of charge for download from www.vcc.columbia.edu. It contains a chapter by *Mira Wilkins* on indirect foreign investment.

Fellows in the News. *Torben Pedersen* (Copenhagen Business School) was quoted in a special report of *The Economist* (February 2-8, 2013) on “The Nordic Countries,” which stated that: “The Vikings’ modern descendants believe they can turn globalization to their advantage.” Torben pointed out that “Nordic countries are past masters at adjusting to rules dictated by big countries such as Germany or America. Surely, they can cope with China and India?” Also quoted in *The Economist* (22 December 2012) was *Pankaj Ghemawat* (IESE) in a piece titled “Globalization: Going Backwards – The World is Less Connected Than It Was in 2007.” It borrowed from the latest DHL Global Connectedness Index which is overseen by Pankaj who concluded that the economic crisis of 2008 made connections both shallower and narrower, with people – particularly, company bosses – underestimating the gains that could be made by further globalization. Pankaj will spend the academic year 2013-2014 at NYU’s Business School.

Fellows’ Honors. *Stefanie Lenway*, recently appointed Dean of Michigan State’s Business School, was elected for a 3-year term (2012-2015) to the Board of Directors of the renamed AACSB (Association to Advance Collegiate Schools of Business “International”). Stefanie had already participated in a discussion of the future of undergraduate business education as member of the AACSB Task Force which produced a report to which *Pankaj Ghemawat* also contributed: *The Globalization of Management Education: Changing International Structures, Adaptive Strategies and the Impact of Institutions* (2011). In this context, Pankaj has prepared a very useful GLOBE disk containing basic materials for an introductory course on the “Globalization of Business Enterprise.”

Eleanor Westney was the 2013 recipient of “The Booz & Co./Strategy+Business Eminent Scholar in International Management Award” at the 2013 AOM Annual Meeting in Orlando, FL. She joins a distinguished list of AIB Fellows who have received this prestigious honor year after year! At the same meeting, *Bernard Yeung* received the AOM’s Business Policy & Strategy (BPS) “Outstanding Educator Award.” Bernie is the Dean and Distinguished Professor of Finance & Strategic Management at the National University of Singapore’s Business School after teaching at NYU and Michigan. The BPS Awards Committee recognized his “dedication to Ph.D student development, which has been remarkable in its depth, breadth and continuity. He has been a tireless Ph.D mentor – providing timely feedback on research, advocating for Ph.D students, encouraging students to strive for the highest standards, and building a research

community where Ph.D students play a central role.” *José de la Torre* received the same award from the International Management Division of the AOM – following such other Fellows as Paul Beamish and John Daniels.

Torben Pedersen (Copenhagen Business School) was the co-author of the JIBS article “MNC Knowledge Transfer, Subsidiary Absorptive Capacity, and HRM” that won the 2013 JIBS Decade Award. To be considered for this award, an article must be one of the five most cited JIBS publication for the year being considered – 2003 in Torben’s case. The International Section of the American Accounting Association announced in 2012 the creation of the “*Lee H. Radebaugh* Notable Contribution to International Research Decade Award.” Lee will be retiring from Brigham Young University at the end of 2013 after over 40 years of service to the international-accounting community, including his serving as Editor of *The Journal of International Accounting Research*. Meanwhile, *Marjorie Lyles* has been elected President of the Strategic Management Society.

Fellows at the 2013 AIB Conference in Istanbul. For our conference in Istanbul in July 2013, *Nakiye Boyacigiller* was our superb Local Hosting Chair who organized a great venue for our meeting and was in charge of selecting our new International Executive and Educator of the Year with the help of Jean Boddewyn, Tamer Cavusgil, Tatiana Kostova and George Yip. As usual, the AIB Fellows organized and staffed important parts of the AIB Conference in Istanbul. Thus, the Opening Plenary chaired by Robert Grosse acknowledged *Bernard Ramanantsoa* (Dean, HEC Paris) as our International Educator of the Year and *Muhtar Kent*, Chairman and CEO of the Coca-Cola Company (which provided us with free soft drinks!) as International Executive of the Year. Udo Zander served as the Junior Faculty Consortium Chair.

There was an AIB Fellows’ Eminent Scholar Award Session honoring *David Teece* (Professor of Global Business, University of California at Berkeley), which was chaired by Pankaj Ghemawat and included commentaries by Peter Buckley, Steve Tallman, Alain Verbeke and Alan Rugman on Teece’s keynote speech on “Dynamic Capabilities and Entrepreneurship in the Multinational Firm.” Teece almost singlehandedly invented the “dynamic-capabilities” approach in strategic management that has become a core paradigm in this field of academic inquiry and is also used extensively by international-business scholars. Teece’s main piece on this subject has earned 14,500+ citations on Google Scholar (he has twelve other pieces with 1,000+ citations each). The main focus of this work is value creation and capture through innovation, taking into account that protecting the fruits of innovation requires a threshold level of “inimitability” by competitors as well as “complementary assets.”

An AIB Fellows Plenary dealt with “How Much Does Distance Still Matter in International Business?” It was chaired by *Alan Rugman*, included a keynote speech by Pankaj Ghemawat and ended with commentaries by Bernard Yeung and Dan Leclair (AACSB International). An AIB Fellows Special Panels celebrated “25 Years of J.-F. Hennart’s “A Transaction-Costs Theory of Equity Joint Ventures’.” It was chaired by *Paul Beamish* and included the honoree’s keynote speech followed by comments by Tamer Cavusgil, Farok Contractor and Klaus Meyer. Another one on “Celebrating 25 Years of Kogut and Singh’s ‘The Effect of National Culture on the Choice of Entry

Mode’’ was chaired by *Eleanor Westney* and included Bruce’s challenging speech on the role of genetics in culture, which was followed by comments by *Tatiana Kostova* and two other non-Fellow speakers. George Yip organized another “guru” Senior Executive Seminar in Istanbul, to which Tamer Cavusgil, Farok Contractor, Ravi Ramamurti, and Mike Kotabe contributed on the topic of “The Integration of Emerging Markets in the Global Economy: Insights for Turkish Firms.”

The AIB Fellows’ Dinner in Istanbul took place aboard the *Gümüş Damla Yacht* which took us through the tumultuous waters of the Bosphorus Strait, with magnificent views of the city, its shores and islands. Unfortunately, Jean-François Hennart missed the boat, the spectacle and the countless pictures taken! The dinner menu included Topkapi Palace Chicken with pine nuts, raisins and rice as well as plenty of wine.

The AIB Conference was held at the sumptuous Hilton Istanbul which provided us with rich breakfasts and inter-session snacks. It is close to Gezi Park and Taksim Square which have been the sites for many stone-throwing protests – including one during the Closing Reception! A weak Turkish lira helped cover the sizeable expenses associated with attending this conference.

Speaking of throwing stones, Prakash Sethi of Baruch College (CUNY) took to task AIB Fellows and key AIB members who attended the 2013 AIB Conference for devoting over 90 percent of the papers and sessions to “the pursuit of making corporations more efficient and profitable” – an echo of Sumantra Ghoshal’s lament about the overuse of transaction-cost economics many years ago. Sethi commented that, despite our meeting’s lofty themes:

The Conference’s deliberations were conspicuously devoid of any serious discussion of the issues that pertained to the negative economic and social externalities that were being exploited by corporations – notably, large multinational corporations – in poorer countries of the world. Why is it less important for international-business scholars to study the problems of labor exploitation, environmental degradation, overseas bribery and corruption, and income inequality, to name a few?

Fellows’ Thoughts. *Ken Simmonds*, the last of the “Gang of Six” at Indiana (see above), recently found an old paper he wrote for the group of four that started its International-Business Department in 1963, with Steve Robock as Chair, Dick Farmer as Associate Professor, and Lee Nehrt and Ken as Assistant Professors – Indiana being the first place where one could major in IB. To survive the wrath of other departments, they deliberately avoided adding the tag “International” to courses in Economics, Marketing, Accounting and Management because that would have invited quick recapture by the other departments but they invented other names for their new courses. This was good advice because:

Years later, Columbia’s faculty did to Steve Robock’s exactly what we had feared. The battle still rages. I refused to set up an IB department at the London Business School unless it properly funded it and gave IB courses a proper place in the

School's MBA. The Dean would not do so. Under some pressure, John Stopford took [this project] over by renaming it "Policy, Strategy & International Business." Nevertheless, he and I continued to teach IB courses outside the department structure. Without a formal IB requirement in the MBA curriculum, John and I offered for years "International Business I and II.

How many times has this battle been fought? Alan Rugman, in his 2003 edited book *Leadership in International Business Education and Research*, included several chapters about the development of IB education at Indiana, including one about the history of the IB group at that school.

Jack Behrman remains concerned that "so little attention has been given to the work of Sen, Stiglitz, Nussbaum and other eminent scholars on tracking progress rather than the growth of mere numbers of transactions [e.g., the GDP], with no attention given to content or distribution. He commented:

That GDP has not been abandoned despite having been shown irrelevant, is testimony to the crazy adherence to quantification in economics in an effort to become "scientific" – which it cannot! I have tried long enough to offer some sense to economists but with little success. I can only say "I tried" and, in some cases, my efforts were approved long after they were relevant.

What a sincere and humble scholarly confession!

After five years of retirement, *Jim Goodnow* returned to the classroom on a part-time basis at the University of North Texas in Denton. "It feels great to be around groups of intelligent young people again!"

New Fellows. *Keith Brouters, Andrew Delios, Klaus Meyer* and *Sam (Seung Ho) Park* joined our august ranks in 2013 – four out of nine candidates. It is not quite a record but better than the two new Fellows elected in 2012. Our Dean, *Alan Rugman*, reminded us that we are still short of about 20 Fellows below the age of 66 to fill our ranks which have been depleted by the death of 35 Fellows so far. The use of ratings and citation numbers has increased in nomination and seconding letters although their meanings and implications are not always clear to the voters.

Odds and Ends. I had the pleasure of corresponding with *Chris Bartlett* who reported that his post-academic life has been very full and enjoyable as he works with several non-profit organizations in Australia, the United States and Cambodia, which leaves him with little time for teaching and writing.

While the AIB Fellows have not been holding early-morning café sessions at AIB Conferences in 2012 and 2013, the International Management Division of the Academy of Management started one in 2013 with the help of *Steve Tallman*. Dean Alan Rugman will revive this initiative of former Dean Eleanor Westney at the AIB Conference in Vancouver, BC in 2014.

Eleven recent (2008-2012) Fellows are presently writing a chapter for the second AIB Fellows' Book (Volume 16) to succeed the one published in 2008 in our Dean *Alan Rugman's* series of *Research in Global Strategic Management* (Emerald), and to come out in 2014. Twice as many Fellows are helping review their drafts for this book edited by *Jean Boddewyn* – as he did in 2008 for Volume 14 of this Series.

Thanks to our Dean's kindness, you were alerted to my being hospitalized last October, and many of you sent me their encouragements and best wishes of recovery, which touched me deeply and for which I am most grateful! These exchanges made me find out that several Fellows or their spouse have either been sick for quite a while or are presently undergoing major medical treatment. Thus, Nakiye Boyacigiller's husband Ziya is recovering nicely from a November emergency surgery for a very large tumor that had perforated his colon. Fortunately, they were back in San José, CA after she had served ten years as Dean at Sabanci University in Turkey so that her husband could be treated at Stanford Cancer Center under the U.S. medical insurance she had fortunately kept because he has to undergo five months of chemotherapy. Nakiye's sabbatical leave will come in handy but what a "nightmarish whirlwind" as she put it. Unfortunately, we are usually too proud or too shy to share such bad news although we should remember John Dunning and John Stopford who let us be aware of their major health problems so that we could let them know that we cared.

Another Fellow Gone. *John Ryans* passed away on September 14, 2013 and only one Fellow sent a comment about him – probably because John was a quiet person. Yet, he did much to develop the field of international marketing at Kent State during 34 years of service there. He attended most of our meetings with his wife who, you may remember, fell down in Milan in 2008, cutting their visit short. Some of you may recall his often cited 1964 article "Is It Too Soon to Put a Tiger in Your Tank?" in the *Columbia Journal of World Business*, where he warned against too much standardization in advertising.

Our Next Dean (2014-2017). *Paul Beamish* was selected by our previous three deans' Nominating Committee. Paul won his well-deserved reputation as a relentless student of foreign direct investment and international joint ventures through numerous articles and cases.

Fellow Publisher. Our Dean, *Alan Rugman*, published a well-documented history of the AIB Doctoral Dissertation Award in *AIB Insights* (Vol. 13, No. 3, 2013). This award was first named in 1987 after Richard N. Farmer – a prior Chair of the Indiana IB Department, a past President of the AIB (1977-1978) and a pioneer with Barry Richman of IB research – passed away. Thanks to Alan, Indiana University took over the sponsorship of the award from the AIB for a number of years until he left for Reading University which, together with the University of Leeds, is now providing the funding for the newly named *Peter J. Buckley and Mark Casson Doctoral Dissertation Award* in 2013 to honor two eminent IB scholars. This old award was won by Tatiana Kostova in 1997 and Srilata Zaheer in 1992.

Fellows in the News. Raj Aggarwal and his co-authors were quoted in the *Washington Post* of 29 August 2013 for their study that examined the association of GMAT scores with cultural characteristics borrowed from Geert Hofstede. They found that people with high GMAT scores are less able to deal with an organization's hierarchy, those who do well in business schools are less likely to take the risks to become entrepreneurs, and candidates from nations with the highest levels of ethics had the lowest GMAT scores. Raj, former dean of the University of Akron's School of Business, says that one reason for the lack of ethical orientation in business and for the lack of success of whistleblower programs may be this bias against ethical awareness engendered by the focus on high GMAT scores among corporate managers and leaders. It may also explain the common refrain that business-school graduates lack team skills. Another bias promoted by the focus on high GMAT scores, Aggarwal says, is the unwillingness to make decisions that are risky and involve longer horizons. Perhaps business schools should start recruiting students with the lowest GMAT scores!

Fellows on the Move Again. Timothy Devinney left Australia for the University Leadership Chair and Professorship in International Business at Leeds University's Business School where he joins Peter Buckley. Timothy will be the Founding Editor of the new journal *Foundations and Trends in International Business and Management*, whose Editorial Board will include several Fellows.

Our 2014 Eminent Scholar and Other Fellows Awards. The committee appointed by Dean Rugman to nominate the 2014 Eminent Scholar was chaired by Rosalie Tung assisted by Yves Doz, Mark Casson, Julian Birkinshaw and Marjorie Lyles. They nominated *Richard P. Rumelt* (UCLA, Anderson) – the well-known godfather of the modern theory of corporate diversification and of the resource-based view in strategy that emphasizes firm-specific advantages – and the Fellows voted him in. *Dominic Barton*, Global Managing Director of McKinsey&Co., was nominated as our 2014 International Executive of the Year by Ravi Ramamurti (Chair), Lorraine Eden, Shige Makino, Lou Wells and Udo Zander. Barton has extensively written on the future of capitalism, long-term value creation and business leadership in society. The International Educator of the Year Committee was chaired by Sid Gray who was assisted by *Paul Beamish*, Lorraine Eden, Tatiana Kostova and Eleanor Westney. They nominated Daniel Shapiro, Dean of the Beedie School of Business at Simon Fraser University.

Death's Toll. Three Fellows dead in less than four months! Besides *John Ryans* who died on September 14, 2013 from a fall at home, *Vern Terpstra*, a former AIB President and early IB scholar, passed away on November 6, 2013. Finally, beloved *Daniël Van Den Bulcke* died on January 8, 2014. The first two deaths generated two comments – the first one from Raj Aggarwal who, as a doctoral student at Kent State, knew John Ryans as “a guy generous with his time” even though Raj was not majoring in Marketing. They became good friends, with John serving as a role model for Raj who admired him for remaining a very productive scholar long after most of his colleagues had “retired.” The second comment was from John Daniels who sent detail about Vern who served as John's doctoral advisor in the late 1960s.

Vern Terpstra, who died at age 86, got his BBA, MBA and Ph.D. from the University of Michigan where he taught from 1968 to 1992 after a short stint at Wharton. Before his academic career, Vern had been a missionary with his wife Bonnie in the former Belgian Congo where they helped build a school before getting out of there in a hurry after Independence Day in the early 1960s. They wrote about their escape.

Vern authored 12 books, including his doctoral dissertation on *American Marketing in the European Common Market*, which came out in book form in 1967 and made quite a splash then – plus several short volumes later on on international marketing, the cultural environment of international business and related topics. One of his many journal articles appeared in the very first issue of JIBS in 1970 (“University Education for International Business”) while JIBS’ issue 4(1) of 1974 included his AIB presidential address on “The Future of the International-Business Professor.” Well, we are still around, as he predicted. Jim Goodnow did present Vern’s eulogy in Vancouver, B.C.

Do you realize that, with the deaths of Susan Douglas (in 2011), John Ryans (in 2013) and Vern Terpstra (in 2014), *we have lost about half of our International-Marketing contingent* leaving only *Johny Johansson* as a full-time representative of this IB subfield? Or are *Tamer Cavusgil, Tomas Hult, Warren Keegan* and *Philip Cateora* still working in this field?

What an explosion of love for *Danny Van Den Bulcke* who died so unexpectedly on 8 January 2014 at age 74! “Come on, Danny, tell us it is not true! Join us one more time to talk to us, laugh with us, advise us, inspire us, photograph us!” Alas, that will not happen.

I knew that something was seriously wrong when Danny, in his last email to me on November 11, 2013, wrote these foreboding words:

Dear Jean,

All my sympathies. I understand what you are going through. [I had been in the hospital in October 2013.]

Actually I received some bad news only last week and have to reenter hospital for several weeks. I have just cancelled EIBA because I was told that activity will be difficult during two months.

Let us hope and fight together.

All the best,

Danny

Professor Filip De Beule, his former Ph.D. student and now Professor at the Catholic University of Leuven (Belgium), sent me these confirming details:

Dear colleague, Dear Jean,

He died of esophageal cancer that had spread to his liver and lungs.

I was with Danny last October [2013] in India. He had a nasty fall and dislocated his right thumb, which required minor surgery in India. He also had difficulty eating while in India due to hiccups, which he had had regularly for some time already. After we got home all right, he sent me an email that he had gone to the doctor because he could not eat anymore and was losing a lot of weight. He was rushed to the hospital where he was diagnosed with an esophageal tumor. Despite six weeks of chemo and radiation therapy, the tumor had barely shrunk and had further spread to his liver. The therapy was subsequently stopped and he was transferred to palliative care, where he died only a few days later.

Filip

What a calm ending for this good man who did so much so well so far and so long, and who deeply touched the lives of many of us. Most of us did not know of Danny's worsening condition, which prevented us from communicating our care, friendship and love to him one more or last time. I feel bad about having postponed communicating his email of last November to the Fellows until now but those of us who knew of his worsening condition in December should have warned us too. There is a lesson here for all of us about sharing such news in due time because we must not assume that everybody knows. *José de la Torre* aptly reminded us of the book of wonderful and whimsical memories of, and tributes to Danny, gathered in 2009 on the occasion of his 70th birthday by Filip De Beule (www.ua.ac.be/download.aspx?c=*CIMDA&n=4548&ct=001876&e=208033).

Fellow on the Move. Robert Grosse is moving again! After landing a couple of years ago at George Mason University as Director of its Center for Global Business Innovation and Transformation, following his deanship of EGADE in Monterrey, Mexico, Rob has accepted to be Dean again – this time of the business school at the American University of Sharjah in Dubai, starting in early 2014. Besides, he is finishing a book on *Emerging Markets: Where the Action Is*, and completing with his wife Chris a project to have banks in Honduras lend more to small and medium firms. He also recently spent a week climbing Mount Kilimanjaro in Tanzania with his daughter. You just cannot pin this man down, who is also AIB President until this Summer.

Honors. *Tamer Cavusgil* was co-author with Gary Knight of the article that won the 2014 JIBS Decade Award: “Innovation, Organizational Capabilities, and the Born-Global Firm” published in 2004. *Ivo Zander* chaired the Selection Committee and will be one of the discussants at a special session of the AIB Conference in Vancouver, BC in June 2014.

More Publications. The Fellows remain steady contributors to *Transnational Corporations* whose April 2011 (20/1) issue had articles by *Karl Sauvart* on “FDI, the Global Crisis and Sustainable Development,” *Ravi Ramamurti* on “The Impact of the Crisis on FDI Players” and *Alan Rugman* on “The International Financial Crisis and Transnational Corporation Strategy.” In a preceding issue of August 2010 (19/2), *Peter*

Buckley wrote a very perceptive article on “Twenty Years of the WIR: Retrospect and Prospect.”

Anil Gupta contributed “The Relational Perspective and East Meets West” in *AOM Perspectives* (9/11, 2011) where he provided an in-depth analysis of the relational and transactional perspectives, pointing out that they both suffer from serious limitations although they complement each other. Kwok Leung published a 2011 very interesting piece in the Asia-based *Management and Organization Review* on “Presenting *post-hoc* Hypotheses as *a-priori*: Ethical and Theoretical Issues.” He criticizes authors who develop hypotheses after collecting their empirical findings as if these hypotheses had been developed *a priori* and tested thereafter.

Jean Boddewyn published in 2011 “The Control of ‘Sex in Advertising’ in France” in the *Journal of Public Policy & Marketing* (with Esther Loubradou), “The Evolving Discipline of Public Affairs” in the *Journal of Public Affairs*,” “Global Strategy and the Collaboration of MNEs, NGOs, and Governments for the Provisioning of Collective Goods in Emerging Markets” in the *Global Strategy Journal* (with Jonathan Doh) and, in 2012, “Using Organization Structure to Buffer Political Ties in Emerging Markets: A Case Study” (with Marleen Dieleman as first author) in *Organization Studies*. Raj Aggarwal became Editor in 2010 of the *Journal of Teaching in International Business* to which Alan Rugman has already contributed an article (with S.C. Collison) on “Relevance and Rigor in International Business Teaching: Using the CFA-FSA Matrix” (22/1, 2010).

A Fellows’ Shortfall? Are the Fellows maintaining sufficient contact with their Honorary Members – that is, the International Executives and Educators of the Year as well as the Eminent Scholars? What usually happens is that we celebrate them at an AIB Conference and then forget them. John Dunning was concerned about this practice when, in 1997, he urged that previous Executives of the Year be more actively involved with our Fellowship by inviting them to participate in panels at AIB Conferences and be asked to help fund scholarships, library subscriptions or other worthy AIB activities. Unfortunately, we have done nothing of the sort and neither have we tapped our Eminent Scholars, except maybe for Geert Hofstede.

As for International Educators of the Year, we have been more lucky insofar as Joyce Elam (FIU) has attended several of our dinners which she generously subsidized while Deans Dezsö Horvath (York) and Moshe Porat (Temple) as well as Randy Folks (South Carolina) stand ready to help us organize AIB sessions on such topics as IB-program development, administration and leadership. Who, among us, will organize such a session at a forthcoming AIB Conference? I tried to do it for our 2009 meeting in San Diego but these International Educators of the Year were not available at that time. Meanwhile, John Daniels, José de la Torre, Tunga Kiyak and I were to prepare a short list of Honorary Members that will receive most of the correspondence addressed to the Fellows in order to keep them aware of our activities.

Fellows in the News. Pankaj Ghemawat is happy and active in Barcelona at the IESE. I just profitably read his 2011 book *World 3.0: Global Prosperity and How to Achieve it* – the book which *The Economist* (April 20, 2011) highlighted in its Schumpeter column as “The Case Against Globaloney – At last, Some Sense on Globalization.” In it, Pankaj calls for a new worldview where both regulation and cross-border integration coexist and complement each other. He shows that increased globalization can actually alleviate problems of job losses, environmental degradation, macroeconomic volatility and trade and capital imbalances – no less!

As mentioned before, Pankaj has been involved with the AACSB where he succeeded at bringing the globalization issue into the discussion of business school curricula (<http://www.aacsb.edu/resources/globalization/>). He is thus working in the tracks of *Paul Garner* and *Lee Nehrt* who succeeded at introducing the first requirement that business school curricula reflect the internationalization of business. Pankaj also contributed to the development of the DHL Global Connectedness Index which ranks 125 countries accounting for 98 percent of the world’s GDP and 92 percent of its population. It reveals that 12 policy and structural variables can explain nearly 80 percent of the variation in countries’ depth of connectedness with each other. *The Economist* must have a soft spot for the Fellows because it cited at great length on May 12, 2012 the recent book by *Oded Shenkar: Copycats: How Smart Companies Use Imitation to Gain a Strategic Edge.*

Our business school deans remain alive and active. *Stefanie Lenway* is thriving at MSU while *Sri Zaheer* was appointed Dean of the Carlson School of Management earlier this year. The press highlighted that: “Dean-designate Zaheer is a rare combination of someone who is renowned for her insights on international business, highly regarded for her understanding of the global and local businesses that drive the Minnesota economy, and acutely aware of the needs of the Carlson School as it continues to educate the world’s current and future business leaders.” Quite a compliment but Sri replied that “reading emails at 2:15 AM” was a little too much! *Klaus Macharzina* told her that, having served as Dean, Vice President and President of a business school, he could assure her that the Dean’s job is “the most challenging and conflictive one!” What a consolation! Meanwhile, *George Yip* left his deanship at Rotterdam for a professorship at the renowned China Europe International Business School. He tried to have a “Gurus” meeting at the 2012 AIB Conference in Washington, DC but the proximity to the 4th of July prevented it.

In all humility, I must report that I ranked as the 202,306th author on the “Author Statistics” of the Social Science Research Network although this ranking only includes “publicly available and downloadable papers” whose list is incomplete in my case. However, my paper on “The Provisioning of Collective Goods by MNEs in Emerging Markets” won **both** the Temple/AIB Best Paper Award **and** The AOM/IMD Skolkovo (Moscow School of Management) Best Paper Award! Not bad for an Emeritus!

If you read the *Academy of Management Perspectives* of May 2012 (26/2) you found out that several tables listed the “scholarly impact” of hundreds of researchers. Among them, *Bruce Kogut*, *CK Prahalad*, *Sumantra Ghoshal*, *Ikujiro Nonaka*, *Geert Hofstede*,

Mike Peng, Tomas Hult, Udo Zander, Julian Birkinshaw and Srilata Zaheer were cited. Bravo indeed for their impact! Last but not least, *Lorraine Eden* was awarded the 2012 Visiting Professorship by the John H. Dunning Centre at the Henley Business School of the University of Reading.

Fellows' Honors. *Jean-François Hennart* finally received the 2012 Booz & Co./Strategy+Business Eminent Scholar in International Management Award. This reward was long overdue on account of his sustained and excellent work on transaction-cost economics. The award is given annually by the International Management Division of the Academy of Management which has 2,800 members worldwide – almost the size of the AIB. Our Secretary-Treasurer, *Alain Verbeke*, was one of the two commentators on Jean-François' work. This prestigious award has been given to other Fellows in the past, as with *Steve Kobrin* in 2011 and *Pankaj Ghemawat* in 2014. We practically own it! Meanwhile, *Nancy Adler* was one of the two teachers in the PDW “Improving Your Teaching of International Management (No Matter How Good You Are)” at the AOM 2012 Annual Meeting in Boston.

Fellows' Correspondence. We had two “Letters from One Fellow to the Others.” *Yair Aharoni* commented on the need to complement secondary-research with primary interviews of practitioners and case studies because one can always generate spurious statistical correlations which do not reflect reality. He recounted his original research which found that it takes a powerful initiating force to make a firm look abroad. He also concluded that strategy is not about gaining competitive advantage in an industry but about creating a monopoly in a newly-defined niche. *Noritake Kobayashi* followed with a summary of his book on *Japanese Multinational Enterprises: Internationalization and Performance*. He classified 66 firms into 28 that maintained their status as international champions in 2005-2009 but the number of troubled enterprises had increased from three to eight. “Very large” and “large” enterprises had more difficulty than smaller ones in maintaining their performance. Focusing on the recession period of 2008-2009, the number of industrial sectors belonging to the “international champion” category decreased from 10 to 2. Besides, profitability was rather poor as far as the super-large Japanese MNEs were concerned. Thank you Noritake for giving us this surprising picture of Japanese multinationals!

Good Business. In February 2012, we ran our election of new AIB Fellows. There were three candidates – Mike Peng, Ram Mudambi and Rajneesh Narula – but only the first two candidates got at least 55 percent of positive votes. Two new Fellows a year is not enough to reach our limit of 60 Fellows below the age of 66 when we only have 40 of them. *Mike Peng* and *Ram Mudambi* were introduced as New Fellows at our Dinner in Washington, DC together with *Anil Gupta* who was elected two years ago. Anil also became an AOM Fellow this year. Our Constitution was cleaned up and reinforced thanks to the positive votes of Fellows who followed the recommendation of a Committee chaired by *Rosalie Tung* who was assisted by *Jean Boddewyn, Farok Contractor* and *Johny Johansson*.

More Eulogies. Two Fellows passed away this year. *Steve Robock* was the oldest one among us at age 97. He died of natural causes on August 1, 2012 in South Carolina. If you read his obituary, you found out that he got all the military, administrative and economic experiences necessary to become one of the pioneers in international business and management after 1960 at Indiana University and then at Columbia's Graduate School of Business where an endowed Chair in Finance and Economics honors him. Brazil was his beloved country and tennis was his passion until very late in life (92!). Many of us benefitted from his IB textbook which went through several editions. *Noritake Kobayashi* recounted that Steve had offered him his first experience teaching IB outside Japan at Indiana where he also met Dick Farmer and Lee Nehrt. *Dong-Sung Cho* remembered sending a poem to Steve who kept it on his refrigerator to remind himself to "die young at one hundred!" He almost made it!

The Accounting, Finance and Taxation fraternity among was particularly effusive at mourning the death of *Frederick Choi* on October 2, 2012. He served not only as Chairman of the Accounting, Taxation and Business Law Department at New York University but also as Dean of NYU's Undergraduate College, and he was the founding editor of *The Journal of International Financial Management and Accounting*. Everybody lauded him as a friendly, kind, helpful and humble person, and *Lee Radebaugh* lauded him as "one of the good guys" who did a lot but never bragged about it.

Odds and Ends. Our 2012 dinner in Washington, DC benefit from a gift of \$2,500 from the School of Business of George Mason University thanks to the muscular pressure exercised by our ever mentally and physically fit Fellow *Rob Grosse* who is Director of its Center for Global Business Innovation and Transformation. Rob is now the 2012-2014 AIB President while *Klaus Meyer* will be AIB Vice-President Program in 2014 and a future AIB President. Did anybody notice that we did not hold any **Café** sessions this year in Washington, DC? Our President, *Alan Rugman*, promised them for Istanbul in 2013.

Ingo Walter is alive and well as Vice Dean of the Faculty at NYU's Stern School of Business. He is preparing for Emeritus status in 2015 after traveling a lot to the Middle East and Asia for NYU's programs in Abu Dhabi and Shanghai as well as managing many new publications. We had hoped to see him in Washington but he could not make the detour to DC. Did you know that the UK chapter of the AIB honors our past and beloved *Michael Z. Brooke* with a prize for the best paper by a doctoral student? In case you worried about it, the AIB Code of Ethics will not apply to the Fellows! What gross misbehaviors on our part will ensue from this exemption?

I got reprimanded by our leaders for providing the names of those AIB members nominated but never elected since 2000! At the risk of another spanking, I will reveal that presently there are 80 alive Fellows of which only 40 are below the age of 66. The youngest Fellows are *Mike Peng* and *Tomas Hult* while *Jack Behrman* is in his 90s and taking good care of his ailing wife. After three serious illnesses, he is hitting the golf ball

again while planning to write one more article on the silliness of relying on GNP/GDP data for policy purposes. I love his email address: swingsync@gmail.com!

I have checked Google and obituaries for the fate of some of the early AIB Fellows – *Stuart Mandell, Arthur Reef, Philip Cateora* and *Gerhard Mueller* – but could not come up with answers except for *Joseph M. Bertotti*, one of the AIB founders, who passed away on 7 May 2002. He was Manager of Education Relations at General Electric and served as international educator for the U.S. State Department. He was one of the businessmen who urged the founding of an IB education association which became the AIB born “Association for Education in International Business” (AEIB) in 1958. I also found that *Robert Stobaugh* is still at the Harvard Business School. Does anyone have relevant information about the above Fellows?

Noritake Kobayashi sent his regrets to our Dean that he would not attend the AIB Istanbul Conference on account of his recovering from major surgery (“half a pint of blood was taken out of my skull!”). However, he generously sent money to the AIB for his membership as well as for the AIB Foundation and the JIBS-donation program – what a wonderful example of scrupulous and generous membership!

Eleven recent (2008-2013) Fellows are presently writing a chapter for the second AIB Fellows’ Book to succeed the one published in 2008 in our Dean *Alan Rugman*’s series of *Research in Global Strategic Management* (Emerald Press), and to come out in 2014. Twice as many Fellows are helping review chapter drafts for this book edited by *Jean Boddewyn*.

RECOMMENDED READING. I found this copy of a reminder which my wife Marilyn wrote in 2001 to inquire about why reputed scholars had not responded to my request for their help. I used it and it worked. Try it too!

I sent you last March a copy of my recent paper on “The Meanings of Nonmarket,” hoping to benefit from your comments which I highly value. I am writing this note to follow up. Knowing that you are very busy with papers and projects of your own, I would appreciate hearing from you to ascertain whether:

1. Your response is in the mail.
2. You have been out of the country and did not know that you had received the paper.
3. You have not had a moment free to even look at the paper but are thrilled to have been offered this opportunity and will provide incisive comments shortly.
4. You are awed by the breadth, depth and scope of my oeuvre and have not yet recovered to record your impressions.
5. You have looked at the paper and think it is “too marvelous for words” and therefore will not write any comments and suggestions.
6. You have considered plagiarizing some of the material and would rather not incriminate yourself by responding.
7. Your Research Assistant has lost the copy of the review he wrote, and is trying to rewrite it.
8. Your expertise lies outside the parameters set for in this paper and you suggest contacting: _____ at _____ for comments and suggestions.

9. All of the above.
10. None of the above.
11.
Other: _____

(50 words or less)

P.S. Sorry, but movie rights to this material have already been sold.

Jean Boddewyn

Our Next Dean (2014-2017). *Paul Beamish* was selected by our previous three deans' Nominating Committee of Donald Lessard, Jean Boddewyn and Eleanor Westney. Paul will be our first Canadian leader but his merits as a scholar outshine that of his citizenship as he has significantly developed the study of foreign direct investment and of international joint ventures over many years through numerous articles and cases.

Renaming an Award. Our Dean, *Alan Rugman*, published a well-documented history of the AIB Doctoral Dissertation Award in *AIB Insights* [13(3), 2013]. This award was first named in 1987 after *Richard N. Farmer* – a prior Chair of the Indiana IB Department – the first one in the United States –, a past President of the AIB (1977-1978) and a pioneer with Barry Richman of IB research – who passed away in 1986. Thanks to Alan, Indiana University took over the sponsorship of the award from the AIB for a number of years until he left for Reading University which, together with the University of Leeds, is now providing the funding for the newly named *Peter J. Buckley and Mark Casson Doctoral Dissertation Award* in 2013 to honor two eminent IB scholars. In the past, the Farmer Award was won by Tatiana Kostova in 1997 and Srilata Zaheer in 1992.

Histories. *Shige Makino* has just written a case on the 2011 Nagoya AIB Conference for our forthcoming Dean *Paul Beamish*'s ample series of Ivey cases (9B12M071). It deals with the impact of the March 11, 2011 catastrophic Japanese tsunami and earthquake (9.0 magnitude) on the planning of the AIB Conference, following the U.S. State Department's travel alert urging Americans to avoid non-essential travel to Japan, followed by a number of universities around the globe banning staff and students from traveling to Japan.

Makino was our AIB Vice-President Program in 2011 for the Nagoya conference which he ran from Hong Kong where he teaches but he was born in this Japanese town which means a lot to him. From Shige's well-documented and gripping analysis – "Should the AIB leaders cancel the conference?" –, you can learn several interesting things about the AIB and its meetings:

- Nagoya elicited a record number of submissions (1,536) from 53 countries but also of cancellations.
- The AIB Secretariat usually estimates attendance at conferences at 1.2 times the number of submissions.

- Many local firms in Nagoya originally declined to sponsor the AIB conference out of a cultural sentiment of *jishuku* (= self-discipline) which justifies the scaling down of festivals, ceremonies, events and parties, following a disaster or misfortune as a way of expressing solidarity in times of crisis.
- The Nagoya conference was estimated to cost \$400,000 – some 20 percent above what the luxurious 2010 Rio de Janeiro meeting cost.
- Cancellation was considered but Shige Makino and the AIB leadership had a Plan B ready for holding the AIB Conference in Hong Kong, which was kept secret. Instead, on March 30, the AIB Executive Board under AIB President *Mary Ann Von Glinow* and AIB Foundation President *Tomas Hult* confirmed the AIB's commitment to meet in safe Nagoya as scheduled.
- AIB conferences generate more than \$300,000 of conference revenues (mostly our rich registration fees), host schools contribute some \$200,000, and conference expenses add up to \$360,000 – all numbers based on our 2010 meeting in Rio.

Speaking of histories, you can read an account of “The Birth of the AEIB[AIB]” in 1958 by John Fayerweather in JIBS, [5(2) 1974: 69-80]. Our association sprang out of the interest of several people in “U.S. companies abroad” – compared to what had been until then the main academic focus on export-import activities by economists and practitioners. As AIB co-founder and first AIB President John Fayerweather recounts, these teachers and business people “were quite ‘charged up’ with a sense that we were pioneers at the early stage of something very big and important” and they were “an excited group with a missionary urge looking for an organized outlet.” Without them (15 professors and 4 businessmen), there would not be the AIB we know and the Fellows we are even though we lost the voice of businessmen over time since no new ones were elected after 1980. We replaced them by our “International Executive of the Year Award.”

How Many Fellows? A quick count reveals 83 Active Fellows of whom only 38 are below the age of 66 so that we could elect 22 new Fellows before reaching our upper limit of 60 Fellows born after 1948. Yet, *we elected only one new Fellow this 2014 year – Witold Henisz – out of six candidates* – as happened also in 1986, 1987, 1990, 2000 and 2003 (and no new Fellow at all in 1988 out of 11 candidates!). Seldom, over 35 years of history, have we elected our maximum of five new Fellows a year (1979, 1980, 1994, 2007, 2008, 2009, 2010) although we also did well in 2011 and 2013 when four new Fellows made it. Are we running out of new stars or do they not get nominated? Are some very good candidates never to be recognized? Was the new “Abstain” alternative a contributing factor? *What do you think and how can we do better in 2015?*

Fellows Keep Publishing. The April 2014 issue of JIBS had no less than three articles co-authored by *Jan-Erik Vahlne*, *Torben Pedersen* and *Mike Peng* while the preceding issue involved *Yadong Luo*, *Tatiana Kostova* and *Kendall Roth*. *Oded Shenkar* was another JIBS author with *Simcha Ronen* who expanded in 2013 on their well-known 1985 “clustering of countries” based on cultural attitudes. In another vein, Wikipedia now includes an essay on internalization theory by *Alan Rugman* as well as faculty profiles of him and *Mark Casson*. There is room for many other entries by Fellows in search of publication outlets. *Mike Peng* and *Klaus Meyer* contributed an export-competitiveness study to a major UK-government research project on “The Future of Manufacturing.”

Peng and Meyer, among the few non-UK contributors, focused on “Winning the Future Markets for UK Manufacturing Output.”

Yair Aharoni provided “a few lessons from my long experience in IB research” in *AIB Insights* (13/4, 2013). He started by arguing for the importance of “talking to practitioners” in order to get a real grab of a problem or practice. He recounted how such a habit prevented him from conducting a questionnaire study that would have erroneously proved that tax holidays are desirable to spur foreign direct investment. *Geoffrey Jones* has published *Entrepreneurship and Multinationals* (Edward Elgar, 2013) which demonstrates how MNEs have driven globalization through the transfer of innovation and cultural values while *Karl Sauvant* co-edited *Inward and Outward FDI Country Profiles* (Vale Columbia Center, 2013) which offers 77 standardized country profiles dealing with the FDI experience of these countries – this second edition is available free of charge at www.vcc.Columbia.edu.

George Yip co-authored “Innovation in Emerging Markets – The Case of China” and *Seung Ho (Sam) Park* did the same in “How Much We Can Trust the Financial Report” in the *International Journal of Emerging Markets* (2014, 9/1). *Lou Wells* contributed to *Columbia FDI Perspectives* a piece on “Government-held Equity in Foreign Investment Projects: Good For Host Countries?” His answer was mainly negative because government equity is often not needed since taxes and royalties are more reliable sources of revenue than dividend returns on capital invested.

Initiatives. We will again have *Café* sessions at the 2014 AIB Conference in Vancouver, BC, thanks to *Eleanor Westney*’s resurrection of this popular set of early-morning discussion meetings of Fellows with Conference attendants on a variety of topics (e.g., “What is the role of culture in Finance?”). That *Tomas Hult* wears many hats is evident in the annual report of the Michigan State International Business Center. He is book and textbook author (“Global Supply Chain Management”) and co-author, advisor to the U.S. International Trade Commission, co-investigator for the National Science Foundation, and The Byington Endowed Chair Professor of Marketing and International Business in the MSU Eli Broad College of Business now headed by *Stefanie Lenway*. Tomas recently hosted *Geert Hofstede*, one of our Eminent Scholars.

Honors. Another Fellow, *Rosalie Tung*, will be the AIB President in 2015-2016 under the new one-year rotating system for AIB leaders.

Communications. In an end-of-year letter, *Noritake Kobayashi* recounted his current interest in problems of globalization, the clash of civilization, the remaking of world order and the development of future global executives. The most significant recent event for him has been the inauguration of a workshop which he chairs – namely, the *Forum for Tomorrow’s Globalization in Japan*, consisting mainly of Japanese academics. His elder daughter Sumiko is now the President of Clarins Japan while his son Norikazu is working for NEC Europe in London. Quite a record for an Emeritus-Professor and internationalist father!

2014 AIB Conference in Vancouver, BC. AIB members were welcomed by AIB President *Robert Grosse* and Program-Chair *Klaus Meyer*. This conference had the AIB Fellows: (1) present their Educator of the Year Award to Dean *Daniel Shapiro* of the local host business school at Simon Fraser University; (2) man a panel on “Context in International Business;” (3) grant their Eminent Scholar Award to *Richard Rumelt* whose magnum opus was discussed by several Fellows, and (4) celebrate the recipient of our International Executive of the Year, *Dominic Barton*, CEO of McKinsey. Besides, many Fellows served on the pre-conference workshops and Consortia at the Vancouver, BC conference (June 22-26, 2014). Next year, we will meet in Bangalore, India where *Ram Mudambi* will be the 2015 Program Chair.

Tomas Hult distributed in Vancouver white and green buttons, the size of a thumb print, with the name “FELLOW” inscribed on them – besides the border ribbon marked “FELLOW” we all received with our name tag. Both are likely to be collector items a century from now. There were many discussions of UNCTAD’s *World Investment Report 2014* which presented “An Action Plan for Investment in Sustainable Development.” It revealed that: (1) Global FDI returned to growth, with inflows rising nine percent in 2013; (2) FDI outflows from developing and transition countries reached a new record level and represented 30 percent of Global FDI outflows; (3) “Developing Asia” is the largest FDI recipient – much more so than the European Union and North America; (4) the share of regulatory or restrictive national investment policies increased to 27 percent although the majority of measures remain geared toward promotion and liberalization, and (5) forced with common global economic, social and environmental challenges, the international community is defining an ambitious set of “Sustainable Developing Goals” (SDGs) for the period 2015-2030.

The *Cafés* were very popular in Vancouver. One of them spurred the creation of the “IB Research Collaboration Forum” which allows IB researchers to network, communicate, discuss and collaborate with those with similar research interests in emerging markets <emergingmarkets@hotmail.com>. This project is the brainchild of the Café led by *Srilata Zaheer* and *Ravi Ramamurti*, and is led by Professor Mamoun Benmamoun of the Boeing Institute of International Business at Saint Louis University.

At our Dinner at the Terminal City Club, eulogies helped us remember *Vern Terpstra* (by Jim Goodnow) and *Danny Van Den Bulcke* (by Alain Verbeke) while, at our Business Meeting, final reports were made by our departing Dean *Alan Rugman* and Secretary-Treasurer *Alain Verbeke* who were warmly thanked and applauded. Positive financial accounts were approved, and a hot discussion accompanied a proposal by *José de la Torre* to modify the way we calculate the “Abstain” votes when we elect new Fellows. This hot ball was lobbed to our new Dean, Paul Beamish, who can now wield his heavy steel hockey stick that serves as his commanding baton – a gift fashioned by Alan Rugman.

We Miss Alan Rugman. A bare 12 days after our Vancouver, BC Conference, Alan Rugman passed away. Some forty-four Fellows – more than half of the 83 active ones – expressed their surprise, debt and loss after they learned that our most recent Dean had passed away on 8 July 2014 from a kidney cancer – less than a fortnight after many of us

met and heard him at the AIB Conference, and at his last presiding of the AIB Fellows' Dinner and Business Meeting. Their thoughts and feelings sent to Helen, his wife, did manifest our joy and gratitude of having known him, learned from him and enjoyed the best of his personality. Here is what some of us said:

Paul Beamish. Like everyone else, I am saddened by Alan's death from cancer. I knew him for over 30 years. As we all acknowledge, he contributed a great deal to the international-business domain for a long time but what a personality! I will remember him most for his character, the kindness he would show to Ph.D students and junior professors.

Alain Verbeke. Alan was a man of extraordinary honesty and intelligence, who devoted his entire professional life to the study of the multinational enterprise and its impacts on society. Most of what I know about what constitutes good IB research, I learned from Alan. He was one of the founding fathers of our field.

Peter Buckley. Alan was fiercely honest, forthright and utterly dedicated to academic values. What you saw was what you got, and there was no duplicity in his nature. I will miss his combative frankness.

Timothy Devinney. Like many of us, I was the recipient of Alan's guidance, cajoling – some of which was more like shoving – and, on more than an occasion, his “correction” of my misguided ideas. I loved what I like to call “Alan being Alan.” When he stood up in a meeting, I could watch the audience prepare itself for what was no doubt going to be a bit of a show. I will miss these shows. With Alan's passing – along with those of Danny Van Den Bulcke, the two Johns' (Stopford and Dunning), plus a host of others in the last few years (Lee Nehrt, Vern Terpstra, John Ryans, etc.) –, I see the passing away of a generation in our field that will be very hard to replace intellectually and impossible to replace as human beings.

Tatiana Kostova. I hope he knew how much he was respected and loved by his colleagues and friends.

José de la Torre. He was always willing to go anywhere and anytime to foster the mission of international-business scholarship and education. I would often challenge him on some of my ideas, and he would typically reply: “José, go read my book!” I will miss his lightning-fast intellect, his sharp sense of humor and our friendly bantering. His bigger-than-life persona will endure as will his impact on several generations of IB scholars throughout the world.

Lorraine Eden. When Alan was sitting in the audience, we all knew that, at some point after the presentations, he would get up to ask a question – as he always did. Whatever the question, we expected more and got more from Alan's questions than from anybody else in the audience. He was a born entertainer as well as an academic and scholar.

Sri Zaheer. Alan was always there in the audience at many regular paper sessions at every conference – paying attention, asking probing questions, talking to junior

presenters afterwards. It has become so rare for senior academics to attend regular sessions any more...*mea culpa!*

Mike Peng. Like everyone else, I was shocked by this tremendous loss. I truly regret not going to Vancouver to be with Alan one last time. I am probably one of the few who co-taught with him because he used to visit us every year in Dallas to teach in our Global Leadership EMBA program. Alan's one-day class on regional multinationals was always a provocative one that opened our students' eyes!

Yadong Luo. Alan was very solicitous and supportive of scholars from emerging countries. To memorialize him, we could create the "Alan Rugman Emerging Scholar Award."

Lee Radebaugh. I want to remember Alan as the consummate probing professional with a wry sense of humor.

Ram Mudambi. I always viewed him as a founding member of the Reading School of Business. It is fitting that he ended his career at the helm of International Business & Strategy at that very institution. If he upset some people, it was usually because he was right. With Alan, there was no subterfuge. He wore his heart on his sleeve and, if he disagreed with you, he told you bluntly, directly and to your face.

Geoffrey Jones. His remarkable productivity, energy and intellectual honesty are things to which we all aspire but few of us deliver as Alan did.

James Goodnow. When I eulogized the late Vern Terpstra at the AIB Fellows' Dinner in Vancouver, his kind remarks about my early contributions to the AIB as its Executive Secretary were totally unexpected and reminded me of what a wonderful person he was.

John Daniels. Alan championed the controversy on whether IB is regional or global but we can all agree that his death is a loss *pour tout le monde* in the IB field.

Farok Contractor. Helping the underdog, an intense focus on a quest or idea, and being able to separate the wheat from the chaff in academic as well as human affairs – these were some of his wonderful qualities.

Arie Lewin. He was a mentor to me, he became a strong supporter and he embraced the new JIBS when I became its Editor-in-Chief.

Lou Wells. Alan was always ready to argue against any point someone made but these arguments were intended to generate improvements in ideas, not to destroy them. In this, he had the proper "doubting" attitude that is essential to a good academic.

Johny Johansson. Alan had already accomplished more than we others can hope to achieve but he still had many years left to contribute. He will be greatly missed.

Donald Lessard. At the last Fellows' Dinner in Vancouver, he was gracious and clearly was enjoying his Dean's role as he passed the hockey stick to Paul Beamish.

Karl Sauvant. I can't believe it after having discussed the future with Alan in Vancouver! What a loss of a friend and a dear colleague!

Raj Aggarwal suggested: "How about a special session on, and a prize for, the best paper presented at the AIB conferences, that raises the most important new questions and challenges for IB?" In the same vein, AIB Vice-President Ram Mudambi plans to bring up the issue of a suitable memorial for Alan to the AIB Executive Board at its next meeting.

What "a tremendous outpouring of love, appreciation and respect," as *Duane Kujawa* and his wife Sharon put it! "Apparently, Alan meant many things to many people – all of them good, constructive and heart-touching. Each of us is clearly thankful that Alan was part of our lives. He was a blessing! We are thankful too to you Helen for providing the loving, supportive home environment and companionship that allowed Alan to bloom as beautifully as he did." Several Fellows thanked Helen, Alan's wife, for her hospitality and they mentioned the pleasant dinners they had with Alan at home or abroad.

My wife Marilyn and I entertained him at our home in New York the year he was visiting at Columbia University and, the next day, we went shopping together for a smart double-breasted suit for Alan. I became an ardent fan of his and nominated him for AIB Fellowship but we succeeded only on the fourth try in 1991 because some older Fellows thought him too young and brash until they relented in view of his obvious brilliance. I knew he would make an excellent Dean of the Fellows, and I promoted his candidacy to the prior deans who, with me, selected him in 2011. In return, I am grateful to him for encouraging and assisting me in writing the history of the AIB Fellows to this day. He was a very dear, prickly friend and a bright light all along for me.

Before becoming our Dean, Alan Rugman served twice as a humble and very effective Secretary-Treasurer of the AIB Fellows – the first time to assist John Dunning (1993-1996) and the second one to replace temporarily Jeff Arpan who was ailing in 2003 when Don Lessard was our Dean (2002-2005).

Peter Buckley represented the AIB Fellows at *Alan's funeral* in Reading and *Rob Grosse* was the AIB's delegate. Subsequently, *Alain Verbeke* became the Inaugural Alan Rugman Memorial Fellow at the Henley Business School, University of Reading (UK).

Leadership. AIB Fellows have now cornered four ongoing AIB presidencies: *Mary Ann Von Glinow*, Outgoing Past-President (2010-2012), *Rob Grosse*, ongoing President (2012-2014), *Nakiye Boyacigiller*, Incoming President (2014-2015) and *Rosalie Tung*, Incoming President-Elect (2015-2016). Notice that AIB has now switched to one-year presidencies and a five-year ladder of elected positions, with *Klaus Meyer* (2014 Vancouver Program Chair) and *Ram Mudambi* (2015 Bangalore Program Chair) in the wings. This perfect score has been complemented by *John Cantwell* as JIBS Editor-in-Chief and *Tomas Hult* as AIB Executive Director most ably assisted by *Tunga Kiyak* who is not an AIB Fellow but who keeps helping us at and between conferences – he is the AIB Managing Director to whom you should email changes in your title (Emeritus anyone?) and addresses: kiyaktun@msu.edu

Death in the Family. Despite things going at first remarkably well in his treatment, Ziya Boyacigiller, the husband of Nakiye, succumbed in June 2014 to cancer which was diagnosed last Fall. They had returned to California for a sabbatical leave well-earned after her 10-year deanship of the Sabanci School of Management in Turkey and her superb chairing of the 2013 AIB program in Istanbul. What a tragedy for Nakiye who will become the next AIB President on August 1, 2014 and was looking forward with her husband to the marriage of their elder daughter this summer.

Recent Publications. Our new Fellow Witold Henisz (2014) published *Corporate Diplomacy: Building Reputations and Relationships With External Stakeholders* (Greenleaf Publishing, 2014) which advises senior managers to build the capacity to strategically develop these most important behaviors. Vit Henisz was interviewed about his new book by Steve Koblin, and their lively exchange on 5 May 2014 can be read at <knowledge.wharton.upenn.edu/building-relationships-external-stakeholders-27> where the author stressed that “nobody makes a political or social judgment based on the facts. They do it based on emotion, based on gut.”

Anil Gupta, with co-authors G. Pande and H. Wang, published *The Silk Road Rediscovered: How Indians and Chinese Companies Are Becoming Globally Stronger by Winning in Each Other's Markets* (Jossey-Bass/Wiley, 2014). Did you know that India's NIIT is the most influential IT training brand in China and that Chinese firm Huawei has its second largest R&D center in Bangalore and employs over 5,000 people in India? The two key lessons of this book is that the odds of success go up dramatically when executives adopt a global rather than local-for-local perspective, and when they are skillful at learning on the ground. Anil is now back at Maryland after his stint in Singapore.

Karl Sauvant and Federico Ortino published the freely downloadable booklet “Improving the International Investment Law and Policy Regime: Options for the Future” that was commissioned by the Finish Ministry of Foreign Affairs. Actually, several books on foreign direct investment are available from the Vale Columbia Center at <vcc.columbia.edu>.

Second Fellows' Book. Edited by Jean Boddewyn, this opus offers ten chapters written by eleven recently (2008-2012) elected Fellows: *Multidisciplinary Insights From New AIB Fellows* (Emerald, June 2014 – Volume 16 of the series Research in Global Strategic Management whose Editor-in-Chief used to be Alan Rugman. The contributors were Yadong Luo, Kwok Leung, Mike Peng, Shige Makino, Stephen Tallman, Johnny Johansson, Jan-Erik Vahlne, Jan Johanson, Geoffrey Jones, Julian Birkinshaw and Tarun Khanna – quite a stable of excellent researchers!

That's Interesting. John Daniels reported that he and José de la Torre spent some time researching past AIB dissertation-award winners. “We hit three surprises. First, the majority of past winners, even recent ones, are no longer AIB members. Second, very few have become AIB Fellows – that is, four out of the first 27 winners. Third, of those that have become Fellows, it has taken them a minimum of 15 years after winning the AIB Best Dissertation Award.” Is that too long?

Did you read “The Changing Business of Business Schools” posted by Johan Roos, Dean of the Jonköping International Business School in Sweden? It was posted by the AIB last April <efmd.org/index.php/blog/view/493-the-changing-business-of-business-schools> with the subtitle: “The critics have a valid question: Why aren’t business schools changing *faster* to keep up with changes in the business world?” In the same vein, *The Economist* of June 18-July 4, 2014 carried a title page and an inside article marked “Creative Destruction: Reinventing the University” which claims that: “A cost crisis, changing labour markets and new technology will turn an old institution on its head.” If business schools must and will change, how will this development affect IB education? Isn’t that a topic worthy of our attention? Why not mobilize our “International Educators of the Year” to help us address it?

Editorship. The new annual journal *Annals in Social Responsibility* was co-founded and will be co-edited by *Timothy Devinney*, with its first issue to appear in mid-2015. No AIB Fellow serves on its Editorial Review Board but several of its members could well be elected by us in coming years. *Raj Aggarwal* keeps editing the *Journal of Teaching in International Business* to which he often contributes editorials and articles.

Honors. In recognition of his “seminal research and groundbreaking contributions to the fields of international-marketing and international-business performance,” *Tamer Cavusgil* was honored as Doctor Honoris Causa by the Belgian University of Hasselt in May 2014. Earlier on, he and Gary Knight – a former doctoral student of his – received the 2014 JIBS Decade Award for their 2004 article on “Innovation, Organizational Capabilities and the Born-Global Firm,” which has generated more than 1,000 citations since then.

This section of Alan Rugman’s deanship (2011-2014) ends the *History of the AIB Fellows* since 1978 but the next one provides an overview of this history.

AN OVERVIEW

Several patterns are evident in this historical account of the creation and operation of the AIB Fellows Group.

1. There has been an unbroken succession of Deans and Secretary-Treasurers, which has allowed our Group to function, survive and usually prosper.
2. Similar problems have been the subject of numerous committee reports, suggestions and motions throughout the years (see Table 1 for an early listing) – particularly, criteria for Fellow nominations, recommendations of Deans and Executives of the Year, and elections of Eminent Scholars; how many Fellows to elect a year; how to avoid “narrow voting” when there are many candidates for Fellowship, and when to amend our Constitution to reflect new circumstances.
3. A key question has, of course, been *What should the Fellows do?* This issue is implicit in all of our decisions to do or not to do certain things – for example, to create and grant awards, organize and run Plenaries at AIB Conferences and adopt a Surfacing Committee but it has at times been explicitly discussed by the Fellows or expressed by our Deans. A couple of the latter have wanted our annual meetings to be only social occasions for good and hearty fellowship. They thought that the Fellows should consider themselves to be an “Honorary Society” of elder statesmen who could advise the AIB when asked but should not be terribly aggressive in changing the world.

Other Deans have been more prone to extend the scope, reach and effectiveness of our activities through new initiatives to assist the AIB and its members – particularly, doctoral students and junior faculty –, to organize plenary sessions at AIB conferences, and to improve the functioning of our committees, the updating of our Constitution and the publicizing of the Fellows’ contributions and achievements.

Actually, a pattern is fairly evident when a very active Dean is succeeded by a quieter one bent on digesting recent changes, running our traditional committees for elections and awards, and emphasizing the camaraderie of our Fellowship. Such iterations are sound as long as there is no loss of momentum in the case of major initiatives.

4. Our relationships with the AIB leadership have been excellent over the years – from supporting the creation of the Fellows Group in 1978-1979 to providing substantial administration and publicity help in more recent years. This smooth relationship has been facilitated by the fact that, in the past, outgoing AIB Presidents became Fellows automatically while, lately, AIB Presidents and most Vice-Presidents were already Fellows when elected to those posts.

Over time, AIB VPs-Program have assumed full control of the Doctoral and Junior-Faculty symposia which the Fellows created and used to fully staff. However, the Fellows have remained in charge of Opening Plenaries devoted to an Eminent Scholar when we have one. At other times, they have assumed responsibility for an Opening Plenary linked to the AIB Conference’s theme or shared the limelight with non-Fellows, whether academics or from business, in sessions organized by the AIB VP-Program.

5. More unfortunate has been the occasional lapse in secretarial functions. For example, we have no Business-Meeting and/or Dinner attendance sheets for the years and periods 1981, 1983, 1987-1993 and 1999-2001, with few newsletters and other reports available

to record important decisions taken at these times – for example, when did we stop running our Fellows’ elections in two stages (see above)? Some very important dates regarding the election of new Fellows, the automatic induction of past AIB Presidents and Executive Secretaries and the selection of Honorary Members have been in doubt and have had to be established through secondary sources. The Earth will not stop spinning on account of these lapses but there are no good excuses for them.

6. The age-ing of the Fellows has become a problem as the 1958 AIB founders and a number of the post-1978 elected Fellows have passed away or reached the age of 66, leaving about half of the available slots vacant – around 30 out of 60 in 2007! The removal of upper-age limits will not help solve this problem and this gap can only be filled by electing the maximum number possible of new Fellows each year. There does not seem to be a dearth of good candidates among the AIB members if we care to identify, nominate and – if necessary – renominate them.

7. Getting nominations from outside North America and from such functional areas as finance and accounting remains an elusive goal. John Fayerweather was already concerned in April 1991 about worthy candidates who are *not* nominated because they are non-Americans, labor in less visible IB fields and stand without close relations to Fellows willing to nominate them. More generally speaking, we need to “give back” to the Fellows, the AIB and other relevant people and organizations, as Jack Behrman reminded us in 1985:

I consider that each of us as Fellows has gained a great deal from our associations with each other and with activities in the IB field, and should be called upon to return something to it and to assist those coming along. If we do not do it, I do not know who else has an equal or greater interest in the development of the field.

8. A continuous question keeps facing us, namely *What are the Fellows for?* We have carried out our traditional functions (electing new Fellows, organizing plenary sessions, etc.) rather well most of the time but are we missing some higher purposes in the light of our objectives stated in Article II.A of our Constitution?

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 to the field of international business.

The first objective of *recognizing outstanding IB contributions* has been fairly well achieved although we may need to create new awards to show appreciation for overlooked IB scholars, administrators, educators and executives. Our *leadership* goal is hard to define and fulfill, especially in terms of longer-term projects spanning the tenures of several Deans. However, the Strategic Initiatives Committee under Farok Contractor’s leadership helped us identify relevant ones such as renewing our partial financing of the AIB Foundation’s assistance of doctoral students and academics from poor countries.

Interaction among the Fellows may have improved somewhat through our “Letters from One Fellow to the Others” and occasional bursts of exchanges about some issues (e.g., is campaigning for candidates permissible and/or desirable?). However, these are

slender bases on which to build more profound and sustained contacts and relationships so that new relationships should be envisaged. In late 2007, I broached the idea of some sort of a “blog” where Fellows could bring up an idea or question which would start and fuel exchanges among them. There has been no taker so far, apart from a few research questions I raised.

Dissemination of IB knowledge is a very broad objective under which we can list our Plenary Sessions for Eminent Scholars and/or on conference themes, together with individual presentations by Fellows at AIB conferences, publications by them in JIBS (recently edited by Lorraine Eden and John Cantwell) and other media, and the publishing of our 2008 and 2014 books. Both Jack Behrman and John Dunning urged the Fellows to grab big contemporary issues (e.g., the impact of globalization and of the current financial crisis) and to lead in their discussion but silence has reigned so far.

Other Fellows may evaluate the achievements of our objectives differently but it is evident that, over the years, our leaders have usually tried with some success to make us more visible, fraternal and contributory.

9. Finally, as happens in any association, there are occasional conflicts of views and personalities among the members and vis-à-vis their leaders. Some want more while others want less or different things as far as our goals, activities and relationships are concerned. Committees vary in their effectiveness and good initiatives get started but then disappear from view – at least in our archives! Still, we have survived and even prospered most years under very different Deans and with a changing population as founders pass away, Fellows age and younger ones join us, some of them to become our future leaders – possibly with very different agendas in changing times. Long live the Fellows!

ENDNOTES

1. John Fayerweather recounts in his history of the AIB (Columbia, SC: *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).

2. In attendance in Las Vegas in 1979 were: Bertotti, Farmer, Goodnow, Hart, Haynes, Kellar, Kolde, Robock, Terpstra, Cateora, Garner, Kobayashi, Raymond, Robinson, Raymond Vernon and Nehrt (possibly Grub also).

3. Present in New Orleans in 1980 were: Bednarik, Bertotti, Farmer, Goodnow, Haynes, Nehrt, Ogram, Robock, Terpstra, Cateora, Garner and Simmonds.

4. In attendance in Montreal in 1981 were: Behrman, Bertotti, Boddewyn, Cateora, Dunning, Farmer, Garner, Goodnow, Grub, Hawkins, Haynes, Mueller, Nehrt, Robinson, Robock, Stobaugh, Terpstra, Raymond Vernon and Wade.

5. Attending in Washington D.C. in 1982 were: Bednarik, Boddewyn, Cateora, Dymsza, Farmer, Garner, Goodnow, Grub, Hattery, Hawkins, Haynes, Hoskins, Nehrt, Pausenberger, Pélissier, Robinson, Robock, Root and Terpstra.

6. Thus, in April 1973, Lee Nehrt as AIB President attended the annual meeting of the AACSB Standards Committee and convinced its members to add three key words to the “Purpose” of the business curriculum that would reflect the need for internationalizing it. In a meeting held the next day, the AACSB Standards Committee added the last three words to this definition: *“The purpose of the curriculum shall be to provide for a broad education preparing the student for imaginative and responsible citizenship and leadership roles in business and society – domestic and worldwide.”*

7. Attending in Cleveland in 1984 were: Behrman, Boddewyn, Dymysza, Farmer, Fayerweather, Garner, Goodnow, Hattery, Hawkins, Haynes, Hoskins, Kujawa, Mandell, Nehrt, Ogram, Robinson, Robock, Root, Stonehill, Terpstra and Ivan Vernon. Warren Keegan and Art Stonehill had been elected in 1984 while Ivan Vernon was inducted as a Fellow upon completing five years as AIB Executive Secretary.

8. John Fayerweather noted that: “The funding for the grant is provided by a generous gift by Paul Garner. We are most appreciative of Paul’s contribution, knowing especially that behind it lies his deep commitment to the goal of our Award. Paul did a fine job himself as Dean of the Business School at the University of Alabama in building an international business curriculum. He was a stalwart in the AACSB International Affairs Committee working for the adoption of the AACSB curriculum internationalization standard and has continued his interest in its implementation. He was also a key advocate in the establishment of the Fellows’ Dean of the Year Award. We are delighted therefore that his gift to the Foundation is being used for a purpose so much a part of his interests.”

9. In attendance in New York in 1985 were: Boddewyn, Daniels, Dunning, Dymysza, Fayerweather, Goodnow, Garner, Grub, Hattery, Hawkins, Hoskins, Keegan, Kolde, Kujawa, Mandell, Mueller, Nehrt, Ogram, Reef, Robinson, Robock, Root, Simmonds, Stonehill, Terpstra, Thorelli, I. Vernon (the Fellows’ Secretary-Treasurer) and Wells. John Daniels (present) and Peter Buckley (absent) were the two new Fellows elected in 1985.

10. The 27 Fellows present in London in 1986 were: Boddewyn, Brooke, Buckley, Cateora, Daniels, Dunning, Dymysza, Fayerweather, Garner, Goodnow, Grub, Hattery, Hawkins, Hoskins, Keegan, Kolde, Kujawa, Mandell, Pausenberger, Robock, Robinson, Simmonds, Stobaugh, Stonehill, Terpstra, I. Vernon and Wells. John Fayerweather commented on the absence of both Dick Farmer and Hal Mason due to illness. Dick was to pass away the next year and Hal, who had suffered a paralyzing stroke, in 2005.

11. No attendance lists are available for the 1987-1993 meetings of the Fellows.

12. Attending the 1994 Annual Dinner in Boston were: Adler, Aggarwal, Aharoni, Arpan, Bartlett, Boddewyn, Buckley, Casson, Choi, Daniels, De la Torre, Douglas, Doz, Dunning, Fayerweather, Goodnow, Green, Hawkins, Keegan, Kobayashi, Kobrin, Kujawa, Lessard, Mandell, Nehrt, Patten, Perlmutter, Ricks, Robock, Root, Rugman, Ryans, Stobaugh, Stonehill, Stopford, Terpstra, Thorelli, Van Den Bulcke, Vernon.

13. Attending in Seoul in 1995 were: Dunning, Rugman, Arpan, Boddewyn, Buckley, Douglas, Grub, Hawkins, Kobayashi, Lessard, Ricks, Stonehill, Stopford, Terpstra, de la Torre and Van Den Bulcke (plus Ron Patten, previously elected Fellows Dean of the Year).

14. Attending in Banff in 1996 were: Adler, Aggarwal, Aharoni, Arpan, Boddewyn, Buckley, Casson, Contractor, Daniels, Doz, Dunning, Goodnow, Green, Grub, Keegan, Kobayashi, Kobrin, Kogut, Kujawa, Lessard, Nehrt, Radebaugh, Robinson, Robock, Rugman, Ryans, Stonehill, Stopford, Terpstra, de la Torre, Thorelli, Van den Bulcke, Walter and Wells.

15. Attending in Monterrey, Mexico in 1997 were: Aggarwal, Arpan, Choi, Contractor, Daniels, de la Torre, Douglas, Goodnow, Keegan, Lessard, Nehrt, Radebaugh, Ricks, Robock, Rugman, Ryans and Van den Bulcke.

16. Attending in Vienna in 1998 were: Aharoni, Arpan, Bartlett, Beamish, Buckley, Casson, Cavusgil, Contractor, Daniels, de la Torre, Douglas, Dunning, Hawkins, Keegan, Kobayashi, Kobrini, Kujawa, Pausenberger, Radebaugh, Ricks, Rugman, Ryans, Simmonds, Stonehill, Terpstra, Thorelli, Van Den Bulcke and Westney.

17. Present in Charleston, SC in 1999 were: Aggarwal, Aharoni, Arpan, Bartlett, Beamish, Boddewyn, Cavusgil, Daniels, de la Torre, Douglas, Doz, Dunning, Goodnow, Green, Hawkins, Keegan, Kujawa, Kobayashi, Kobrin, Nehrt, Pausenberger, Radebaugh, Ricks, Robock, Rugman, Ryans, Stonehill, Simmonds, Terpstra, Van Den Bulcke, Wells and Yip. There were no attendance lists for 2000-2001.
18. A partial pre-conference report on Puerto Rico in 2002 listed: Aharoni, Aggarwal, Arpan, Beamish, Boddewyn, Contractor, Daniels, de la Torre, Douglas, Grosse, Grub, Kobrin, Kujawa, Lessard, Macharzina, Rugman, Ryans, Terpstra, Thorelli, Toyne, Van Den Bulcke, Wells, Westney and Yip.
19. Present at Monterey, CA in 2003 were: Aggarwal, Aharoni, Arpan, Buckley, Daniels, de la Torre, Goodnow, Hawkins, Kobrin, Lessard, Macharzina, Nehrt, Ricks, Robock, Rugman, Stonehill, Terpstra, Tung, Van Den Bulcke and Yip.
20. In attendance in Stockholm in 2004 were: Adler, Aggarwal, Aharoni, Arpan, Bartlett, Beamish, Behrman, Boddewyn, Buckley, Contractor, Daniels, de la Torre, Dunning, Eden, Goodnow, Kobayashi, Kobrin, Lenway, Lessard, Macharzina, Nehrt, Radebaugh, Robock, Rugman, Ryans, Shenkar, Stonehill, Terpstra, Tung, Van Den Bulcke, Westney, Wilkins and Yip.
21. Attending in Quebec City in 2005 were: Aggarwal, Aharoni, Beamish, Boddewyn, Buckley, Cantwell, Casson, Contractor, Daniels, de la Torre, Doz, Eden, Green, Horvath, Kobrin, Kotabe, Kujawa, Lenway, Lessard, Lyles, Nehrt, Radebaugh, Rugman, Ryans, Shenkar, Stonehill, Terpstra, Tung, Van Den Bulcke, Wells, Westney, Yeung and Yip.
22. A major initiative of the AIB Fellows was the **Gurus Seminars** originated and run by George Yip. They took place around the time of the AIB conferences from 2000 to 2003. They were usually run in cooperation with a local Business School or Institute (Thunderbird, Boconni, Monterey Institute, University of Puerto Rico and Australian Graduate School of Management). The speakers were mostly Fellows (Pralhad, Beamish, de la Torre, Kotabe, Grosse, Westney, Doz, Rugman, Yip, Lessard, Cho, Lenway, Aggarwal and Buckley) with local non-Fellow speakers complementing them on various themes (globalization, technology, managing in Asia, innovation, small business in the global economy, etc.). Business participants in these seminars were charged from \$500 to \$1250. The speakers donated their time free. The minimum guarantee of \$10,000 from the host institution and part of the remaining proceeds after expenses went to the AIB to support charitable purposes such as funding the participation in AIB conferences of doctoral students and academics from poor countries. These seminars held in Phoenix, Sydney, Monterey and San Juan stopped partly because of dwindling attendance at the last two meetings and of the difficulty of raising the minimum guarantee of \$10,000 from the host institution in Quebec City. Hence, it was agreed at the 2005 Quebec City Business Meeting of the Fellows to drop the Gurus Program which had not been organized in Stockholm in July 2004 because of the move of AIB conferences to the summer when executives tend not to be around. The 2003 Monterey hosts communicated that, even though they failed to make any profit from the Gurus Seminar, it was the best and most tangible benefit of having hosted the AIB conference and they would not hesitate to organize it again. A revival of the Gurus Seminar was held at the 2008 Milano AIB Conference and re-attempted thereafter.
23. Attending in Beijing, China in 2006 were: Aharoni, Beamish, Boddewyn, Buckley, Cantwell, Cavusgil, Cho, Daniels, de la Torre, Doz, Dunning, Ghemawat, Grosse, Hennart, Kobayashi, Kotabe, Kujawa, Lyles, Macharzina, Radebaugh, Rugman, Shenkar, Tung, Van Den Bulcke and Zander.
24. Attending in Indianapolis, IN in 2007 were: Adler, Aggarwal, Beamish, Boddewyn, Boyacigiller, Buckley, Cantwell, Contractor, Daniels, de la Torre, Douglas, Dunning, Eden, Ghemawat, Goodnow, Grosse, Hennart, Kobayashi, Kobrin, Kotabe, Lenway, Lyles, Macharzina, Nehrt, Radebaugh, Ricks, Robock, Rugman, Ryans, Shenkar, Simmonds, Terpstra, Thorelli, Tung, Van Den Bulcke, Verbeke, Von Glinow, Westney, Wilkins, Wills, Yeung and Zaheer. Our 2007 Dean of the Year, Joyce Elam, was also there.
25. Attending our Dinner in Milan, Italy on 1 July 2008 were: Adler, Aggarwal, Aharoni, Beamish, Birkinshaw, Boddewyn, Boyacigiller, Buckley, Cantwell, Cavusgil, Contractor, Daniels, de la Torre, Devinney, Doz, Dunning, Eden, Elam, Grosse, Horváth, Kobayashi, Kobrin, Kujawa, Lenway, Leung, Luo, Macharzina, Ramamurti, Roth, Rugman, Shenkar, Stopford, Tallman, Tung, Van Den Bulcke, Verbeke,

Von Glinow, Wells, Westney, Yip and Zaheer.

26. These criteria were: (1) Pioneering new products which have made a desirable breakthrough in such areas as nutrition, energy uses or sources; (2) actions or deeds which improve host-country multinational-corporate relations; (3) the introduction of uniquely beneficial technology to another country; (4) actions or statements which significantly improve or enhance the stature and role of International Business, and (5) other.” These 1979 criteria have never been used or revised since.

27. Attending in San Diego in 2009 were: Aggarwal, Aharoni, Beamish, Birkinshaw, Boddewyn, Buckley, Cantwell, Child, Contractor, Daniels, Devinney, Douglas, Eden, Gray, Grosse, Hennart, Kobrin, Kujawa, Lyles, Macharzina, Nehrt, Radebaugh, Ramamurti, Rugman, Shenkar, Tallman, Terpstra, Tung, Van Den Bulcke, Von Glinow, Westney and Zander.

28. Attending in Rio de Janeiro, Brazil in 2010 were: Aggarwal, Aharoni, Beamish, Boddewyn, Buckley, Child, Contractor, Daniels, de la Torre, Devinney, Eden, Ghemawat, Gray, Hennart, Hult, Jones, Kujawa, Kotabe, Lyles, Leung, Makino, Ramamurti, Rugman, Tallman, Van Den Bulcke, Von Glinow, Westney, Yip and Zaheer.

29. Attending in Nagoya, Japan in 2011 were: Aharoni, Beamish, Buckley, Cantwell, Daniels, de la Torre, Devinney, Eden, Gray, Grosse, Hennart, Hofstede, Jones, Kobayashi, Kobrin, Kostova, Kotabe, Lenway, Lyles, Lewin, Pedersen, Ramamurti, Rugman, Sauvart, Shenkar, Tallman, Tung, Van Den Bulcke, Von Glinow, Westney and Yip.

30. Attending in Washington, DC in 2012 were: Adler, Aharoni, Beamish, Birkinshaw, Boddewyn, Boyacigiller, Buckley, Cantwell, Contractor, Daniels, de la Torre, Devinney, Doz, Ghemawat, Gray, Grosse, Gupta, Hennart, Hult, Jones, Kobrin, Kogut, Kotabe, Kujawa, Lenway, Lessard, Lewin, Macharzina, Makino, Mudambi, Pedersen, Peng, Radebaugh, Ramamurti, Roth, Rugman, Shenkar, Tallman, Verbeke, Von Glinow, Wells, Westney, Wilkins, Wills, Yip and Zander.

31. Attending in Istanbul, Turkey in 2013 were: Aharoni, Beamish, Boddewyn, Boyacigiller, Buckley, Cantwell, Cavusgil, Contractor, Daniels, Delios, Devinney, Doz, Eden, Ghemawat, Gray, Grosse, Hult, Johansson (Johnny), Jones, Kobrin, Kostova, Kotabe, Lenway, Lewin, Lyles, Macharzina, Makino, Meyer, Mudambi, Park, Pedersen, Peng, Radebaugh, Ramamurti, Roth, Rugman, Shenkar, Tallman, Vahlne, Verbeke, Von Glinow, Westney, Wilkins, Wills, Yip, Zaheer and Zander. Jean-François Hennart, who helped finance our Dinner, was there but literally missed our boat when we departed for dinner and celebrations.

32. Attending in Vancouver, British Columbia, Canada in 2014 were: Adler, Beamish, Boddewyn, Brouthers, Buckley, Cantwell, Cavusgil, Contractor, Daniels, de la Torre, Devinney, Doz, Goodnow, Gray, Grosse, Henisz, Hennart, Hult, Jones, Kobrin, Kostova, Kotabe, Kujawa, Lessard, Macharzina, Makino, Meyer, Mudambi, Park, Pedersen, Ramamurti, Rumelt, Rugman, Sauvart, Shapiro, Tallman, Teece, Tung, Verbeke, Westney, Yip and Zaheer.

ACKNOWLEDGEMENTS

Lee Nehrt, the first Dean of the AIB Fellows (1978-1981), wrote most of the appendices and some of the text for the period 1975-1981, and he reviewed this chapter most competently. This history could also not have been as precisely written without the prodigious documentation and memory of James Goodnow – the second Executive Secretary of the AIB in 1971-1977, a *de jure* AIB Fellow since 1978, and the fourth Secretary-Treasurer of the AIB Fellows from 1987 to 1993. Alan Rugman suggested and supported this project with some travel money to confer with Lee Nehrt as well as consult archives in Alan's keeping since he had served as Secretary-Treasurer of the Fellows on two occasions (1993-1996 and 2003-2004). Simon Vengerik, Amy You, Alexandra Szilagyi and Paul James Leung did a superb secretarial job while my wife Marilyn was my supporter all along the way.

ORIGINAL JANUARY 1978 CONSTITUTION OF THE AIB FELLOWS

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.

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. Constitutional 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.

1982-2015 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, 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 drop the requirement that up to 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 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*, 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:

First, whereas the Dean of the Year and the Executive of the Year are selected by a committee and approved by the Dean, it was specified that an Eminent Scholar must be nominated by a committee and elected by a positive vote of at least 75 percent of the Fellows.

Second, 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 at the time of the next AIB Conference.

Third, 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.

Fourth, new Fellows, to be elected, must receive at least 60 percent of the votes, rather than a majority of them.

Fifth, 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.”

Sixth, dues are to be determined by a majority of the votes of the members.

In 2006-2007, a dozen amendments were easily passed. Periods to vote were shortened from eight weeks to three and the election period was reduced from nine to five months before the next annual meeting in order to reflect the advent of the Internet age. The maximum number of allowable new Fellows was raised from three to five per year, and the percentage of positive votes needed to be elected Fellows was cut from 60 to 55. It was again made possible to elect as Fellows those candidates who have eminently served the AIB as President or Executive Secretary while the title of one of our Awards was changed from International “Dean” to “Educator” of the Year.

In late 2007, three amendments received very high support. One of them created a special exemption to Article VI.B which limits to five per year the maximum number of electable Fellows. This clause was changed to allow the election of *all* those candidates who received at least 55 percent of positive votes in 2008 – and 2008 only – on the occasion of the 50th Anniversary of the AIB and the 30th one of the first election in 1978 of new Fellows by the *de jure* founding members of our Fellows Group. A second amendment, this one to Article VIII.B, eliminated the age limit (at least, 60-year of age) for candidates to *Eminent Scholar* award because the Fellows felt that there may be worthy younger scholars that have inspired IB research although they were not AIB members (see Appendix VI for a list of our Eminent Scholars so far). Besides, the Committee appointed by the Dean for the election of a successor was enlarged to include the current Dean as consultant to this committee of three Deans, starting in 2011 (Article X.B of our Constitution).

In March-April 2008, a much debated amendment to remove the age limit for nominating and electing Fellows was passed with 61 percent of positive votes.

In February 2012, many minor changes were made, including the replacement of “Participating Fellows” by “Active Fellows.”

In February 2015, the Fellows made significant changes to the criteria and processes involved in the election of new AIB Fellows (Article IX of our Constitution). First, voters now have the option to ABSTAIN besides the choices of YES and NO. Most importantly, the previous system simply requiring fifty-five percent of the votes returned by Active Members has been replaced by first requiring an affirmative vote of at least sixty percent of the total numbers of YES and NO votes returned by Active Members, and, then, meeting the second requirement of a minimum number of YES votes equivalent to 40 percent of the total number of votes cast. Third, the maximum of five new Fellows a year has been eliminated (Article VI. Limits on Membership). Fourth, Article VII.B (Voting and Nominating Privileges of Members) now provides for a “Surfacing Committee” to be

appointed at the Dean's discretion to propose up to three additional nominees. Finally, in Article IX. A, the maximum number of 60 Active Fellows below the age of 66 has been changed to a flexible number equal to two percent of the AIB membership in anticipation of the AIB's growth.

In July 2015, the Fellows approved naming their Eminent Scholar Award after John Fayerweather, a key founder of the AIB, its first President and a top scholar of the new international-business field (Article VIII. Selection of Honorary Fellows).

The proposal for naming the AIB Fellows' Eminent Scholar Award is appended here because it links us to the main founder of the AIB and our Dean from 1984 to 1987. This proposal was approved by the Fellows in July 2015.

PROPOSAL TO NAME THE AIB FELLOWS' "EMINENT SCHOLAR AWARD" AFTER JOHN FAYERWEATHER*

We propose to name the AIB Fellows' Eminent Scholar Award after John Fayerweather who epitomized this role through a variety of outstanding contributions to the international-business field from the early 1950s on.

In the first place, John Fayerweather has been a *model scholar* as the first and lasting conceptualizer of the operational problems of the multinational business firm. Through his 1969 book, International Business Management, he provided a synthesis of what this subject matter covers at a time when there were few principles to enunciate and little doctrine to use.

From economics, he drew the notion of unique resources that can be fruitfully transmitted by international firms to host nations. Putting these resources to local use requires adaptations to foreign cultures and systems of social relations, which can be analyzed based on the social sciences. These two processes of "resource transmission" and "relations with host societies" result, on the one hand, in mutually beneficial activities for both the multinational firm and the affected nations, and, on the other hand, in conflict related to the confrontations of the interests of this firm with different national interests and nationalist attitudes – the political dimension of his conceptual framework. These transmissions, relations and conflicts in multiples foreign countries lead toward a fragmented and diversified pattern of policies and activities that weakens the effectiveness of the multinational enterprise whose unique potential vis-à-vis local national firms lies largely in its unified global capabilities. The achievement of a balance between "fragmentation" and "unification" thereby provides the final organizational element in his conceptual framework.

Such a synthesis had not been presented before and it remains valid to this day. We have here the seeds of subsequent works by multiple scholars who analyzed the organizational tension between global integration and national responsiveness, by international political-behavior researchers on various aspects of "conflict resolution," by those who focused on "resources" and "advantages," and by researchers studying the structure and functioning of multinational enterprises.

Starting in the early 1950s, he was also a *curriculum* pioneer when there were no courses that could develop in students a sense of the adjustments in business methods needed to function effectively in foreign environments. What is more, he was an *institutional founder* by helping create our Academy of International Business (1958) devoted to the development of IB education, research and service. Additionally, he worked closely with many scholars, businessmen, multinational firms and associations (e.g., ESSO, the

National Foreign Trade Council, the American Marketing Association and the Ford Foundation) to generate the moral and financial support needed to develop teachings materials and to get introductions for IB researchers. Moreover, he was a keen *student* of the postwar emergence of the multinational enterprise by writing and gathering IB cases, articles, books and textbooks, and by tracking and referencing the slowly burgeoning literature on foreign trade and investment through his journal *The International Executive*.

In summary, John Fayerweather has lived and shown us a model of the “Eminent Scholar” who is not just someone who publishes “first”, “better” and “more” but also someone who can use his or her knowledge to foster institutions and to build bridges with and for others, so that he truly and amply deserves to have his name affixed to our Eminent Scholar Award.

* John Fayerweather wrote a fascinating account of his academic career in international business: “A Personal Odyssey Through the Early Evolution of International Business Pedagogy, Research and Professional Organization,” *Journal of International Business Studies*, Vol.25, 1994.

CONSTITUTION OF THE FELLOWS OF THE ACADEMY OF INTERNATIONAL BUSINESS AS OF JULY 2015

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

The name of this association, founded in 1976, 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.

C. The Secretary-Treasurer shall assist the Dean, communicate with the membership and liaise with the AIB Secretariat on: the (1) invoicing and collection of lifetime membership dues from newly elected Fellows, (2) invoicing, collection and disbursement of fees and expenses associated with the Fellows’ annual dinner, and (3) supervision of our revenues, expenses, assets, liabilities and cash flows.

IV. Membership Categories

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

Active 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 past Executive Secretaries of the AIB), have paid their lifetime membership dues and continue to fulfill the Fellows' requirement to attend meetings in order to maintain Active status.

Inactive Members are those who were Active Members at one time but have subsequently not met the requirements regarding attendance or have chosen this status.

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

A separate roster is kept of Deceased Fellows.

B. A newly-elected Fellow is listed as an Active Member after his/her prompt payment of his/her lifetime membership due. In order to maintain status as an Active Member, a Fellow is to attend at least one out of the preceding three annual meetings of the Fellows. The attendance requirement may be relaxed if regrets are sent in writing on each occasion to the Secretary-Treasurer for not being able to attend an annual meeting.

C. The title of a Fellow, whether elected or honorary, once conferred, is irrevocable.

D. Members of all categories shall receive all relevant communications, except that those pertaining to nomination and voting shall be directed only to Active Members.

V. Membership Eligibility

Except for honorary members, eligibility for Fellowship shall be restricted to members of the AIB, who are international business scholars, teachers or administrators, have significantly helped develop knowledge or practice in the field, and/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 Active Members below the age of sixty-six will be counted, and their number shall not exceed two percent of the AIB membership.

B. There is no limit to the number of new Active Members that may be elected in any one year, subject only to the above constraint of Active Members under the age of 66 not exceeding two percent of the AIB membership. If the number of candidates elected in any one year should

violate this upper limit, then only those receiving the highest percentage of votes and keeping within the above limit will be inducted.

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

VII. Voting and Nominating Privileges of Members

A. Only Active Members may nominate and vote. Honorary and Inactive members may not vote but they may second nominations.

B. The Dean of the Fellows may, at his/her sole discretion, appoint a Surfacing Committee of no less than three and no more than five Active Members to propose three or fewer additional nominees that, in their opinion, should be considered for membership. The Surfacing Committee should engage in a broad consultative process in order to identify potential candidates who may have been overlooked under the normal nomination process. In doing so, the Surfacing Committee shall appoint a nominator and seconder for each nominee so as to fulfill the requirements of Articles VII. A and IX.

VIII. Selection of Honorary Fellows

A. The nomination and selection of Honorary Fellows – namely the John Fayerweather Eminent Scholar Awards, the International Educator of the Year and the International 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 John Fayerweather Eminent Scholar category, a candidate has to be someone who is not an AIB member but whose scholarship has significantly influenced international-business research.

C. The John Fayerweather Eminent-Scholar nominating committee will put forward a candidate, to be voted upon by all Active Fellows, with a three-quarter favorable vote of those voting being necessary for election in this category.

D. Nominations for International Educator of the Year and International 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 five months prior to the expected Fellows' Annual Meeting date, the Secretary-Treasurer will invite nominations, announcing a deadline for submission of all nominations to the Secretary-Treasurer. The nominator must be an Active 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 number of Active Members below the age of sixty-six exceeds two percent of the AIB membership.

B. Nominations shall not be accepted from nominators or seconders serving on the same faculty as the nominee or if they were on the faculty of the institution from which the nominee received his/her terminal degree at the time it was granted.

C. The election of new Fellows shall be conducted by the Secretary-Treasurer who will solicit and receive nominations and secondings together with the short curriculum vitae form to be completed by the nominee. Three weeks prior to the deadline for receiving these materials, the Secretary-Treasurer will send ballots to the Active Members only. The ballots of the Active Members will be received by both the Secretary-Treasurer and the Dean, with the Secretary-Treasurer tallying the ballots and the Dean verifying the results.

D. The Secretary-Treasurer shall put forward as many candidates as have been nominated and seconded, using the proper forms and procedures.

E. The ballot shall offer three options for the members to select from: YES (confirming their support for the candidate), NO (a vote against the election of the candidate) and ABSTAIN.

F. Ballots shall be returned to the Secretary-Treasurer before a specified date falling within three weeks of sending the ballots out.

G. Each new Fellow is declared elected by the Secretary-Treasurer if he/she received the affirmative vote of at least sixty percent of the total number of YES and NO votes returned by Active Members, but subject to a minimum number of YES votes equivalent to 40 percent of the total number of votes cast.

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 three living immediate past Deans, with the most distant Dean serving as Chair of this Committee, shall, after consultation with the current Dean, put forward not more than two nominees. This Committee shall invite suggestions for nominations through an email to all Active Members.

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 Active Members, 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 current Dean of the Fellows is ineligible to vote in this election, except to break a tie.

XI. Dues

Lifetime Membership Dues shall be determined by a majority of Active Fellows that voted through a 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 Conference of the Academy of International Business.

B. Should the Dean be unable to attend or preside at a meeting, he/she will designate another Active 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 Active Members attending the next Annual Meeting or through a ballot of Active 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 an Active Member at the Fellows' annual meeting, provided it receives a majority of the votes of the Active Members present. Amendment proposals may also be initiated through a written petition of at least five Active 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 sent by the Secretary-Treasurer to all Active Members for balloting. Amendments shall be adopted if they garner the favorable votes of at least 60 percent of the Active Members that returned their ballot within three weeks of the mailing.

SELECTION OF THE ORIGINAL FELLOWS

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

- (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 Pélissier, Manager at the International Council for Small Business, VA
- Arthur Reef, Vice President for Advertising, AMAX, Inc., NY

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

- Richard Robinson
- Vern Terpstra
- Lee Nehrt
- Phillip Grub

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

- James Goodnow

(*) Five Founders of the AEIB did not become AIB Fellows because they did not choose to join the AIB after its creation in 1958: William Cody, James Hagler, Bruce Neighbor, Arnold Oshin and James Wigglesworth.

(**) Three founders became AEIB Presidents – John Fayerweather, Jack Behrman and James Hart – while several later AEIB Presidents – Richard Robinson, Vern Terpstra, Lee Nehrt and Phillip Grub – were inducted as Fellows because of their service before the AIB Fellows Group was created in 1976.

^

PAST AND PRESENT AIB PRESIDENTS		PAST AND CURRENT AIB EXECUTIVE SECRETARIES (*)	
John Fayerweather	1959-1961	William Hoskins	1959 - 1960
Roland Kramer	1962-1964	Jack Behrman (S) and Lowell Hattery (T)	1960 - 1961
James Hart	1965-1966	William Hoskins (S) and James Hart (T)	1961 - 1964
Jack Behrman	1967-1968	John Fayerweather	1964 - 1969
Richard Robinson (X)	1969-1970	William Hoskins	1970 - 1971
Vern Terpstra (X)	1971-1972	James Goodnow (O)	1971 - 1977
Lee Nehrt (X)	1973-1974	Duane Kujawa	1977 - 1980
Phillip Grub (X)	1975-1976		
Richard Farmer (X)	1977-1978		
Robert Stobaugh (X)	1979-1980	Ivan Vernon (O)	1980 - 1988
Franklin Root (X)	1981-1982		
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 (O)	1994 - 2004
Jeffrey Arpan	1997-1998		
José de la Torre	1999-2000		
Stephen Kobrin	2001-2002		
Peter Buckley	2003-2004	Tomas M. Hult,	2004 -
Alan Rugman	2005-2006	Tunga Kiyak and Irem Kiyak (*)	
Stefanie Lenway	2006-2008		
Yves Doz	2008-2010		
Mary Ann Von Glinow	2010-2012		
Robert Grosse	2012-2014		
Nakiye Boyacigiller	2014-2015		

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

(O) = James Goodnow was the first AIB Executive Secretary to become a Fellow because of having served five years in that capacity. William Hoskins had been one of the Founders’ Group while Duane Kujawa was nominated and elected a Fellow in the normal way. Ivan Vernon also became a Fellow in 1988 after serving as AIB Executive Secretary for eight years. James Wills (Hawaii) served as Executive Secretary of the AIB but was elected a Fellow in 2006. Jerry Watzke and Attila Yaprak served less than 5 years and did not become Fellows.

(*) At first, the AEIB had a separate Secretary (S) and Treasurer (T) until the two functions were combined under the title of Executive Secretary in 1964. The data for the 1950-1971 period are tentative on account of contradictory accounts. Since 1 January 2004, Tomas M. Hult has served as AIB Executive Director while Tunga Kiyak is the AIB Managing Director and Irem Kiyak is the AIB Treasurer – all three at Michigan State. They serve up to 10 years at the discretion of the AIB Executive Board. Tomas Hult was elected Fellow for his scholarly contributions.

DEANS AND SECRETARY-TREASURERS OF THE AIB FELLOWS

Deans	Years in Office	Secretary-Treasurers
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	2005-2008	George Yip Rosalie Tung
Eleanor Westney	2008-2011	Rosalie Tung Ravi Ramamurti
Alan Rugman	2011-2014	Alain Verbeke
Paul Beamish	2014-2017	Shige Makino

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 have been elected by the Active Fellows or selected by the Deans' Nominating Committee.

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

ELECTIONS 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 (various titles have been used) 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 originating Fellows (see Appendix II), 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 in 1978 that a total of ten Fellows should be elected so as to have a larger number to attend annual meetings. Hence, in 1978, 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 three or five new Fellows were elected each year. Presently, a maximum of five new Fellows can be elected each year. Following is a list of the Fellows who were declared elected in 1979 and each year thereafter. However, in practice, a new Fellow is recognized only when present at one of our annual meetings after his/her election.

1979

Joseph Bertotti
Philip Cateora
John Dunning
Paul Garner
Elliott 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 Dymysza
Robert Hawkins

1982

Michael Brooke

1983

Duane Kujawa
Louis T. Wells, Jr.

1984

Warren Keegan
Arthur Stonehill
Ivan Vernon (past AIB Executive
Secretary, 1980-1988)

1985

Peter Buckley
John Daniels

1986

Hal Mason

1987

Ingo Walter

1988

1989

Stefan 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

Sumantra Ghoshal
Jean-François Hennart

George Yip

2000

Brian Toyne

2001

Robert Grosse
CK Prahalad

2002

Dong-Sung Cho
Stefanie Lenway

2003

Rosalie Tung

2004

Lorraine Eden
Oded Shenkar

2005

John Cantwell
Marjorie Lyles
Bernard Yeung

2006

James Wills
Udo Zander

2007

Nakiye Boyacigiller
Pankaj Ghemawat
Alain Verbeke
Mary Ann Von Glinow
Srilata Zaheer

2008

Julian Birkinshaw
Tim Devinney
Kwok Leung
Yadong Luo
Ravi Ramamurti
Kendall Roth
Stephen Tallman

2009

John Child

、
Sidney Gray
Tarun Khanna
Arie Lewin
Shige Makino

2010

Anil Gupta
Tomas Hult
Jan Johanson
Geoffrey Jones
Jan-Erik Vahlne

2011

Johny Johansson
Tatiana Kostova
Torben Pedersen
Karl Sauvant

2012

Ram Mudambi
Mike Peng

2013

Keith Brouters
Andrew Delios
Klaus Meyer
Sam (Seung Ho) Park

2014

Witold Henisz

2015

Kaz Asakawa
Gabriel Benito
Tailan Chi
Jonathan Doh
Pervez Ghauri
Patricia McDougall-Covin
David Ralston

ACTIVE FELLOWS AND THEIR STATUS AS OF JUNE 2015

ACTIVE FELLOWS	Year Elected/Inducted
Adler, Nancy	1992
Aggarwal, Rag	1994
Aharoni, Yair	1990
Asakawa, Kaz	2015
Bartlett, Christopher	1994
Beamish, Paul	1997
Behrman, Jack	F (1978 - Inducted)
Benito, Gabriel	2015
Birkinshaw, Julian	2008
Boddewyn, Jean	1980
Boyacigiller, Nakiye A.	2007
Brouthers, Keith	2013
Buckley, Peter	1985
Cantwell, John	2005
Casson, Mark	1993
Cavusgil, Tamer	1998
Chi, Tailan	2015
Child, John	2009
Cho, Dong-Sung	2002
Contractor, Farok	1995
Daniels, John	1985
de la Torre, José	1991
Delios, Andrew	2013
Devinney, Timothy	2008
Doh, Jonathan	2015
Doz, Yves	1994
Eden, Lorraine	2004
Ghauri, Pervez	2015
Ghemawat, Pankaj	2007
Gray, Sidney	2009
Goodnow, Jim	FES (1978 – Inducted)
Green, Robert	1994

Grosse, Robert	2001
Gupta, Anil	2010
Henisz, Witold J.	2014
Hennart, Jean-François	1999
Hult, Tomas	2010
Johansson, Jan	2010
Johansson, Johny	2011
Jones, Geoffrey	2010
Khanna, Tarun	2009
Kobayashi, Noritake	1979
Kobrin, Stephen	1989
Kogut, Bruce	1996
Kostova, Tatiana	2011
Kotabe, Masaaki	1998
Kujawa, Duane	1983
Lenway, Stefanie	2002
Lessard, Donald	1989
Lewin, Arie	2009
Luo, Yadong	2008
Lyles, Marjorie	2005
Macharzina, Klaus	1998
Makino, Shige	2009
McDougall-Covin, Patricia	2015
Meyer, Klaus	2013
Mudambi, Ram	2012
Park, Sam (Seung Ho)	2013
Pausenberger, Ehrenfried	1980
Pedersen, Torben	2011
Peng, Mike	2012
Radebaugh, Lee	1995
Ralston, David	2015
Ramamurti, Ravi	2008
Ricks, David	1992
Roth, Kendall	2008
Sauvant, Karl	2011

Shenkar, Oded	2004
Simmonds, Kenneth	1979
Stobaugh, Robert	P (1981 - Inducted)
Stonehill, Arthur	1984
Tallman, Stephen	2008
Toyne, Brian	2000
Tung, Rosalie	2003
Vahlne, Jan-Erik	2010
Verbeke, Alain	2007
Vernon, Ivan	ES (1984 - Inducted)
Von Glinow, Mary Ann	2007
Walter, Ingo	1987
Wells, Louis T., Jr.	1983
Westney, Eleanor	1997
Wilkins, Mira	1996
Wills, James R.	2006
Yeung, Bernard	2005
Yip, George	1999
Zaheer, Srilata	2007
Zander, Udo	2006

Legend:

FP - Inducted as past AIB President at the time of the founding of the Fellows in 1978

FES - Inducted as past AIB Executive Secretary at the time of the founding of the Fellows in 1978

P - Inducted as past AIB president after 1978

ES – Inducted as past AIB Executive Secretary after 1978

F – AIB Founder

INACTIVE FELLOWS	Year Elected/Inducted
Cateora, Philip R.	1979
Mandell, Stuart	F (1978 - Inducted)
Mueller, Gerhard G.	1980

DECEASED FELLOWS AS OF JUNE 2015

	Year Elected/Inducted	Date of Death
Arpan, Jeffrey	1993	May 28, 2005
Bednarik, Mojmir	F (1978 - Inducted)	February 28, 1983
Benoit, Emile	F (1978 - Inducted)	May 4, 1978
Bertotti, Joseph M.	F (1978 - Inducted)	May 7, 2002
Blough, Roy	F (1978 - Inducted)	February 25, 2000
Brooke, Michael Z.	1982	April 1, 2003
Domke, Martin	F (1978 - Inducted)	
Douglas, Susan	1991	January 4, 2011
Dowd, Lawrence	F (1978 - Inducted)	April 24, 1980
Dunning, John	1979	January 29, 2009
Dymsza, William A.	1981	June 20, 2007
Farmer, Richard	P (1979 - Inducted)	February 28, 1987
Fayerweather, John	F (1978 - Inducted)	February 3, 2005
Garner, Paul	1979	1997
Ghoshal, Sumantra	1999	March 3, 2004
Grub, Phillip	FP (1978 - Inducted)	April 14, 2008
Hart, James A.	F (1978 - Inducted)	
Hattery, Lowell	F (1978 - Inducted)	July 28, 1989
Hawkins, Robert	1981	August 22, 2008
Haynes, Elliott	1979	
Hoskins, William	F (1978 - Inducted)	April 30, 2013
Keegan, Warren	1984	December 31, 2014
Kellar, Harold	F (1978 - Inducted)	March 20, 1980
Kolde, Endel	F (1978 - Inducted)	September 20, 2009
Kramer, Roland	F (1978 - Inducted)	
Leung, Kwok	2008	May 25, 2015
Mason, R. Hal	1986	September 3, 2005
Mikesell, Raymond	1981	September 12, 2006
Nehrt, Lee C.	F (1978 - Inducted)	March 13, 2013
Ogram, Jr., Ernest W.	1980	1999
Pélissier, Ray	F (1978 - Inducted)	
Perlmutter, Howard	1991	November 8, 2011

Prahalad, CK	2002	April 17, 2010
Reef, Arthur	F (1978 - Inducted)	
Robinson, Richard	FP (1978- Inducted)	September 5, 2009
Robock, Stefan	1979	August 1, 2012
Root, Franklin	P (1983 - Inducted)	August 4, 2005
Rugman, Alan	1991	July 8, 2014
Ryans, John	1994	September 14, 2013
Stopford, John	1993	August 13, 2011
Terpstra, Vern	FP (1978- Inducted)	November 6, 2013
Thorelli, Hans	1981	August 18, 2009
Van Den Bulcke, Daniël	1992	January 8, 2014
Vernon, Raymond	1979	August 26, 1999
Wade, Robert H.B.	1980	January 26, 2015

HONORARY FELLOWS AS OF JUNE 2015

John Fayerweather Eminent Scholars

Kindleberger, Charles (MIT) 1987 (deceased)
Penrose, Edith (INSEAD and University of London) 1994 (deceased)
Hofstede, Geert (Tilburg University) 1998
Caves, Richard (Harvard University) 1999
Chandler, Alfred (Harvard Business School) 2000 (deceased)
Williamson, Oliver (University of California, Berkeley) 2003
North, Douglass (Washington University in St. Louis) 2007
Dore, Ronald P. (London School of Economics) 2008
Nelson, Richard (Columbia University) 2011
Nonaka, Ikujiro (Hitotsubashi University) 2012
Teece, David (University of California, Berkeley) 2013
Rumelt, Richard (University of California, Los Angeles) 2014
Scott, W. Richard (Stanford University) 2015

International Educators of the Year (formerly International Deans of the Year)

Bess, David (University of Hawaii at Manoa) 1988
Binedell, Nick (University of Pretoria, South Africa) 2015
Easton, Susanna (U.S. Department of Education) 2009
Elam, Joyce (Florida International University) 2007
Gomez, Jaime A. (Tecnologico de Monterrey) 2005
Hawkins, Robert (Georgia Institute of Technology) 1998
Horváth, Dezsö (York University) 2004
Kane, James (University of South Carolina) 1996
Loeser, Norma (George Washington University) 1984
Patten, Ronald (DePaul University) 1987
Porat, Moshe (Temple University) 2001
Purg, Danica (IEDC Bled School of Management, Slovenia) 2010
Ramanantsoa, Bernard (HEC, Paris) 2013
Rameau, Claude (INSEAD) 1994
Rose, John (University of Melbourne) 2000
Shapiro, Daniel (Simon Fraser University) 2014
Stetting, Lauge (Copenhagen Business School) 1995
Talavera, Jorge Travesto (Esan University, Peru) 2012
Wyman, Harold (Florida International University) 1997
Zang, Guohua (China Europe International Business School) 2006

International Executives of the Year (originally *Business Leader of the Year*)

Agnelli, Giovanni, CEO of FIAT, 1986
Barnevik, Percy, CEO of ASEA Brown, Boveri, 1992
Barton, Dominic, Global Managing Director, McKinsey & Co, 2014
Chey, Jong-Huyon, CEO of Sunkyong (SK) Group, 1995
Cho, Fujio, Chairman of Toyota Motor Company, 2011
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
Felsing, Donald E., CEO and Chairman of Sempra Energy, 2009
Hammer, Armand, Chairman of Occidental Petroleum Company, 1987
Kent, Muhtar, Chairman and CEO of Coca-Cola Company, 2013
Liu, Chuanzhi, Chairman of the Legend Holdings Group/Lenovo/IBM, 2006
Maisonrouge, Jacques, Executive VP of IBM World Trade, Air Liquide, 1982
Mazumdar-Shaw, Kiran, Chairperson of Biocon Limited, 2015
Monty, Jean, CEO of Northern Telecom Corporation, 1996
Morita, Akio, CEO of SONY Corporation, 1983
Murthy, N. R., CEO of Narayana Corporation, Infosys Technologies Ltd., 2003
Sada, Federico, CEO of Grupo Vitro, 2002
Shih, Stan, CEO of ACER Group, 1999
Silva, Ozires, former Chairman and CEO of Embraer and Petrobras, 2010
Solso, Theodore, Chairman and CEO of Cummins Inc., 2007
Sutherland, Peter, CEO of Goldman Sachs International Group, 1998
Whitehurst, James, CEO of Red Hat, 2012
Wriston, Walter, CEO of Citicorp, 1985
Yamamoto, Takuma, CEO of Fujitsu Corporation, 1993
Zambrano, Lorenzo, CEO of CEMEX, 1997

AIB 50th Anniversary Award for the Support of International Business Education and Research

Jagdish Sheth (Emory University) 2010

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

[These 1981 minutes are included because Richard Farmer wrote them in a funny, deadpan manner but also because some important decisions were made at that meeting.]

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.

Richard Farmer
Secretary-Treasurer of the AIB Fellows