A HISTORY OF THE ACADEMY OF INTERNATIONAL BUSINESS FROM INFANCY TO MATURITY: THE FIRST 25 YEARS

by

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LETTER FROM THE PRESIDENT OF THE ACADEMY OF INTERNATIONAL BUSINESS

Now and then people do magnificent things in their lives. They give of themselves in a significant way — often responding to some inner sense of commitment and desire to contribute. John Fayerweather has done many magnificent things for the Academy of International Business. This present volume is his latest contribution. We thank him for his time and talent — and for continuing to care for an organization which he helped establish 28 years ago in New York and which has since grown to a global academy of over 1,600 members.

A History of the Academy of International Business details the origins and growth of the Academy during its first quarter century. It is a fascinating reading indeed. Professor Fayerweather has brought to life the times, the people and the events which have shaped the Academy into becoming today's foremost organization concerned with the definition and institutional viability of the field of international business. I heartily recommend this volume to each of you.

The Academy would also like to thank Paul Garner for his special encouragement leading to the preparation of this history and Brian Toyné for his work in publishing the manuscript. Special thanks go to the College of Business Administration at the University of South Carolina for their support in publishing the manuscript, and to Robert Hawkins and Ivan Vernon for their assistance during the review process.

Duane Kujawa, President
Academy of International Business
June 11, 1986
LETTER FROM THE EDITOR-IN-CHIEF

It is with considerable pleasure and pride that we are sending each member of the Academy of International Business a copy of this Special Edition of Essays in International Business. It is devoted to a history of the Academy's first 25 years written by John Fayerweather and endorsed by the Academy's Executive Board.

We would like to express our gratitude and appreciation to the AIB Executive Board for asking us to participate and contribute to this important undertaking. In addition, we would like to acknowledge the contributions made by many people in bringing this work to its fruitful conclusion. In particular, John Fayerweather is to be applauded for his persistence, diligence, and zeal as the author of the history. Paul Garner needs to be recognized for his initiative in suggesting that a history of our Academy was timely. The AIB Executive Board initiated and then continued to support the project during the presidencies of Robert G. Hawkins and Duane Kujawa. We would also like to thank David A. Ricks for his initial role as liaison between the author, and this editor, and Robert G. Hawkins, for his coordination and subsequent liaison between the author and several of the contributors to the history.

The Essays in International Business is a refereed journal published by the College of Business Administration, University of South Carolina, as a service to the international business educational community. Copies of the Essays are sent to all AIB members free of charge.

Brian Toyne
Editor-in-Chief
June 11, 1985

Preface

Writing this AIB history was much easier than piecing together a picture of life in Pompeii from remnants buried by Vesuvius. However, it has taken some searching and inquiring to come up with a reasonably complete story. For the period since about 1970 the task was greatly aided by the thorough minutes of Executive Board meetings and other material carefully stored away by our historian, Paul Garner, who has strongly supported this project.

The written evidence of the first decade of our group's history, however, is rather scarce because record keeping was less diligent and because of an amusing, but pesky, incident which has to be included in this history. As I was president and then executive secretary through much of the first decade, I had accumulated most of the association records in my New York University office. In the mid-70's, it was decided that these archives should be in the executive secretary's office. For cost and security reasons, they were to be carried to the nearby office of an AIB officer and thence taken to an Executive Board meeting for transfer to the executive secretary.

The first step in the process was completed readily. However, that night the cleaning person for the intermediary's institution apparently concluded that the box was full of trash. By the time the loss was discovered, the archives were far gone in the New York City waste system.

I have always wondered whether the culprit possessed some form of ESP as, to my knowledge, the business of AIB has never been affected by that loss. However, it has forced some extra searching for this history and has resulted in a few unfilled gaps. Recognizing that the text probably has assorted factual shortcomings, I encourage AIB members to send me corrections which will be compiled and distributed with the AIB Newsletter.

The initiative for this history came from the AIB Executive Board, and that group has taken a continuing constructive interest in it. However, it is an independent writing project for which the Board has no official responsibility. Robert Hawkins under whose AIB presidency the history was initiated has played a crucial role in the project. He has been especially helpful as a liaison with key people, shepherding the project along to completion.

Given the deficiencies in written records, this history could not have been adequately completed without contributions from many people. We are especially indebted to Jean Boddewyn, Philip Grub, Robert Hawkins, William Hoskins, Duane Kujawa, Lee Nehrt, Richard Robinson, Robert Stobaugh, and Vern Terpstra for reading drafts and suggesting a variety of additions and useful changes. We have also been
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Chapter 1
AN OVERVIEW OF TWENTY-FIVE YEARS

A very brief history of the Academy of International Business (AIB) can be given with a handful of facts.

• From the nineteen-member organizing group who launched the Association for Education in International Business (AEIB) in 1968, the membership of the organization, renamed as the Academy of International Business in 1972, grew in twenty-five years to over 1,600 members in 1993 (see Figure 1).

• The meeting program which presented two papers in a brief first session in 1969 had expanded to a three-day annual meeting in 1983 with thirty-seven sessions offering 110 papers supplemented by five regional meetings and one general international meeting outside the United States.

• The basic four-officer administrative group had broadened to include six regional chairpersons in the United States and six in other countries with an executive secretary providing central support for the organization.

• Various service functions had been undertaken including publication of a professional journal, an annual membership directory, and a regular compilation of international business (IB) curricula at schools throughout the world.

Behind these bare facts, however, lies an interesting history of organizational evolution which will be related in the following pages. The evolution falls into three quite distinct phases.

During the formative period of 1965 through the mid-1960’s, the AEIB was a relatively small group with modest activities serving some basic needs of its members and tentatively exploring ways to broaden the role.

Then came a period of basic institution building running into the late 1970’s during which the membership grew greatly, and a dynamic process of change established the AIB in essentially its present form.
In the third period of maturing administration, the organization was mainly occupied with establishing an efficient and effective system for managing the relatively complex operations established in the preceding period.

In this history, a broad chronological pattern is followed by dealing with the three periods in separate chapters. However, the text focuses mainly on components of the organization and its activities and will often reach backward and forward over the full history to convey an understanding of their evolution.

The main elements of the history are presented in the next three chapters. They are followed by appendices which give assorted factual information: lists of officers, JIBS editors, executive secretaries, and the Fellows; dates and locations of annual meetings; annual dissertation award winners; selected financial data; and the constitution, including its revisions.

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Chapter 2
THE FORMATIVE YEARS

The history of the AIB as a group undertaking begins with nineteen people exchanging ideas on the evening of November 17, 1958, in the World Affairs Center across the street from the United Nations in New York. The characteristics of the nineteen and the circumstances which brought them together explain much about the evolution of the organization.

International business studies at that time were still very new and limited. Export-import management and international economics and finance were, of course, well established fields. But the management of extensive foreign operations entailed a much broader span of study. Colt and Singer had launched the era of multinational corporations by establishing British factories almost a century earlier and a number of firms following their path had built the operational field to sizable proportions before World War II. But it was not until the mushrooming of international investment in the postwar era that significant academic effort in the field evolved.

The first identifiable course in management of foreign operations had appeared at Harvard University only five years before the 1958 meeting. Columbia University had inaugurated an international business program in 1956. Research studies in the various functional aspects of international management had begun to appear here and there. A start had been made, but it was a small and scattered academic field as yet.

Contacts among the people in the field were evolving. Some met the evening education session of the annual convention of the National Foreign Trade Council (NFTC). But its character was established by the orientation of the businessmen in the NFTC, and there was no continuity for the academicians as audience participants in the session. Indiana University provided a valuable impetus by bringing together a small group of academicians to discuss IB education in 1957. However, the scope of the meeting was limited, and again there was no continuity.

The nineteen people meeting that evening in 1958 were motivated by needs which they felt in this context. They were under no mandate from any group or institution. Each was looking for something which related to the situation which he saw from his individual professional perspective. Two elements seem most significant in the character of the group: variety and professional isolation. The fourteen professors, one dean, one doctoral student, and three interested non-academicians represented a diverse span of subjects: accounting, economics, industrial relations, law, management, marketing, and public relations.

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1 The names of the nineteen are in the list of Fellows in Appendix 2.
of his experience as head of San Francisco State College’s School of World Business, had assumed the role of our senior statesman and was designated as vice president. Jack Behrman had taken over the secretarial function in the steering committee when Hoskins took a teaching assignment in Korea in mid-1959, so he was continued in that role. Lowell Hattery from the finance area was the obvious man to serve as treasurer.

On December 1, 1959, the Association for Education in International Business formally came into being with the first business meeting held on December 29, 1959, in Washington, D.C.

Activities

Setting up the organization was a well-defined task. Determining what it should do was not. The consensus of the initial meeting had defined the general expectations of the organizers. But what should be done to implement them was far from clear. During the first few years of the association this uncertainty and a few key factors bearing on it dominated the pattern of activities. The key factors were the size of the membership, the nature of their commitment to the group, the diversity of our interests, and the limits of our leadership personnel.

Although there are no firm figures to cite, it is likely that there were no more than one hundred U.S. academicians teaching international business subjects (not including international economics) in 1959. One cannot generate a very large association program for a group that size. More important, perhaps, were the professional relationships of most of these people and the effects they had on their level of commitment to the AEIB. Virtually all of our members were rooted in one of the established business functional fields, and their primary professional orientation was toward that field including its professional organization. They were strongly supportive of AEIB because they were not finding in their own group and its organization things which were valuable to their emerging international business interests. But the heart of their professional relationships still lay in their primary group.

Each functional group had a different situation. The American Marketing Association was developing a strong international program just at the time AEIB was set up, and some of the AEIB people were pulled in their efforts and loyalties between the two groups. For the accounting people, on the other hand, there was no international academic group activity, but, with limited opportunities for international teaching and research, their primary professional orientation had still to be in the basic subject area, not its international side, however interesting it might be to them. Thus, a major factor in the operation of AEIB was the recognition that for most of its members it was a secondary professional relationship which limited their commitment.
The diversity of the membership, combined with the small numbers and limited commitment, constricted the range of activities. In a nutshell, an annual meeting session with three speakers on international financial management was not practical. And all of these factors, plus the mixed capabilities of any small group of human beings, was apparent in the limitations of those prepared to assume responsibilities in the group. Our collective resources were not great enough to effectively steer much of a program of activities.

The upshot of this situation was a fairly modest set of basic activities for the first few years pursued in a tentative way with an exploratory attitude, trying to identify what further would be helpful and probing cautiously to expand our efforts.

The overriding desire of the membership was clearly for improved communication with others involved in international business studies. To serve this purpose, two activities were established at the outset: an annual meeting and sufficient written material to provide some communication among members.

The annual meeting was tailored to fit key membership considerations. Our size dictated a modest affair, no more than a half-day including some substantive discussion and a business meeting. Because few people wanted to pay for a trip to such a short event, it was decided to hold the meeting at the same time as other meetings which members would attend. At this point a sticky problem was confronted. Many people favored the Christmas week meetings of the Allied Social Sciences Associations (ASSA), which included the American Economics Association and the American Marketing Association to which a significant portion of our people belonged. But there were also advocates of the November National Foreign Trade Convention. As the organizing meeting had been geared to the NFTC, those who were at that meeting decided to be the sort who attended the NFTC, and their viewpoint was therefore strongly represented at the outset. The upshot was that the initial plan was to alternate the timing of the annual business meeting. Thus in 1959 and 1961 the business meeting was held during Christmas week, while in 1960 and 1962 it was held at the time of the NFTC in New York.

Although this pattern was an essential compromise for the business meetings, discussion meetings were held each year in the non-business slot (i.e., New York in November 1959, etc.) to serve the members fully. It should be noted that the definition of the meetings was more legal than real, for at the non-business sessions we often discussed AEIB affairs. We were still a small crowd getting together rarely, and inevitably we talked about how the group’s activities were evolving. In due course it became apparent that the portion of members preferring the ASSA timing was far greater than the NFTC adherents, and from 1963 on for quite some years, the AEIB followed the ASSA from city to city in Christmas week. Until they were revived on a different basis, meetings ceased to be planned during the NFTC.

The subject matter of the annual meetings was strongly influenced by the diversity of functional fields among the members. We tended to focus on the pedagogy of the field, or on quite broad subjects which would have a common appeal as compared to specific aspects of managing multinational corporations (MNCs), the type of papers which have come in later years to make up the bulk of sessions. Thus, the November 1959 meeting presented a panel discussion on “Educational Approaches to Preparing for International Management”; in November 1960, six members described the programs at their institutions, and at the 1961 fall meeting a panel of four discussed programs concerned with “Training American Businessmen for Work Abroad.” For the individual member participating in the ASSA week, however, the meeting content was more complete because the economics, finance, marketing, and other association programs all had some international sessions. Thus, with the combination of specialized papers in the traditional association meetings and the generalized content of the AEIB session, members had a reasonably balanced fare, albeit of rather modest quantity.

Ideas for written communication about courses, research and the like were regularly proposed and slowly implemented. One or two newsletters per year were sent out, but they were rather brief at first, chiefly to inform members about meetings, convey ballots and ask for dues. The first secretaries were not well positioned to collect and disseminate more information. It was not until 1967, after we had an executive secretary, that newsletters with fuller information began to appear regularly four times each year with news about meetings, jobs and the like. Gradually they have evolved into the highly informative publications put out by the late 1970's, with such information as notices of many meetings, personal notes, and listings of new publications and job opportunities along with basic association news about business meetings, elections, finances, etc.

As a service to the members, the first quite useful item was a roster distributed in 1960 which contained information members submitted about their teaching and research activities. This information was most useful in helping members learn who in this new and dispersed field shared their interests.

In 1965 Richard Robinson undertook a survey of the research activities of members. A report mailed in December of that year included a summary narrative discussing various themes found in the survey followed by a listing of members and titles of their current studies.

There were regular expressions of interest in a composite publication describing programs at various schools. As a start in this direction, I went through the catalogues of U.S. business schools and made up
a simple list showing the number of courses and credit hours broken down by subject area for each school. This list was published in Export Trade for April 29, 1963, and copies were sent to all our members.

While these activities had evolved to meet quite obvious interests, a planning committee had been appointed in 1961 to take a careful look at potential AEIB activities. Its report at the 1962 annual meeting listed the following areas:

1. Function as a clearinghouse for teaching aids.
2. Investigate and promote curricula for international business education. There should be a periodic report of any significant charges.
3. Publish a calendar of conferences on import-export trade, international finance and similar topics of general interest to international business teachers.
4. Publish in the AEIB Bulletin research projects which members have underway so that other members would be informed of pending publications and thus avoid duplication.
5. Publish research ideas to stimulate writing in the field of international business.
6. Explore activities designed to serve the interests of both international educators and outside groups, so as to form a closer community of interests with business and government.

The merit of these recommendations is readily apparent from the fact that they compose a large portion of the functions the association has undertaken as it progressed. But, they were generally beyond the scope of the small initial organization. The lack of progress was underscored by the fact that a re-reading of the list by a member composes much of the minutes of the 1964 annual meeting.

Administration

It took a while simply to develop an effective administrative system for the organization. It is sound practice to have a nominating committee composed of judicious individuals with a broad knowledge of the membership. When a small organization is getting started, however, that approach is not practical because the people you would put on the committee are often just the people you will want to nominate for officers. That being the case with us, the nominating committee for the second round of officers for the 1961-63 term was simply composed of three incumbent officers (Behrman, Fayerweather and Hattery) who had no intention of being nominated, and we made our selections by much the same consensus process as in the first round. Roland Kramer had played a large part in organizing the association. He also represented an important element in international business education as a leading member of the established export management field. Their role could not be overlooked despite the enthusiasm and growing numbers of people whose interest lay in the management of global enterprises. Errol Kolde was proposed for vice president as being more in the new generation of general HT professors. William Hoskins, having returned from Korea, was a natural choice to resume his secretarial role, and James Hart would bring his experience as an administrator to the office of treasurer.

The non-election of 1964 was the most conspicuous evidence of our administrative shortcomings. Not enough attention was given to the election process until it was too late to get ballots out. So Kramer and his associates served the only three-year terms in the association’s history. The consensus-on-one-slate process did not prove satisfactory in the subsequent months as significant differences of viewpoints emerged. Thus, for the next election we ended up with three presidential candidates, again a unique event in the organization’s history. All were first class people with a strong commitment to the AEIB: Hart, Kolde, and Robinson. Hart was elected, and Robinson soon served in the post as well. By 1966 the key difficulty in forming a good nominating committee had solved itself. We now had an appropriate set of good people in the past presidents and outgoing incumbent who were definitely not potential candidates. Thereafter with three, and then more, past presidents available, the committee of three was drawn from them.

The 1964 election was only the most conspicuous evidence of our general administrative problem. Divided responsibility and lack of continuity in administration led to assorted shortcomings. It was also awkward to be transferring the basic secretarial and financial functions to new officers every two years. Clearly things would go much better if one person took on the basic functions on an extended term basis. We knew this from observation of other professional associations. With our small size it seemed unnecessary at the outset, but a few years experience indicated that even we needed an executive secretary. Since by this time I had no absorbing role in the association but still had my initial strong interest in it, I volunteered for the job backed up by New York University’s commitment of secretarial support. This position was formally established in 1966.

The executive secretary function has continued in basic character, though with a steadily increasing workload, since that time. The people who have held the post are the unequaled heroes of the association, taking responsibility for a large portion of the operations with little fanfare or recognition. Their part in this history is inestimable. We count five members of this unique group to date. When I went on sabbatical in 1969, William Hoskins stepped in to fill the role. In 1971 he went off on a teaching assignment in Australia, and James Goodnow came aboard for a five year stint. Duane Kujawa took on the load in 1977 followed by Ivan Vernon in 1980.
Chapter 3

BASIC INSTITUTION BUILDING

While it is impossible to pinpoint the date, around 1967 things began to change substantially in the AEIB situation. A course of events led to a dynamic process of institution building. By the time the process ended in the mid-1970's, a set of major components had been installed, establishing the organization as a strong body serving a much larger worldwide membership.

Substantial change in the environment influenced this transition, both motivating it and contributing to its feasibility. However, the changes themselves were the product of a strong group of presidents: Jack Behrman (1967-68), Richard Robinson (1969-70), Vern Terpstra (1970-72), and Lee Nelert (1973-74); and the many dedicated officers and others who worked with them. Reading through the Executive Board minutes of the period, one is impressed with the initiative and vigor with which opportunities to build the institution were being perceived and pursued.

After some preliminary notes about the context within which the institution building took place, the main areas of development will be traced: curriculum, meetings, organization, publications and research.

Name Change

Before proceeding further with this chapter it will be best to deal with the change of the organization's name to the Academy of International Business. The change did not come until the middle of the period, but the text will be simplified if one name only is used throughout, and to do that it is most convenient to take up the question of the change here.

Association for Education in International Business had been adopted after considerable discussion. It was technically accurate in describing our role, but many people were dissatisfied with it for one reason or another. The dissatisfaction led to a motion in the 1969 annual meeting to form a committee headed by David Blakeslee to study changing the name. Possible considerations mentioned were shortening the name, showing the focus of the organization and trying to bring in both businessmen and researchers. The committee pursued its study and gave a report without a firm recommendation at the 1971 annual meeting. Robert Stobaugh moved that the name be changed to International Business Association. There was vigorous debate which centered on whether the name should have a character which would appeal to or put off businessmen, thus indicating the basic difference in goals or this count which will be discussed later in this chapter. But there was no consensus. It appeared that the decision was too important to be made either by a small committee or by whoever happened to attend an annual meeting. Thus, a new committee was named with Stobaugh as chair-

man and Blakeslee and Christopher Korth as the other members.

The new committee sent a questionnaire to a random sample of one hundred members in early 1972 asking for their preferences among four possibilities. The result was: Academy of International Business — 27 percent; International Business Association — 24 percent; Association of International Business — 22 percent; and Association for Education in International Business — 17 percent. Since the vote was so close, a second sample of one hundred was polled as to their choice between the two top candidates. The results were: Academy of International Business (AIB) — 57 percent and International Business Association (IBA) — 43 percent. With the preferences still not clear-cut, it was decided to try yet a third sample of two hundred which meant that virtually all members had been polled. This group was also asked whether they would support an amendment to the constitution for changing the name to one of the choices, regardless of the one they voted for in the survey. The division this time was AIB — 59 percent and IBA — 41 percent, with 89 percent saying they would support either choice.

On this basis the constitutional amendment was sent to the members later in 1972 and passed, 241 to 23 with one abstention.

The Context

The environment immediately affecting the AIB in the mid-1960's was quite different from that in 1958. Interest in IB in business schools had expanded steadily, and it was given an extra boost in the middle of the decade by some special events.

In 1963 Indiana University's business school organized a national conference to discuss international business education. About eighty people attended, half of them deans and the balance associate deans, businessmen, and government officials.

In the summers of 1964-66, New York University's graduate school of business with Ford Foundation and business funding conducted workshops for professors at schools which were starting or expanding IB studies. The workshops contributed to the work of the eighty-five people who attended. Perhaps more importantly for the AIB, information about the workshops communicated to deans, and other professors encouraged general interest in this field.

Concurrently, Education and World Affairs under a Ford Foundation grant was making the first major national study of education in international business under the leadership of two prominent business school deans, Jackson Grayson of Tulane and George Schultz of Chicago. A report recommending vigorous development in the field was published in 1966. It was followed up by a national conference at Tulane in December 1967 attended by many business school deans.

Quite suddenly IB had been transformed from a little-noticed novelty.
to an "in" thing, something every respectable business school should undertake. For professors, work in the international field in school after school was changing from a hard-to-justify sideline to a main area of opportunity. Many young people were coming into what looked like a promising area, and not a few older ones were switching gears to be a part of the action.

For the AIB these changes added up to a greatly expanded field of opportunity. There were many more potential members at hand and interest in activities which the organization might undertake had expanded notably.

Within the organization the first initiatives in this period were significant chiefly in laying the groundwork for the subsequent institution building. They added to the external changes a new internal context which set the stage for the major activity changes to come. The main initiatives were the work of a membership committee in 1967 followed by a membership drive and the report of a planning committee.

The membership committee, headed by Stefan Robock, gave careful thought to who should be members of the group. When AIEB was first formed, it had been accepted that anybody with an interest in the field was welcome. We were anxious to expand our group and not much concerned with refinements of membership criteria. Thus the membership article of the constitution said:

ARTICLE III MEMBERSHIP

Membership shall be open to those individuals interested in furthering the objectives of the organization through participation in its activities.

But from the outset the consensus had been that AIEB would be essentially a group of educators. For example, a report on one of the early meetings on the name observed:

The question of the name was discussed at length with various people in the lobby during the day and the consensus now leans to including the word "education". The feeling is that without it businessmen will feel this is a group they should join or is for them, etc.

By 1960 this viewpoint had led to an amendment to the constitution:

Membership shall be open to those individuals actively engaged in the performance or administration of teaching or research related to international business who have demonstrated interest and capacity in furthering the objectives of the organization.

This amendment did not limit the group to academics as technically others with some teaching or research angle in their work would be eligible. But its intent was to give the group a clear academic orientation.

In practice, in those early years a few people outside academia continued to appear as members but virtually all were academicians. The work of the membership committee did not as a practical matter change that policy, that is to say no membership screening system has ever been instituted. Indeed, the only mention I have ever seen of a constraint was the possibility raised in the October 1961 Executive Board meeting, that, having reached a certain size, perhaps the number of members should be limited.

But the deliberations of the committee were significant in defining the membership because of the effect that had on the direction of AIB activities. Attention was chiefly directed at two groups whose participation raised some questions: comparative business academicians and businessmen.

To definition purists, comparative business studies are quite different from international business studies, and, according to one viewpoint, they were not in the domain of an association focusing on IB. Thus, some people strongly advocated excluding them from AIB membership.

There was another viewpoint, however, which countered this position without requiring confrontation with it. Comparative business studies are generally considered a valuable component of IB curricula. It could be readily argued that the comparative people should be included in AIB because of the important role they played in the central concern of the organization, education for international business. This latter viewpoint prevailed, and comparative subjects have been regularly included in programs ever since.

The businessmen posed a thornier problem and one which has never been fully resolved. By implication it has appeared in assorted ways throughout our history. A look back to the start of the AIB is informative at this point. As we noted earlier, the National Foreign Trade Council had an annual session devoted to education. Back of it was a staff man assigned to the area and some businessman members with a continuing interest in the field. One of the moves made in our embryo stage was to talk to the NFTE people about the possibility that the NFTE would incorporate educators into its system and undertake the types of functions we were considering. Some of us had close relations with key NFTE people and had been speakers in its programs. The discussions of possible ties were friendly but the result was completely negative. It appeared that businessmen were not prepared to associate with our efforts on an organized basis.

Individual participation by interested businessmen, on the other hand, had been present from the outset: three of the original nineteen organizers being non-academics. No one wanted to discourage such people. They not only added numbers to our thin ranks, but, much more importantly, there has always been a desire to bring the experience and insights of business into the organization as fully as possible and having businessmen members is an ideal vehicle for that.
So conceptually, there was a substantial argument for including businessmen as members. The sticky problem lay in the implications of encouraging business membership and the possibility that they might compose a significant portion of the members as was true, for example, in the American Marketing Association. That prospect posed the possibility that activities such as the content of professional meetings might be directed toward the interests of the business community or that the scholarly standards of the programs might suffer. People with these concerns often found it hard to articulate the risks specifically, but their feelings were strong nonetheless.

In the deliberations, the view of those who wished to restrict the organization essentially to academics basically prevailed. Businessmen were welcome, but the criterion that they must be actively engaged in IB education or research implied that only those with a special interest were welcome and the organization would not shift its direction to serve their interests as businessmen. That general policy has been maintained through subsequent years. However, it is interesting in surveying the history to see tendencies in the other direction appearing in various forms. In an Executive Board meeting in 1969, it was proposed that a businessman who was a member be asked to promote membership in the business community. In a 1970 Board meeting, the possibility of establishing a new vice presidency to be filled by a businessman was advocated. When the change of the organization’s name was discussed at the 1971 New Orleans annual meeting, one of the points strongly debated was whether the name should encourage or discourage business participation. The subsequent adoption of “Academy” as part of the name affirmed the established policy in this respect, but a few members at the 1971 meeting were very anxious to get more businessmen in and change the character of the group enough to foster their participation; i.e., to turn it into a body in which practitioners found a greater degree of benefit.

A related thrust could be seen in efforts to bring business input into the Journal of International Business Studies, which will be described later.

That historical digression provides sufficient setting to interprete: the wording of the draft policy which the membership committee reported at the 1967 annual meeting:

Membership in the Association is open to all persons in all countries interested in fostering education for international business and advancing professional standards in the field. Education as used here includes both degree programs and continuing education in business and other organizations. Membership will consist predominantly of teachers and researchers but it is anticipated government officials, business executives and consultants actively concerned with education for international business will also be members. Membership will be open to doctoral candidates but not to students in bachelors and masters degree programs.

The greater scope of membership contemplated by this policy was discussed further among the membership. In the end, the consensus was to stick with the existing constitutional wording. That policy has survived to the present day.

A brochure was then prepared incorporating the membership policy along with other suitable information about goals, activities and the like. Ten copies of the brochure were sent to all of our members. Whether it was from this effort or from the general forces at work in academia noted above, membership almost doubled in 1968. This was a key factor in the assortment of things which soon developed. It gave the leadership strong encouragement with the sense that new efforts would have a broad and presumably growing clientele.

The Planning Committee headed by Richard Robinson submitted its report at the 1967 annual meeting with but two recommendations, both capable of immediate implementation, a notable difference from the broad agenda for future action set forth by the 1962 planning group. One proposal was that four newsletters should be published each year and their content expanded, a proposal that fitted easily into the expanding activities which soon took shape. The other recommendation was for a survey of IB courses and programs in the institutions of members. Consistent with the modest style which was imbedded in AIB in its early years, members were to submit their information in typed form, and the AIB would simply photocopy, assemble and mail the results to members.

Curriculum Survey

The idea of a curriculum survey was of early interest in AIB circles. As noted in Chapter 2, I made a simple first effort in 1963. In 1967, Jan Luytjes completed a more thorough study for the American Assembly of Collegiate Schools of Business which AIB distributed to its members.

The new effort was intended to go beyond these surveys to provide members with information in substantial detail about the way their colleagues were structuring instruction. For each course, members were asked to describe objectives, content, teaching materials, methods of instruction, frequency of classes, level, and teaching personnel. In addition, information was sought about the nature of overall school programs, recent changes in them, and research.

The Planning Committee proposal was so completely prepared that it could be moved immediately into implementation. Vern Terpstra was recruited to undertake the actual work. He got the operation cranked up during the spring of 1968. Unfortunately, he was assigned to Europe for the fall term, but, as he had the project so well in hand, no substitute
was recruited. When he returned, the work went ahead steadily and the survey was published by the end of 1969. The only operational change from the initial plan was that the material was retyped and published in bound form (we were already upgrading our style). There were two volumes: one describing the IB program of each school and the other giving detailed course plans. All members received copies, and over two hundred copies were sold to companies and business schools. The curricula survey was a major milestone in the progress of AIB. It was a notable contribution to the members, and it raised the image of the organization greatly among business schools. Internally, it was a shot in the arm, affirming to those who had been accustomed to the modest nature of early activities that major undertakings were within the group's capabilities.

We may take a quick look ahead to complete this part of the association's history. The curriculum study was clearly useful but also clearly dated material. So, a revision was soon authorized, and new versions on a regular cycle have become an established function. The second effort, compiled by John Daniels and Lee Radebaugh, appeared in 1974; and the third prepared by Robert Grosse and Gerald Perritt, in 1980. Each one has provided fuller information, and the scope has broadened to foreign schools. Rather than depending on responses by members, information has been obtained by a broad canvass of all schools through their deans. The rising status of the academy in academic circles has fostered a good response, so the surveys present a quite complete picture of education in international business and a valuable reference.

Another type of curriculum survey was made in 1973 by James D. Goodnow in which members were asked to describe the content of core courses in international business in MBA and MBA courses. The results of this survey were published in the Fall 1973 issue of the *Journal of International Business Studies*.

**AACSB Curriculum Standards**

Although it is a bit out of chronological sequence, it is logical as a part of the general subject of curricula to describe at this point the role of the association in the curriculum standards of the American Assembly of Collegiate Schools of Business (AACSB). For the most part, our members are occupied with study of functional aspects of managing MNCs, the form in which most courses for students interested in the field are found. But many members and the association as a whole also have been concerned with the importance of knowledge of international business for all students in an age when few (if any) companies can be managed without reference to foreign markets, competition in the domestic market from abroad, and the general impact of the world economy on each nation. Individually and collectively, members have worked in many ways to further the international business exposure of the average business school student. Among the avenues of approach, institutional pressure through the AACSB was a key prospect.

The first formal proposal in this direction appeared in a 1971 Executive Board meeting at which the following position paper was presented:

**Position Paper Regarding International Business at AACSB Schools**

According to the accreditation standards of the AACSB approved May 10, 1969, AACSB schools must abide by the following standards:

- To provide students with the common body of knowledge in business and administration, programs shall include in their course of instruction the equivalent of at least one year of work comprising the following areas:
  - a background of the concepts, processes, and institutions in marketing and distribution, production, and financing functions of business enterprises;
  - a background of the economic and legal environment of business enterprises along with consideration of the social and political influences on business;
  - a basic understanding of the concepts and methods of accounting, quantitative methods, and information systems;
  - a study of organization theory, interpersonal relationships, control and motivation systems, and communications;
  - a study of administrative processes under conditions of uncertainty including integrating analysis and policy determination at the overall management level.

Clearly, the word international is left out of this set of standards, yet it logically belongs in part "by" above and possibly in the other parts as well. Would it not be wise for AIB to take a position at the next AACSB meeting to include a revision in the standards which would include some instruction in international business as a part of every undergraduate and graduate core program in business? Surely this move would be of great importance to AIB and its members. Among other advantages would be:

1. A larger market for textbooks written by members.
2. An increased growth in association members.
3. Improvement in the job outlook for doctoral candidates in international business. More importantly, such a move would better prepare students for the growing emphasis on multinational enterprises, and would help them to better understand the growing importance of the international economy to corporations as well as society as a whole.

The U.S. mission to UNESCO has prepared a report on business education for world affairs, which further substantiates the need for an international course as a part of every business student's curriculum. In short, the UNESCO report states that a student's education is quite incomplete without some international emphasis.

The timing for action was good at this point. A second national study of IB education had recently been made by a task force of the U.S. committee for UNESCO. The task force was led by Ormsbee Robinson of IBM Corporation who was also chairman of the AACSB interna-
tional committee. The UNESCO group report led to inauguration of a newsletter called *International Dimension* sent by the AACSB central staff to all business school deans with various ideas on general international business education and other information intended to encourage movement in that direction. Key members of AIB had close relations with Robinson, one having served on the steering committee of his task force.

Discussion with AACSB moved ahead steadily and, by the December 1972 Executive Board meeting, the president could make a favorable report summarized in the minutes:

The Standards Committee of the AACSB might be interested in incorporating the word “international” in the standards for accreditation of MBA programs. However, prior to incorporating such a standard the AIB could serve a very useful service by defining for the AACSB what we feel is the necessary minimum international content of an MBA core program.

Further progress was reported in the April 1973 Executive Board meeting. AIB president Lee Nehrt, who had been the prime mover of this project from the outset, attended the next AACSB meeting to review the proposed change in standards before it was put to the full AACSB membership. The change was achieved by adding three words to the end of an existing AACSB curriculum standard section:

IV. Curriculum

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 [emphasis added].

Compared to many changes in such institutional matters, the adoption of the AACSB IB standard had gone very easily. Implementation proved to be a much slower and more difficult process. There was an immediate need to provide some guidance to deans as to how IB might be incorporated into the core curriculum. Nehrt wrote an article for *International Dimension* making suggestions, and other efforts were made to facilitate conformance to the new standard. But the depth of the problems of implementation were clear from such items as these which appeared in Executive Board minutes:

February 1977:

It was pointed out that many AACSB visitation teams are not asking schools about their present or planned curricula internationalization. Apparently some people are interpreting AACSB guidelines (“—domestic and worldwide”) as fulfilled if they 1) teach universal concepts with no mention of foreign applicability or 2) admit foreign students to their programs. [Richard] Farmer agreed to send a letter to the AACSB asking about this.

February 1980:

President’s report on AACSB: AACSB International Affairs Committee recommended standards on internationalization of the business curricula; AACSB Standards Committee interpreted this requirement differently; Operations Committee did not concur with the Standards Committee. This will be worked on further within AACSB.

At the annual meeting of the AACSB in June 1980, the group approved the following interpretation of the “worldwide” standard:

There is no intention that any single approach is required to satisfy the “worldwide” dimension of the curriculum standard, but every student should be exposed to the international dimension through one or more elements of the curriculum.

Regional Meetings and Peer Relationships

Regional meetings are an almost universal feature of large professional organizations. Wherever concentrations are sufficient, members tend to get together to fill various needs which meetings for the full membership, ship do not fulfill. In this history, however, regional meetings have a unique character in their blending with the relationship of our organization with peer groups. A large portion of our regional meetings, especially the earlier ones, have been associated in one way or another with those of other organizations. This situation did not happen by design. It just emerged naturally as the pattern of regional meetings evolved.

The first regional meeting immediately indicated the tendency. On November 15, 1968, a session was organized at the time of the National Foreign Trade Convention (NFTC) in New York. It will be recalled that during the first four years meetings were held each year during the NFTC. Even though that plan was abandoned because the majority of members favored the ASSA timing for major meetings, the logistics of it were still present. Many members came to the NFTC. Because the largest single concentration of AIB members was in the New York area, it was natural that they should be the first to sponsor a local meeting. Timing it to coincide with the NFTC was inevitable. Because of the lack of NFTC interest in relations with the AIB noted earlier, the meeting in this case was not related formally to the NFTC. In that respect, the event differed from most subsequent regional meetings. The New York meeting was organized by Moinir Bednarik and Harold Kellar with papers on East-West trade by William Dymusza and “The American Challenge” by Jean Boddewyn. Some twenty-five people attended, and the consensus was that the event was a great success.

In his inaugural remarks, President Robinson set the development of regional meetings as a goal and the Executive Board endorsed the idea in its February 1969 meeting. Robinson pursued the idea in his own territory by setting up a meeting in Boston in May 1969.
By 1971 the regional meetings were falling into a recurring pattern. The New York affair at the time of the NFTC had become an annual event. A session had been co-sponsored at the time of the Tri-States Marketing Conference in Cleveland. A third meeting was co-sponsored during the Midwest Business Administration Association get-together in St. Louis. Each of these was related to one of three types of peer organizations: business, functional professional, or general business education. With the exception of the NFTC, co-sponsorship was the mode.

The reasons for this pattern lay in a special characteristic of our members noted earlier and the special character of our field. For the great majority of members, AIB is a second, and usually secondary, professional affiliation. Their first priority is with their basic functional field and its professional association. Given the limited number of IB people in each region and the economies of time and money, it makes sense to relate meetings to those of primary groups. In the NFTC case, only the economy factors were relevant, but both were present in the other 1971 events. Reinforcing them was the breadth of our field and the consequent tendency to relate to other broadly based business education groups. We have already observed this in the AACSIE matter. That characteristic led naturally to meetings related to both business groups and general business education organizations. Thus, in 1971, sessions were co-sponsored at the Mid-American World Trade Conference in Chicago and the Midwest Business Administration Association in the same city.

The co-sponsorship pattern and its underlying implications led soon to organizational innovations designed to formalize relations with peer groups. There was a continuing need to further relationships and avoid possible problems of conflicts in meeting plans. Thus, in the October 1973 Executive Board meeting, the following item appears:

Specific individuals should be selected and given responsibility to liaise with different professional organizations.

- FMA - Stonehill
- AMA - Miracle
- ASSA - Goodnow
- Academy of Management - Boddeyn
- CIOS/CIPM
- SID - Neht
- NFTC -
- International Trade Club of Chicago -
- Other - ?

The blanks are an interesting element. The concept was established, and identification of some liaison people was easy because they were already performing the role. But despite its growing numbers, the association did not have enough people to fill every slot, especially specialized ones such as these, a staffing pattern that has been chronic throughout the history.

The general mode of liaison was quite readily accomplished because some key AIB members were also leaders in the international work of peer organizations. This fact also contributed to the tone of relationships. Academia is noted for strains in territorial relationships, empire building and the like. In this context, one might have found jurisdictional frictions between the AIB and the international groups in the functional professional associations, something that has occurred within too many schools between IB people and functional departments. We might well have found a pattern of rival meetings, not co-sponsorship.

The avoidance of this problem was due in large part to the fact that the leaders of international activities in each functional group were often also leaders in AIB or at least were on good terms with them. Thus on the list above Jean Boddeyn, Gordon Miracle and Arthur Stonehill were leading figures in the management, marketing, and finance associations, respectively. Rather than being concerned about the relative status of the respective organizations, these people were primarily interested in the growth of the field, expanding meetings and similar goals for which collaboration and the support of two major organizations was very valuable. So one of the very positive elements in this history was the mutually supportive relationships of our organization with peer groups implemented by a number of liaison persons, primarily in joint meetings.

Annual Meeting

As the organization grew, the annual meetings changed. In 1967 the Executive Board in the then normal modest mood, affirmed continuation of the half-day session. By 1969, the mood was more expansive, and a day and a half was proposed. It was observed that people could justify a long trip better for one-and-a-half days of meetings than just for a half day. Some expansion, however, was also being accomplished in the pattern of collaboration noted above. Joint sessions with other ASSA groups during the Christmas week were often arranged.

The first airing of a quite different approach was heard at the 1972 annual business meeting. It was observed that some other associations had broken off from the ASSA, and the possibility of meeting at some other time was suggested. One option would be meetings on a rotating basis in conjunction with the management, marketing, and finance associations. In the April 1972 Executive Board meeting, positive action was taken with the decision to recommend to the membership striking from the constitution the provision that the annual meeting be held at the time of the ASSA meetings.

At the same time the idea of a second general meeting each year,
one conducted outside the United States, was endorsed. A survey of membership had shown substantial interest in this idea. Thus, the Executive Board decided the first such meeting should be held in Europe in June 1975. This plan was implemented in due course with a meeting in Fontainebleau attended by 140 people with twenty-nine papers on July 7-9.

Organization

With expansion of the association came organizational changes: chiefly the addition of regional chairpersons and some shift in roles among the officers.

There is a chicken-and-egg aspect to growth and the regional chairpersons. Probably growth came first, but one of the primary roles of the chairpersons was to promote membership, and the viability of the function was, to a large degree, tied to success in that role. The idea of a regional structure was related to the wide dispersion and thin concentration of the membership. It was desirable to have people spread around to keep closer contact with members than the central administrators could achieve and to perform some functions like recruiting and running regional meetings for which proximity was valuable.

The concept of regional chairpersons was approved in 1969. As a minor point, but indicative of the sensitivities in a global organization, it was decided in the Executive Board not to call them vice presidents "because of the difficulty of having regional vice presidents without including countries outside the United States." The first regional chairperson was for Canada, Herman Overgaard being recruited for the job in 1971. In 1972, Dean Berry for Europe and Noritake Kobayashi for Japan were added. Soon thereafter a set of U.S. regional chairpersons were designated: West — Arthur Stonehill; South — Lee Tavis; East — Jack Zwic; and Midwest — Gordon Miracle.

These first additions were ad hoc developments. In April 1977, the system was formalized. Regional chairpersons were to be designated only when there were at least fifteen members in an area. Their responsibilities were defined in the October 1973 Executive Board meeting:

.6) Responsibilities of Regional Chairmen

It was decided that the regional chairmen will have the following responsibilities:

a) Growth of membership.

b) Acting as liaison with relevant academic and business organizations in his area.

c) Staying abreast of relevant research done in his geographic area.

d) Arranging for AIB co-sponsored sessions at various academic meetings in his area when distances are not prohibitive.

A supplementary position was proposed in the Executive Board in April 1973. The fifteen-member criterion for designating a regional chairperson was necessary to avoid undue proliferation. However, it was desirable to give some promotion-minded person a status which would push interest in a region toward that level. So it was suggested that a new position called "key man" be established in any region which had at least five members. This idea survived in discussions for the balance of the year but was never implemented.

The changing structure and functions of the organization led to discussion of the basic officer structure. The possibility of additional vice presidents to take responsibility for major areas of activity was discussed from time to time. At the October 1973 Executive Board meeting a negative decision was made on this point, however. Instead the chores were systematically divided among the existing officers. The executive secretary handled the basic secretary and treasurer functions, so the people in those positions had no clear role. The following allocation of responsibilities was made: president — liaison with regional chairpersons; vice president — co-program chairperson; treasurer — liaison with publications; secretary — membership liaison.

The Journal

Launching the Journal of International Business Studies (JIBS) was the biggest decision in the history of AIB. The merits for the membership in providing a good medium for publication of papers and a source of information were clear. But it required a commitment of money and effort well beyond other AIB undertakings. And the commitment had to be long-term; one doesn’t try publishing a scholarly journal for a couple of issues and then drop it.

The idea of a journal was considered almost from the organization’s inception. It appeared on the list of goals of the 1962 Planning Committee. The requirements there were clearly beyond our modest capabilities. The 1967 Planning Committee considered the matter and reported in the annual meeting, “It was their belief that the problems of such an undertaking were too large for the Association to assume at that time."

But the rapid rise of membership and general growth of confidence in the group led to a change of views during the year. The new president, Richard Robinson, had a deep commitment to building the professional quality of the organization, a goal that would be furthered by the existence of a journal. And the rapid expansion of IB research supported the argument that the publication would be a sound undertaking.

When the subject came up at the 1968 annual meeting "sentiment seemed generally favorable to moving ahead." A committee led by David Ashton was formed to explore the matter. While a number of considerations entered into the explorations, a major factor was the discovery that Georgia State University was prepared to undertake publication
responsibility and share the financing. The school had been energetically building an IB program for several years and had recently started regular publication of a series of Essays in International Business. They proposed to replace this effort by publication of the association’s journal. A major contribution was the offer of Ernest Ogram, head of Georgia State’s IB program, to serve as editor. Ogram had established a reputation as a vigorous and reliable administrator, which assured that the journal would be in strong hands during its formative period. The initial format and cover were laid out in a meeting of Ogram, Ashton and Robinson that year.

By the 1969 annual meeting, discussions with Georgia State were well advanced, and the project had gained strong momentum. The plan contemplated that two issues per year would be published starting in 1970 with the first issue composed of the papers presented at the 1969 annual meeting. The response at the meeting was highly supportive and a number of operational questions were discussed including content, finances, and management.

The publication arrangement called for Georgia State to contribute $1,550 per year and AIB to provide a $5-per-member contribution to expenses. AIB dues were raised to $30 for 1970 to cover the cost plus $2 to meet the growing expenses of the association. The initial agreement was for three years. In 1973 it was extended for two more years, and Georgia State increased its contribution to $2,000 per year.

Seeing JIBS through its first years was a challenging experience. It was a small journal, only three hundred copies printed initially, rising to five hundred in 1975. As a new entry into the professional literature, it had a hard time attracting enough quality papers even to put out two issues with a half dozen articles. The rejection rate in the early years was around forty percent.

Further details of the initial period of the journal have been recorded by Ogram in an article in JIBS entitled, “The Early Days of JIBS at Georgia State University 1970-1975.”

Other Publications
Two other publication efforts appeared among AIB activities in this period. One stemmed from concern in U.S. circles about the non-availability in English of the small but growing literature on IB in other languages. There was a feeling that the association could contribute by facilitating translation of such literature. As an experiment in this area, the October 1973 Executive Board meeting approved the translation of the French Study, La Multinationnalisation des Entreprises Francais, by Charles-Albert Michelet and Michel Delalpierre. David Ashton volunteered to contribute the translation time. AIB was to pay for publication. This project was completed in 1975, and copies sold to members for $3.00 and non-members for $6.95. While this effort had recognized merit, the consensus was that the general area was not one in which the AIB should make a continuing effort. Thus, when it was proposed in 1979 that a major study in Italian be translated, the Executive Board gave a negative response.

Another type of effort was collaboration with the AACSB in publication of a world wide directory of business schools. At the October 1973 Executive Board meeting, the value of such a directory was affirmed and agreement reached that the AIB should approach the AACSB to collaborate in its preparation. The AACSB proved receptive to this idea and agreed to co-sponsor the project. Zoller Shipchandler of Indiana University, Fort Wayne, was recruited to do the work. Collection of the necessary information proved to be a time-consuming task. Thus the directory was not published until 1975.

Research
Fostering IB research was perceived from the outset to be a major goal of the association. Direct support of projects being clearly beyond its scope, the goal was implemented by various facilitating efforts, chiefly in provision of information about the work of members and encouragement of doctoral work.

As was noted in Chapter 2, among the early communication efforts was inclusion of notes about research interests in rosters sent to members followed by a survey of members’ research. Such surveys were done regularly thereafter. In 1972 the process assumed a more formal air with the publication in book form of a compilation by James Baker. In this report the members were listed under each functional area in which they were doing research, and in another section they were listed alphabetically with the titles of their current research projects. Subsequently the magnitude of the membership and research in the field has grown, the approach has changed. Individuals in the major functional fields have surveyed the work in their areas and reports on research activities have appeared in the newsletter starting in 1978 and from time to time in JIBS articles.

To foster doctoral work, an annual award for a superior dissertation was proposed. The concept was a simple one which received ready support, and the first award was made in 1968 to J.W.C. Tomlinson. (Subsequent winners are listed in Appendix 3.) At the outset there were few candidates and the process was handled rather informally. However, formal procedures were quickly needed, and a set of rules was set forth in 1973. Three senior persons in the field of international business were designated as the Selection Committee. Entries were made by submis-
sion of a ten-page summary of the dissertation. From these papers four 
finalists were selected. Their full dissertations were read by the com-
mittee in making the final choice for first and second place awards. With 
various modifications, this system has continued since then with general 
success.

Data and Statistical Committee

The Data and Statistical Committee is a distinctive entity in this history. 
For IB academicians, the problem of finding suitable data is an over-
whelming fact of life. The thought that the association could help in this 
area was, therefore, quite natural. Thus, there was prompt endorse-
ment of Robert Stobaugh's proposal in 1969 that a Data and Statistical 
Committee be formed. He outlined the plan at the annual meeting.

Bob Stobaugh reported on the Data and Statistics Committee. He men-
tioned a need for volunteers to participate in committee work, and that 
their basic objectives were to divide into five categories so that persons 
interested in specialized information could get it from the coordinator of 
each country. He also expressed the intent and desire to build channels 
of communications to agencies such as the IMF and the OECD.

Stobaugh recruited a team of members with an interest in the area 
and set up a structure to help members fill their needs, as well as con-
tacts to encourage improved data collection. But the results were uncer-
tain. This note in the Executive Board minutes of January 1973 describes 
the situation: "The discussions at Toronto indicated that this commit-
tee functioned beautifully but that, in the end, there was no demand 
for its service." The importance of the area and concern for it sustained 
the committee for a while. However, lack of demonstrable results led 
to its quiet dissolution shortly thereafter.

Student Placement

Finding satisfactory jobs has been a chronic problem for IB students 
because of the fairly specialized nature of their interests and the dis-
persed nature of the opportunities. The concept of a system which would 
gather student information and disseminate it among companies sur-
faced as the volume of students in the field increased. In 1974, AIB under-
took an effort in this area.

At the December 1974 Executive Board meeting, a plan was adopted 
which William Hopkins volunteered to direct. The heart of the system 
was a brochure containing brief resumes and pictures of students to be 
sent to MNCs with job opportunities. Three stages were involved.

1. A letter was sent to about 250 AIB members listed in the Daniels 
& Relgebauch curriculum survey explaining the plan. One member at 
each school was identified as coordinator of the project. The resumes 
were channeled through this person. A $10 fee was collected from each 
student. This process produced some 330 responses.

2. A letter was sent to international division heads and personnel 
officers of about two thousand MNCs giving preliminary information 
about the program and asking them to indicate their interest. Some 127 
responses were received.

3. The resumes were compiled into a brochure and sent in spring 1976 
to the companies which had registered their interest plus a number of 
others (468 in all).

It was not practical to determine how many students obtained jobs 
through this process. However, some sense of the utility of the venture 
was obtained by questionnaire responses from a sample of forty-five com-
panies. Some thirty-four firms said the brochure was useful, and twenty- 
one had contacted or planned to contact candidates from it. The opera-
tion had paid for its own expenses. The general consensus was that 
it had been a successful effort, so it was repeated in the following year 
under the direction of Richard Farmer. However, it was not continued 
thereafter.

Definitions

The history of the association is replete with ideas and projects which 
did not mature. Although most of them are not reported in this history, 
it is worthwhile to mention one which highlights one characteristic of 
the AIB.

In 1967 it was proposed that the association prepare a set of defini-
tions. For this purpose I sent the following communication to our 
members:

From time to time many of us find a need to define portions of our 
fields of research and teaching. To minimize confusion among us and in 
our relations with others, it seems useful to define the key terms in 
common usage. This memorandum is being circulated among you as 
a first move in the direction of arriving at generally acceptable definitions. 
Please examine these proposals critically and suggest changes which you 
think are appropriate.

1. "International business" encompasses all types of business activities 
which cross national borders including management processes and 
transmission of various types of resources and services.

2. "Domestic business" is business activity confined to a single country.

3. "International comparative business" is the study of the similarities 
and differences among business systems of two or more countries.

4. "Education in International Business" or "Education for Interna-
tional Business" encompasses the subject matter, content and teaching 
methodology designed to prepare students for careers in "international 
business". It may include study of "international business", "domestic 
business" in various countries and "international comparative business."

5. "International business study" describes the general field of activity 
of people who study "international business", and "international com-
parative business" and who travel from one country to study "domestic 
business" of another country.

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The subject was discussed briefly at the 1968 annual meeting, and there was a short note in the February 1969 Executive Board minutes that the president would "take over the next stages of dealing with the question of professional definitions." So far as I know, nothing more was heard about the matter, and it probably had no impact on anyone. Fortunately, no one suggested that we enter into definitions of MNC, TNE, MNE, etc.

While this is a minor item which I report with a touch of humor, it is perhaps a significant indicator of a notable facet of the association. In the initial statement of objectives from the 1958 organizing meeting, the words "control, sponsor and guide" appear. They are mentioned with respect to research, but it is a role which could be applied to all phases of a field of study. To my knowledge, it has not been applied anywhere in our history. The members have not looked to the organization for that sort of function, even in such a simple matter as definitions and clearly not on major substantive matters. Perhaps the association's activities have indirectly influenced the course of development of some areas, but direct control or even guidance has been notably absent. One possible exception is the role in the efforts to increase the international content of general business school curricula through the AACSB standards. But that has been guidance exercised toward an environmental component outside the organization, which is a different matter. So the lack of impact of the proposed consensus definitions, though a minor footnote to this history, is an informative indicator of an important characteristic.

Chapter 4
ADMINISTRATIVE MATURING

After the mid-1970s AIB undertook no significant new activities and the organization continued in much the same form. The emphasis shifted from innovation to administrative effectiveness. Developing an approach to managing a complex set of activities on a global scale was the challenge faced by the next set of presidents: Phillip Grub (1975-76), Richard Farmer (1977-78), Robert Stoughaugh (1979-80), Franklin Root (1981-82), and Robert Hawkins (1983-84), and their many officers, regional chairpersons and other associates.

Reading through the minutes of Executive Board meetings for this period, one is impressed with the scale and complexity of this managerial assignment. An extreme but informative illustration is one set of minutes covering ten pages in which each item is given no more than a few lines. It took strong chairmanship to complete the work that day between 9:00 a.m. and 3:00 p.m. The organization has come to include six overseas regional chairpersons (Canada, Egypt, Europe, Japan, Korea, and Pacific Basin) and six within the U.S. (Midwest, Northeast, Pacific Northwest, Southeast, Southwest, and West). Membership grew from about seven hundred in 1975 to about sixteen hundred in 1984. To serve the members there was an annual meeting, usually a general international meeting and a half dozen or so regional meetings each year. There were ongoing regular components like the journal requiring periodic attention and assorted irregular items like a teacher workshop program and relations with external groups. And all of this had to be managed by volunteers busy with their own demanding professional careers.

It is harder in this brief history to convey a picture of such a situation than that of the previous period in which major innovations could be described. The best one can do is to survey the areas being addressed and give some sense of the problems and solutions they entailed. They include membership, organization, meetings, relations with other professional groups, the AACSB, the journal, external relations, the Fellows and the Foundation.

Membership

By this stage the character of AIB membership and its steady growth were established. The association was firmly implanted as the academic body for the field. People in the field tended naturally to join both on general principle to be in the "clan" and for the direct benefits of participating in meetings and receiving JIBS and the newsletter.

However, membership maintenance continued to be a pesky problem requiring periodic attention in Executive Board meetings. In 1985, for example, a $10 "Late Dues Assessment" was instituted. This approach
id not sit well with the membership. So in 1983 the Executive Board
used annual dues to $30 but allowed a reduction to $20 for dues paid
before February 1. Thus members were given an incentive for prompt
payment without the negative connotation of the late dues assessment.
A reapplication process was approved for those who let their dues lapse
with a $10 reinstatement fee. The idea of life membership was considered
in 1983 but it was rejected.

Organization
For the most part the established structure of a central core andegional arms was satisfactory for the management of AIB. To manage-
ment experts, however, the formal design of the central group was a
continuing source of dismay. An attempt to remedy this shortcoming
was made when a new set of officers was proposed as reported in the
following excerpt from the February 1975 Executive Board meeting
minutes:

CONSTITUTIONAL AMENDMENTS — James Baker proposed that
some type of honorary membership be established. Also, for discussion,
the elected AIB officers should have defined functional positions as follows:
1. president as defined by the Constitution;
2. president-elect, a new position to be elected one term only;
3. vice-president for membership, a new elective position, to be in
charge for coordinating membership;
4. vice-president for program, a new elective position to be in charge
of annual or regional program planning;
5. vice-president for external affairs, a new elective position, to be in
charge of developing relationship with outside contacts; e.g., corpora-
tions, deans, governments, foundations, etc. This position might also be filled
by the immediate past president.
In addition to these elective offices, the elective positions of secretary
and treasurer should be abolished and their functions assumed by the
executive secretary.

The proposal was considered again later that year but proceeded no
further. The factors at work in considering this sort of change are hard
to define but they probably add up to simply saying, when an organiza-
tion is working pretty well, one tends to stick with it rather than take
on a complicated change process. Thus, the system of assigning the
secretary and treasurer to fill functions quite different from those im-
plied by their titles was maintained.

However, dissatisfaction has continued, and in 1984 the Executive
Board launched a new study of the organization including such ques-
tions as the burden on the vice president of serving as co-program chair-
man for two successive years and succession in leadership. In many
organizations, the president is designated a year or more before taking
office or the vice president automatically moves up into the top posi-
tion. Such possibilities were being considered.

The regional structure per se was apparently quite satisfactory. Ad-
ministratively, however, it was very demanding, especially for the presi-
dent much of whose time was required for recruiting new chairpersons
and correspondence about membership, meetings and the like. One must
remark wryly that there is a parallel here with the intransigent problems
of parent-subsidiary relations in MNCs. The differences are sufficient,
however, so that whatever the IB scholars in AIB had learned from ob-
serving MNCs could only partly be applied to their operations. The bot-
tom line is that the system worked.

Meetings
Although the basic pattern of annual, international and regional
meetings continued, countless variations appeared. Each required at-
tention — go or no-go decisions and implementation of the go’s.

Independence of the annual meeting from the ASSA opened the door
to options, each with its advocates, which had to be debated with a two-
to-three-year lead time. At first there was a tendency to continue to
attract in with peer organizations — 1977, Orlando, Florida, in August right
after the Academy of Management meeting; 1978, Las Vegas, Nevada,
in June with the Western Finance Association, etc. In an interesting return
to earlier ways, the 1976 meeting was held in New York just before the
NFPC.

However, some members found this year-to-year change in meeting
dates confusing. Therefore, the Executive Board decided to hold the
meetings regularly in October. Meeting in conjunction with other groups
was set as a desirable secondary objective but the October timing was to
be the primary factor. In accordance with this policy the academy set up shop on its own in October in New Orleans in 1980, in Montreal
in 1981, in Washington in 1982, and in Cleveland in 1984. There was one
reversion to the past in 1983 when the group met in December in San
Francisco at the same time as the ASSA. This was a chance coincidence,
however. The Executive Board had planned that the meeting be in San
Francisco that October. However, by the time the decision was made
there were no suitable accommodations. So the date was switched to
December. By coincidence the ASSA had already set its regular Christmas week meeting for the same city.

The fixed fall date seemed quite well established but the following
note in the October 1982 Executive Board meeting minutes suggests that
the policy was still subject to reconsideration: “To achieve economies of scale, the Committee decided to explore the possibility of holding the annual meeting coincident with the other professional
meetings.”

A subordinate part of this subject is the handling of annual meeting
proceedings. When JIBS was launched there was a thought that it would
publish annual meeting proceedings. That did not materialize because it was too rigid a policy in light of the nature of the papers and the material available from other sources. The primary consideration was assuring that JIBS publish the best available material. For that purpose the policy adopted was that JIBS should have first refusal for annual meeting papers and beyond that the presenters were on their own to place them where they could. In reality even this policy was not applied, as some superior papers which JIBS might have published were offered first to other journals.

In October 1975, the AIB received a proposal from the University of New Mexico to publish the 1976 annual meeting proceedings. Citing a similar system recently adopted by the Academy of Management, UNM proposed that the university in collaboration with the Instituto Centro-Amerciano de Administracion de Empresas (INCAE) underwrite the publication. This proposal was declined at first because of the established policy against publishing proceedings. However, UNM persisted in the matter, and it was made acceptable policy-wise by planning to publish 500-word summaries only. On this basis the publication plan was approved. In the end AIB contributed 82 per meeting registrant toward the cost. The proceedings of the 1977 annual meeting were published in the same manner but the process was not repeated after that.

The concept of regular international meetings was firmly established but its implementation varied, again occupying much discussion and negotiation time. External initiatives were a significant part of this story. For example, in 1975, Salah El Sayed in Egypt invited AIB to meet in that country. It appeared that someone in the Egyptian government was fostering the idea and financial support was provided by local business groups and the American University in Cairo. This initiative materialized in a meeting in 1976. In the same year, a meeting was held in Korea focusing on technology transfer for which the Federation of Korean Industries paid the expenses of three AIB members and a U.S. Government official as speakers.

There was also a joint meeting with the European International Business Association (EIBA) in Barcelona in 1981. This event followed the general pattern of collaboration with peer organizations. But it had a special character which deserves comment.

The EIBA came into being in 1974 with the primary function of holding regular meetings for IB academicians in Europe. Because of the overlap between its character and that of AIB, questions immediately arose about the relation of the two groups and the future of the AIB regional effort in Europe.

The general response was essentially to live and let live, the two groups continuing in their separate ways and maintaining a congenial relationship as there were no direct conflicts in their activities. In this spirit the collaboration at the Barcelona meeting proved highly successful. However, the basic questions have continued in people’s minds as indicated in the following notes from the October 1980 Executive Board meeting.

Western Europe

- Since Michael Brooke will be resigning, Bob Stobaugh gave an overview of the developments. Jose de la Torre was asked to diffuse on:
  (1) who should be the regional chair
  (2) whether to have more than one region
  (3) what should be the role of AIB with EIBA

- Jose offered three possible options
  (1) no separate European region, rather have a “confederation/association” between AIB and EIBA
  (2) appoint a regional chair — may be quite politically sensitive
  (3) appoint several chairs to diffuse above

- A broader question is what is AIB’s aim in Europe:
  (1) broaden the base for subscribers of JIBS and have JIBS the basic link
  (2) have a broader experience through an occasional Annual Meeting in Europe

- To have an Annual Meeting in Europe raised a number of objections, such as, (1) reduce U.S. participation because of travel funding; some universities would not subsidize international travel; also, (2) limit the opportunity for members to submit papers that year; (3) reduce administration and financial support generated by the annual meeting; (4) curtail international meetings serve as vehicles for broader participation.

- The consensus was to go toward the first option. It should be worked out between the presidents into some form of “confederation” — (1) perhaps offer automatically AIB confederation membership with a subscription to JIBS and have the presidents serve as ex officio members of the Executive Board. This would (2) broaden the subscription base, and (3) through “cooperating” meetings in Europe provide a more international flavor. This eliminates the need for “AIB’s European region,” and all, EIBA is the European organization. Any distributions of the AIB Newsletters and other materials can be handled through EIBA’s Brussels office.

- Bob Stobaugh will consult Barto Rhoig concerning AIB’s participation in the EIBA Barcelona meeting. Jose de la Torre asked to be informed on any discussion with EIBA, so he can be of assistance.

Following up on this matter, Stobaugh engaged in discussions with EIBA officers with regard to possible confederation. The EIBA people indicated that their goals could be better met by maintaining the two organizations as separate entities which would cooperate from time to time with joint meetings.

Subsequently, regular communication was maintained between the two groups. AIB and EIBA members met informally at the Barcelona meeting.
In 1981 to discuss the nature of relations between the two groups. They recommended that the EIBA president also serve as the AIB European regional chair to facilitate communications. This recommendation was accepted by the AIB.

International meetings led to another new element in AIB affairs, external funding. In 1975, the State Department was taking particular interest in IB education. That interest resulted, after assured presentations and negotiations, in a grant of $18,500 from which funds were provided for the expenses of some members to attend the 1975 meeting in France and that in Egypt in 1978.

AACSBE Workshops

The continuing role of the AIB in the implementation of AACSBE curricular internationalization standards was noted in the preceding chapter. In addition to regular correspondence and attendance at meetings for his purpose, AIB joined AACSBE in a workshop program designed to facilitate the implementation. This effort had received a strong impetus from the work of an international business task force of the American Council on Education headed by former AIB president, Lee Nehrl. The group's report, completed in 1977, heartily endorsed the goals of the AACSBE standards and encouraged efforts to implement them more thoroughly.

The concept of the workshops was to build the IB interest and conscience of key people within schools with the presumption that such people would provide impetus and knowledge to further the curriculum internationalization process. The International Affairs Committee of the AIB took up the challenge and, with a grant from the State Department, the AACSBE and AIB cooperated in organizing a workshop at New York University (NYU), using the earlier NYU workshops as a model. In 1978, with a major grant from the General Electric Company, the AACSBE and AIB organized a conference at George Washington University attended by over two hundred people regarding the need for and general approaches to internationalizing curricula. Later that summer, workshops for faculty members on internationalizing core courses were organized in each of the seven regions of the AACSBE attended by 260 faculty members. The program continued in subsequent years with variations in patterns:

1978—seven workshops in AACSBE regions, 240 faculty members
1980—four workshops, 140 faculty members
1981—one workshop, University of Colorado, 45 faculty members
1982—one workshop, University of Colorado, 67 faculty members
one workshop, Ohio State University, 46 deans and associate deans
1983—one workshop, University of Pennsylvania, 42 faculty members
one workshop, Seattle, Northwest Pacific Five-School Consortium, 42 faculty members

Another contribution to this effort was the publication in 1983 of an annotated bibliography on IB curriculum internationalization prepared by Cynthia Ryan, sponsored and distributed by the AIB.

The Journal

JIBS was a relatively autonomous operation requiring little regular attention from the central administration. However, key decisions had to concern the parent body, notably publication arrangements and editorial policy.

Changes in publication arrangements had to be made by the Executive Board at regular intervals. The second contract with Georgia State expired in 1975. AIB was basically pleased with Georgia State's performance, and the latter would have been happy to continue in its role. However, the consensus in AIB was that other schools should be offered the possibility of collaborating in the publication of JIBS and that, on general principle, the idea of moving regularly was commendable. When this situation was publicized, two other schools presented proposals. That from Rutgers was more favorable financially. William Dymazza, a long-time and respected figure in AIB circles, was proposed as editor. This combination was endorsed by the Executive Board and a contract duly executed. In 1980 the contract with Rutgers was extended to 1984, and AIB's annual contribution per member was doubled starting in 1981 from $7.00 to $15.00.

In 1982 a new invitation for host institutions was put out. Three schools made proposals from which the one by the University of South Carolina was selected with David Ricks, who had performed effectively as AIB treasurer, to serve as editor-in-chief.

The second area, editorial policy, appeared as a significant item in the mid-seventies. We have to reach back a little into the previous era to cover the issues. JIBS was conceived as a scholarly publication whose character would fall in the pattern of similar publications in other fields. While this basic thrust has never been questioned, a partial change of direction came close to adoption twice between 1973 and 1975. The first move appeared in the following set of decisions sent by the Executive Board to the editor of JIBS in January 1973.

(1) EDITORIAL POLICY

The most important decision was to change the editorial policy so that JIBS will have a broader scope. At present, the policy apparently is to accept only those articles which are academically oriented and based on a well-defined, quantitatively based research methodology. (This may not, in fact, be the policy, but everyone was under the impression that it was.) It was felt that a typical issue should have the following content mix:

(a) two-thirds of the articles would be of the type described above,
(b) one-third would be of less vigorous type, non-research-based, which might be of interest to the business community (Columbia Journal of World Business style).
(c) In addition, one should include a section of "Technical Notes and Comments" (you might find a better title), which could contain half-page, two-page, or longer articles about teaching and research in international business. This would give the mass of members, who are not research oriented, the possibility to get something into the Journal which would be of interest to other members.

(d) We felt that a book review section should NOT be added.

The Editorial Board considered these proposals but rejected the two-thirds, one-third policy feeling it would substantially weaken the goal of establishing JIBS as the research publication in the field.

The issue resurfaced when JIBS moved to Rutgers. It appeared that Rutgers was interested in a publication with some of the character of the typical business school review reaching into business management. Thus, the following statement approved by the Executive Board in October 1975 was adopted in the first issue published at Rutgers: "The editorial policy in the Journal will reflect that the primary focus of contributed articles will be research oriented. A portion of each issue may be devoted to contemporary management- and policy-oriented articles so as to appeal to a wider range of readership." However, because of objections from the Editorial Board, the thrust of the second sentence was dropped and the statement in the next issue read, "JIBS will publish articles in the fields of international and comparative business which represent significant basic or applied research, conceptual contributions, or important contributions to educational methodology."

There were considerations in this basic issue about the allocation of space to other purposes at the expense of scholarly articles. AIB members, and doubts about the realism and desire of broadening the readership outside academic circles. However, most significant were fundamental considerations as to the role of JIBS. The interests of the membership lay in protecting the status of the publication as a high quality, refereed, professional journal, not just for its general value but also for its significance in the standing of the publication for the editors of the editors. The decision for publication in JIBS is to be respected in faculty circles, the journal must be known to accept only high quality scholarly papers. Thus, the Editorial Board has consistently judged manuscripts by rigorous standards and the content of JIBS has, with but a few exceptions, not included the other material contemplated by the proposed changes in policy.

During these years JIBS was growing greatly in strength. Circulation expanded steadily from 500 in 1976 to 2,100 in 1984 (1,500 AIB members and 600 other subscribers). The number of articles in each issue grew, and in 1978 the publication went from two to three issues per year. Increasing the number of high quality articles has been a continuing challenge for JIBS editors. In the early years, Ogram made diligent efforts to broaden international awareness among scholars of JIBS as a medium for publication. As one example, he expanded the Editorial Board to include one-third of its members from outside the United States by the end of his tenure. Dymaz continues this thrust energetically by expanding the Editorial Board and, in 1980 by adding six section editors, one for each major functional area. These editors helped in various ways to foster the effectiveness of JIBS in publication of competent literature in their areas. The fruits of these efforts were evident in the increase in number of articles submitted from about fifty a year in the early 1970s to over two hundred a year in the early 1980s.

This expansion, while welcome, magnified another on-going challenge for the editors — efficiently and effectively processing of manuscripts. At first two, and later, three reviews were required to screen the inflow, and prompt response from referees was desired both by JIBS and the authors. Ogram set this process in motion but for the magnitude of the task in his tenure, Dymaz had to recruit a veritable army of reviewers. His Fall, 1984, issue of JIBS listed 76 editorial board members and 44 others who had reviewed manuscripts. The difficulty of their role is suggested by the fact that only about 15 percent of manuscripts were being accepted, compared to around 40 percent ten years earlier. A more complete record of the era of JIBS at Rutgers is provided by two articles by Dymaz in the journal.

With the move of JIBS to South Carolina in 1984, some structural changes were being contemplated. Although the expanded Editorial Board had served well in broadening the base for inflow and processing of articles, it was unwieldy as an entity and so large that membership was no longer meaningful for each individual. Thus, while continuing to employ a large number of referees, Rick's was planning to cut back to an Editorial Board of twenty-six members. Likewise, the section editors composing an extra editorial review layer had proved a deterrent to efficiency of the manuscript review process. It was felt that social functional area inputs could be achieved on an ad hoc basis, for example, as editors for special issues of JIBS e.g., Anant Negandhi's role in the Cross-Cultural Management issue in Fall 1983. So the section editors were to be eliminated. It was hoped that the change would also encourage more interdisciplinary articles.

External Relations

The rising status of AIB brought with it questions of relations with assorted external groups beyond those with AACSB and other profes-

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As this wording did not deal with the basic issue seen by the objecting group, the following addition was proposed by them: “Nor should it engage in any activity inherently embodying such a partisan position either independently or in association with other groups.” Since the Executive Board declined to submit this alternative to a membership vote, a new issue appeared; namely, the question of whether the Board should be sole determinant of what amendments might come before the membership. Thus, a second amendment was advocated providing that any proposal with the signatures of a given number of members should be brought to a vote. The Executive Board rejected this proposal. In June 1976, the two leaders of the opposition, John Fayerweather and Richard Robinson resigned from AIB, sending a letter to the membership explaining their position and indicating that they did not wish to continue in the AIB if it were governed by the policies observed in this matter. (Robinson rejoined the academy to advocate the amendments at the 1978 annual meeting, and Fayerweather returned to the fold after the amendments were passed.)

The basic issues raised in this conflict were not resolved until 1979 when the following constitutional amendments initiated by Robinson were passed:

**Addition to Article II (c)**

The Academy shall not co-sponsor or otherwise be identified with any publication, public statement, or meeting, sponsorship of which includes governmental agencies, profit-oriented organizations or other non-academic organizations, separately or via association. In the sense of this resolution, co-sponsorship means the use of the Academy’s name in any way in association with such publication, public statement, or meeting, except for the purpose of identifying individuals who are acting purely on an individual basis. Further, in doubtful cases, the Executive Committee shall give an opinion. Any Academy member knowingly invoking the Academy name for a prohibited purpose shall be expelled from the Academy and may be reinstated only after two years upon favorable response by the Academy’s Executive Committee to written petition from the individual expelled.

**Amendment to Article VII**

Proposals to amend the constitution will be mailed to the membership when endorsed in writing by at least thirty-five members, or endorsed by a majority of the members in attendance at the Annual Meeting, or endorsed by a majority of the Executive Board.

Other external relations items appeared from time to time and were resolved with little difficulty, a few posing considerations related to the IMH affair. Thus, when the MNC-financed Fund for Multinational Management Education proposed in 1977 that the AIB president be automatically made a member of its board, a prompt negative response was given.
Different considerations were involved in a request from the International Studies Association that AIB form a collaborative relationship. This was consistent with the general mode of relations with professional peer groups. But it went beyond the norm of ad hoc collaborations, and a negative conclusion was therefore made here also.

A simpler decision was involved in declining Praeger's proposal in 1975 that AIB sponsor a publication program with them. Ad hoc collaboration on specific books in which AIB had a special interest might be contemplated but a general relationship would represent a conflict of interest in AIB relations with other publishers.

The Fellows

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. The initial group was to be composed of the nineteen founding members, and all former presidents and executive secretaries with additional members to be elected by the body if fellows. Direction of the group was vested in a dean, a position filled by Lee Neltner for the first three years, followed by Richard Robinson in 1981 and John Fayerweather in 1984.


The Fellows were given no formal function. As in other organizations, membership was intended primarily as an honor to recognize distinguished service. However, a number of the Fellows had been active AIB readers, and they had an inherent disposition to achieve something in his new role. Thus some actions were instigated soon after the body was formed. At the 1979 annual meeting of the Academy the Fellows organized a session on "Concept and Philosophy of International Business." Four Fellows presented papers, and eight served as discussants. As the group could call on some leading figures from within 3 ranks, the session was favorably received, drawing the largest audience of any session at that annual meeting. At the 1980 annual meeting, a well-attended panel of four dealt with the AACSB efforts to increase the internationalization of general business curricula. After a brief hiatus the Fellows organized other panels covering major trends in IB research at the 1983 and 1984 annual meetings.

In 1980 a further step was taken in the selection of an "International Business Executive of the Year" Jacques Maisonnouye, Executive Vice President of IBM, was the first person chosen for this honor, and he as a featured speaker at the 1982 annual meeting. The following year this distinction was bestowed on Akio Morita, Chairman of the Sony Corporation, who likewise addressed the academy membership. The 1984 recipient was Walter B. Wristan, recently retired chairman of Citibank.

In 1983, the Fellows inaugurated another award to recognize notable achievements in internationalization of current curricula of business schools. Dean Norma Loeser of George Washington University was honored as the first AIB Fellows Dean of the Year, and she addressed the 1984 annual meeting banquet.

The Fellows constitution called for an annual report by the group on "the state of the Academy." This as a formal process was never carried out as it did not seem useful or practical. However, in 1984, leaders of the Academy and Fellows met and initiated an informal process designed to provide regular communication about goals, activities and accomplishments of the two organizations.

The Foundation

The possibility that AIB might enter into activities which would call for external funding was considered from time to time. While no such need was imminent, the Executive Board in 1977 decided it would be wise to set up a foundation suitable for receipt of such funding. The legal processes for this purpose were set in motion and, in 1982, the AIB Foundation was established.

Initial funding for the Foundation came primarily from members. In 1982 almost half of the members responded to a suggestion sent with the annual dues notice that $5 be contributed to the Foundation. In 1983, a $500 contribution was received from the Sony Corporation.

Applications for support of two projects had been approved by the Foundation by the end of 1984. In 1982, Cynthia Ryan of Kent State University received a $500 honorarium for her work in preparing the bibliography on Internationalization of the Business School Curriculum, and in 1984 Lee Neltner was given a seed grant of $500 to set in motion his major study of "Internationalizing Doctoral Programs in Graduate Schools of Business and the Recruiting Practices of Corporations."
Chapter 5
THE AIB AFTER TWENTY-FIVE YEARS

When nineteen of us set the AIB in motion in 1958, we felt some needs and had a vision of an organization that could serve them. It is natural to ask how well the AIB was doing in this perspective after 25 years of great growth and major structural evolution. We have a convenient response to that question in a survey of members undertaken by the Executive Board and implemented by Duane Kujawa and Ivan Vernon in 1985. Summary data from the survey of 218 members are given in Table 1.

The minutes of the 1958 meeting noted three objectives of the organizing group. The primary impetus came from the desire of the few people in the emerging field of international business studies for communication with others in the field who were widely dispersed geographically and in varied functional fields. The figures in Table 1 (Questions A & B) indicate that the AIB has evolved as a broadly cross-functional body with a balanced membership from all of the functional subject areas of business. Only about a third of the members specifically cited professional contacts among the things they liked most about AIB (Q. C).

However, well over half the respondents noted the meetings as important and one of the main functions of meetings is the opportunity they provide for communications among members.

A second objective of the organizers was for the dissemination of knowledge. The survey indicates that the Journal of International Business Studies and the newsletter are viewed as of major importance by more than half of the members (Q. C).

The third objective noted in the 1958 meeting minutes was "a central organization which could perhaps control, sponsor and guide research activities." As I noted in the history, limited initiatives in this direction did not mature in early years. It is notably absent as a significant theme in the areas of suggested future effort by the AIB (Q. D).

Questions about the character of the membership, notably the relative academic and business balance, appeared from time to time during the evolution of AIB. The survey data document the overwhelming dominance of the academic component but also affirm the small but valuable presence of non-academics (Q. A).

A more interesting but less definable aspect of the membership is the dual professional affiliation of academicians and the relative importance of the affiliations. The responses to the questions about the professional interest and importance for promotion and tenure of journals provide some insights on this count. JIBS was cited as among the three most important journals by 149 respondents but only seventy rated it so for promotion and tenure (Q. E and F). On the other hand, among leading functional field journals the relationship is more balanced. The Journal of Marketing is rated among the journals of greatest interest by 37 people, and 33 consider it critical for professional advancement. For the Journal of Finance the figures are 24 and 27, respectively. The implication here is that international business may be the strongest interest of most members but that their professional careers are primarily governed by the character and standards of their functional field. Thus the AIB and its journal are professionally valuable but secondary in critical aspects of members’ careers.

The questions about improvement in various aspects of AIB activities and new programs indicate an assortment of interests in future progress (Qs. D, G, H, I, and J). However, the responses are most significant in their modest, low key character. It appears that for the most part the membership is basically satisfied and relatively passive in its support of the ongoing mix of activities and its administration. The thrust seems to be in the direction of marginal improvements, not major changes in direction.

The Future — Innovative Stability

From the membership survey and observation of the recent history of the AIB, it was clear that the Academy was basically set on a sound course and moving confidently forward as it passed the twenty-five-year mark. Still there is always room for improvement in organizations and the Executive Board under president Duane Kujawa was critically examining operations and plans. Two significant steps had been decided upon in 1985:

1. For the first time an annual meeting was to be held outside North America, London being selected for the 1986 sessions. This move was designed to strengthen the international character of the AIB, emphasizing its commitment to serve members throughout the world.

2. A change was proposed in the officer structure to spread the workload among them more evenly. The vice president had a very heavy load, serving as program chairman for two years while the secretary and treasurer had light loads because their functions were essentially performed by the executive secretary. The Executive Board proposed to balance the load by adding a second vice president. Each of them would serve as program chairman for one year. The other two roles would be combined in a secretary/treasurer position.
Table 1
1985 AIB Membership Survey Responses to Selected Questions

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<th>Q. A.</th>
<th>Please indicate which of the following categories most closely describes you.</th>
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<tr>
<td>197</td>
<td>Academician</td>
</tr>
<tr>
<td>6</td>
<td>Doctoral student</td>
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<tr>
<td>4</td>
<td>Other</td>
</tr>
<tr>
<td>2</td>
<td>Government official</td>
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<td>9</td>
<td>Business executive</td>
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<tr>
<th>Q. B.</th>
<th>Please identify the department of your organization in which you serve.</th>
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<tbody>
<tr>
<td>46</td>
<td>Management</td>
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<td>23</td>
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<th>Q. C.</th>
<th>Please list the three features, characteristics, or programs that you like most about AIB.</th>
</tr>
</thead>
<tbody>
<tr>
<td>126</td>
<td>Annual, regional, international meetings</td>
</tr>
<tr>
<td>113</td>
<td>Newsletter</td>
</tr>
<tr>
<td>106</td>
<td><em>Journal of International Business Studies</em></td>
</tr>
<tr>
<td>60</td>
<td>Professional contacts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q. D.</th>
<th>What new programs would you like to see considered for adoption by AIB?</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Clearinghouse on international business research</td>
</tr>
<tr>
<td>5</td>
<td>Funding for research</td>
</tr>
<tr>
<td>4</td>
<td>Workshops</td>
</tr>
<tr>
<td>4</td>
<td>Guidance and support for faculty members</td>
</tr>
<tr>
<td>142</td>
<td>No response</td>
</tr>
</tbody>
</table>

| Q. E. | Please list the three journals most important to your area of professional interest. |

| Q. F. | If academic, please list the three journals most important to promotion and tenure for faculty members like yourself in your department or school. |

[Only publications mentioned ten or more times are listed here.]

<table>
<thead>
<tr>
<th>Q. G.</th>
<th>In what way would you like to see the AIB Newsletter improved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>52</td>
<td>OK as is</td>
</tr>
<tr>
<td>19</td>
<td>Speed up mail delivery</td>
</tr>
<tr>
<td>12</td>
<td>Improve format and/or type size</td>
</tr>
<tr>
<td>8</td>
<td>Provide better news coverage</td>
</tr>
<tr>
<td>7</td>
<td>More information on placements</td>
</tr>
<tr>
<td>85</td>
<td>No response</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q. H.</th>
<th>In what way would you like to see the <em>Journal of International Business Studies</em> (JIBS) improved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>OK as is</td>
</tr>
<tr>
<td>35</td>
<td>Failure to serve AIB members</td>
</tr>
<tr>
<td>18</td>
<td>Too academic</td>
</tr>
<tr>
<td>13</td>
<td>Too quantitative</td>
</tr>
<tr>
<td>13</td>
<td>Improve quality</td>
</tr>
<tr>
<td>5</td>
<td>Speed up reviews</td>
</tr>
<tr>
<td>8</td>
<td>Improve printing</td>
</tr>
<tr>
<td>62</td>
<td>No response</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q. I.</th>
<th>In what way would you like to see the Annual Meeting improved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Fine as is</td>
</tr>
<tr>
<td>16</td>
<td>Faster and better papers</td>
</tr>
<tr>
<td>11</td>
<td>Publish proceedings</td>
</tr>
<tr>
<td>8</td>
<td>More practitioner sessions</td>
</tr>
<tr>
<td>7</td>
<td>Better site selection</td>
</tr>
<tr>
<td>5</td>
<td>Meet overseas more often</td>
</tr>
<tr>
<td>18</td>
<td>No response</td>
</tr>
</tbody>
</table>

*Journal of International Business Studies* 119 70
*Columbia Journal of World Business* 49 27
*Journal of Marketing* 37 33
*Harvard Business Review* 34 16
*Academy of Management Journal* 26 32
*Journal of Finance* 24 27
*American Economic Review* 21 16
*Academy of Management Review* 18 22
*Financial Management* 12 12
*Journal of Marketing Research* 8 17
*Journal of Financial Quantitative Analysis* 7 15
*Administrative Science Quarterly* 4 11
Appendix 1

OFFICERS OF THE AEIB AND AIB
Order: President, Vice President, Secretary, Treasurer


December 1964-December 1966: James A. Hart, DePaul University; Lee C. Nehrt, Indiana University; John S. Ewing, Stanford University; Howe Martyn, American University.

December 1966-December 1968: Jack N. Behrman, University of North Carolina; William R. Hoskins, Bowling Green State University; Donald G. Halper, Fresno State College; Franklin R. Root, University of Pennsylvania.

December 1968-December 1970: Richard D. Robinson, Massachusetts Institute of Technology; David Ashton, Boston University; Vern Terpstra, University of Michigan; Phillip D. Grub, George Washington University.

December 1970-December 1972: Vern Terpstra, University of Michigan; Raymond F. Mikosell, University of Oregon; James C. Baker, Kent State University; Richard N. Farmer, Indiana University.

December 1972-December 1974: Lee C. Nehrt, Indiana University; Robert B. Stobaugh, Harvard University; Gordon E. Miracle, Michigan State University; Arthur I. Stonehill, Oregon State University.

December 1974-December 1976: Phillip D. Grub, George Washington University; Jean J. Boddewyn, Baruch College; Duane Kajawa, Georgia State University; Richard D. Hays, Tulane University.

December 1976-December 1978: Richard N. Farmer, Indiana University; Jeffrey S. Arpan, Georgia State University; John D. Daniels, Pennsylvania State University; Warren Keegan, George Washington University.

December 1978-December 1980: Robert B. Stobaugh, Harvard University; David H. Blake, University of Pittsburgh; Gunter Dufey, University of Michigan; Irene Lange, California State University (Fullerton).
1981-1982: Franklin R. Root, University of Pennsylvania; Robert R. Miller, University of Texas (Dallas); Frederick D.S. Choi, New York University; David A. Ricks, Ohio State University.

1983-1984: Robert G. Hawkins, New York University; Stefan H. Robock, Columbia University; Richard W. Wright, McGill University; Lee H. Radebaugh, Brigham Young University.

1985-1986: Duane Kujawa, University of Miami; Arthur I. Stonehill, Oregon State University; Rosalie Tung, University of Pennsylvania; R. Hal Mason, University of California-Los Angeles.

Note: In 1981 the terms of the officers were changed from the fiscal year to the calendar year.

Executive Secretaries

1966-1969 John Fayerweather, New York University
1971-1977 James D. Goodnow, Roosevelt University
1977-1980 Duane Kujawa, Florida International University
1980- Ivan Vernon, Cleveland State University

Editors of JIBS

1970-1975 Ernest W. Ogram, Jr., Georgia State University
1975-1985 William A. Dymszta, Rutgers University
1985- David A. Ricks, University of South Carolina

Officers of Fellows

Order: Dean; Secretary-Treasurer

1981-1984 Richard D. Robinson, Massachusetts Institute of Technology; Richard N. Farmer, Indiana University
1984-1987 John Fayerweather, New York University; William R. Hoskins, Bowling Green University and American Graduate School of International Management

Appendix 2

FELLOWS OF THE AIB

Jack N. Behrman
Joseph M. Bertotti
Jean J. Bodewyn
Michael Z. Brooke
Peter Buckley
Philip R. Cateora
John D. Daniels
John H. Dunning
William A. Dymszta
Richard N. Farmer
John Fayerweather
Paul Garner
James D. Goodnow
Philip D. Grub
James A. Hart
Lowell H. Hattery
Robert G. Hawkins
Elliott Haynes
William R. Hoskins
Warren J. Keehan
Noritake Kobayashi
Endel-Jacob Kolde
Duane Kujawa

F—Founding member of AEIB

Deceased Founders of AEIB

Mojmir Bednarik
Emile Benoit
Lawrence Dowd
James Hagler
Harold Keller
Roland Kramer
Wayne M. Stevens

Founders of AEIB no longer in AIB

Roy Blough
William Cody
Bruce Neighbor
Arnold Oshin
Ray Pelessier
Edwin Wigglesworth

Norma Loeser
Jacques G. Maisonrouge
Stuart Mandell
Raymond F. Mikessell
Akio Morita
Gerhard G. Mueller
Lee C. Nehrl
Ernest W. Ogram, Jr.
Ehrenfried Pausenberger
Arthur Reef
Richard D. Robinson
Stefan H. Robock
Franklin R. Root
Kenneth Simmonds
Robert B. Stobaugh
Arthur I. Stonehill
Vern Terpstra
Hans B. Thorelli
Ivan Vernon
Raymond Vernon
Robert H.B. Wade
Louis T. Wells
Walter B. Wriston
Appendix 3
DOCTORAL DISSERTATION AWARD WINNERS

1968 J.W.C. Tolaino, Massachusetts Institute of Technology
1969 John D. Daniels, University of Michigan
1970 Jose de la Torre, Harvard University
1971 Jeffrey Arpan, Indiana University
1972 James Ward, ??
1973 Lee Radebaugh, Indiana University
Claude Simpson, Georgia State University
Arnold K. Weinstein, Columbia University
1 other ??
1974 Edward B. Flowers, Georgia State University
1975 A.B. Sim, University of California, Los Angeles
1976 Gerard Bormers, University of Washington
1977 Robert D. Tanilla, Ohio State University
1978 Michael Anselem, Harvard University
Ruediger Naumann-Enzime, University of Michigan
1979 Sarkis J. Khoury, University of Pennsylvania
1980 William H. Davidson, Harvard University
1981 Peter V. Kwok, University of California, Berkeley
1982 Erdogan Bilik, Ohio State University
Douglas Ngh, University of California, Los Angeles
1983 Kate Gillespie, London Business School
1984 John Duggan, Temple University
1985 L.J. Clegg, University of Reading (United Kingdom)
Leo Steuweragen, Catholic University of Louvain

Note to readers: We regret that we have been unable to find the name of one and perhaps more award winners. We request that anyone knowing the names of those omitted send them to us so they may be properly recognized.

Appendix 4
ANNUAL MEETINGS

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Groups With Coincident Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/29/59</td>
<td>Washington</td>
<td>ASSA</td>
</tr>
<tr>
<td>11/1/60</td>
<td>New York</td>
<td>NFTC</td>
</tr>
<tr>
<td>12/28/61</td>
<td>New York</td>
<td>ASSA</td>
</tr>
<tr>
<td>10/30/62</td>
<td>New York</td>
<td>NFTC</td>
</tr>
<tr>
<td>12/27/63</td>
<td>Boston</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/29/64</td>
<td>Chicago</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/29/65</td>
<td>New York</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/28/66</td>
<td>San Francisco</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/29/67</td>
<td>Washington</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/28/68</td>
<td>Chicago</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/29/69</td>
<td>New York</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/28/70</td>
<td>Detroit</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/27/71</td>
<td>New Orleans</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/28/72</td>
<td>Toronto</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/26/73</td>
<td>New York</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/28/74</td>
<td>San Francisco</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/28/75</td>
<td>Dallas</td>
<td>ASSA</td>
</tr>
<tr>
<td>11/12/76</td>
<td>New York</td>
<td>NFTC</td>
</tr>
<tr>
<td>8/17/77</td>
<td>Orlando</td>
<td>Academy of Management</td>
</tr>
<tr>
<td>8/27/78</td>
<td>Chicago</td>
<td>ASSA</td>
</tr>
<tr>
<td>5/17/79</td>
<td>Las Vegas</td>
<td>Western Finance Association</td>
</tr>
<tr>
<td>10/22/80</td>
<td>New Orleans</td>
<td>ASSA</td>
</tr>
<tr>
<td>10/15/81</td>
<td>Montreal</td>
<td>ASSA</td>
</tr>
<tr>
<td>10/27/82</td>
<td>Washington</td>
<td>ASSA</td>
</tr>
<tr>
<td>12/28/83</td>
<td>San Francisco</td>
<td>ASSA</td>
</tr>
<tr>
<td>10/17/84</td>
<td>Cleveland</td>
<td>ASSA</td>
</tr>
<tr>
<td>10/18/85</td>
<td>New York</td>
<td>ASSA</td>
</tr>
</tbody>
</table>

International Meetings:
Fontainebleau, France
Cairo, Egypt
Manchester, England
Barcelona, Spain
Mexico City, Mexico
Singapore
### Appendix 5
SELEC'TED AIB FINANCIAL DATA

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Expenses*</th>
<th>Surplus or (Deficit)</th>
</tr>
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<tbody>
<tr>
<td>961</td>
<td>$132</td>
<td>$8 - 103</td>
<td>$45</td>
</tr>
<tr>
<td>965</td>
<td>510</td>
<td>-155</td>
<td>186</td>
</tr>
<tr>
<td>969</td>
<td>933</td>
<td>-222</td>
<td>621</td>
</tr>
<tr>
<td>972</td>
<td>3,831</td>
<td>-111</td>
<td>2,203</td>
</tr>
<tr>
<td>975</td>
<td>6,300</td>
<td>-84</td>
<td>1,608</td>
</tr>
<tr>
<td>978</td>
<td>18,707</td>
<td>+1,188</td>
<td>15,519</td>
</tr>
<tr>
<td>981</td>
<td>32,275</td>
<td>+6,171</td>
<td>49,501</td>
</tr>
<tr>
<td>984</td>
<td>30,603</td>
<td>+9,251</td>
<td>60,054</td>
</tr>
</tbody>
</table>

Note: AIB accounts have been kept on a cash basis so year-to-year changes have been due in part to unusual expense and income experiences such as publication of the curriculum studies.

---

### Appendix 6
THE CONSTITUTION

Presented here are the original constitution of the Association for Education in International Business and the constitution of the Academy of International Business in which the dates for amendments embodied in its form in 1986 are indicated in parentheses.

The 1959 AEIB Constitution

**Article I Name and Office**

The organization shall be designated as the ASSOCIATION FOR EDUCATION IN INTERNATIONAL BUSINESS.

The offices of the Association shall be located at the address of the Secretary or at such other place as may be designated by the President.

**Article II Objectives**

The objectives of the organization are to foster education and advance professional standards in the field of international business by:

(a) facilitating exchange of information and ideas among educators and between business and academic fields.

(b) encouraging and assisting research activities which advance knowledge of international business operations and increase the available body of teaching material.

(c) cooperating whenever possible with government, business and academic organizations for the furtherance of basic objectives.

**Article III Membership**

Membership shall be open to those individuals interested in furthering the objectives of the organization through participation in its activities.

**Article IV Dues**

Dues shall be $3.00 annually and payable on the first day of the fiscal year.

**Article V Meetings**

The annual business meeting will be held on odd-numbered years at the time of the annual meetings of the Joint Allied Social Science Association and on even-numbered years at the time of the National Foreign Trade Convention in New York. Conferences shall be held as determined by the Board of Directors.
Article VI  Government

The Government of the Association shall be vested in a five-member Board of Directors which shall include the following five officers: President, Vice-President, Secretary, Treasurer and Chairman of the Planning Committee. The Board of Directors shall determine policies of the Association consistent with the Constitution and By-laws.

The membership at large will elect the above mentioned officers by a majority of the votes cast in response to mailed ballots. The candidates for office will be selected by a nominating committee. Ballots will be mailed 60 days prior to the annual meeting. Voting will close at 12 o’clock midnight on the day preceding the annual meeting.

The terms of office shall be two years and no person shall hold the same office for two consecutive terms.

Article VII  Amendment of the Constitution

Amendment of the Constitution shall be effected by a two-thirds majority of the votes cast by the membership in response to a mailed ballot. Membership shall be judged to include the members in good standing 60 days prior to the day of mailing ballots.

By-Laws

1. Membership:
   a. Institutional memberships will not be granted but single memberships may be held by any individual meeting the membership qualifications.
   b. Application for membership will be received by the Secretary for consideration by the membership committee. The committee decision will be final.
   c. Membership may be withdrawn upon request.
   d. Membership may not be transferred.
   e. Membership privileges without payment of dues will be granted only by specific authority of the Board of Directors and only in unusual circumstances.
   f. A delinquency of more than ninety days cancels membership rights and privileges.

2. Meetings
   The place of each business meeting shall be announced at least twenty days prior to the meeting date.

3. Duties of Officers:
   a. President:
      1. The President shall preside at all meetings of the Association.
      2. The President shall be responsible for designating and securing whatever meeting space is required.
      3. The President shall appoint and instruct all committees.
   b. Vice-President:
      1. In the President’s absence, the Vice President shall perform the presidential duties.
   c. Secretary:
      1. The Secretary shall publish the membership a record of all meetings of the Association.
      2. The Secretary shall conduct the correspondence of the Association and keep a correct list of members in good standing.
      3. The Secretary shall be an ex-officio member of all committees.
   d. Treasurer:
      1. The Treasurer shall have custody of all the Association’s funds and shall keep full and accurate records of the receipts and disbursements in books belonging to the Association and shall deposit all funds and valuables of the Association in the name of and to the credit of the Association in such depositories as the Board of Directors designate.
      2. The Treasurer shall be responsible for disbursement of Association assets and show proper receipts for disbursements, according to procedures established by the Board of Directors.
      3. The Treasurer shall render an account of all transactions at the President’s request and in no case less than once a year at the annual meeting.
      4. The Treasurer shall be responsible for billing and collecting annual membership dues, special assessments, and other items of income.
      5. The fiscal year of the Association shall begin December 1 and end November 30.
   e. In the event of resignation or death of any member of the Board of Directors, his position shall be filled by an election of the remaining members of the Board. The President or acting president shall have two votes in case of a tie ballot.
f. Only the President or Treasurer may sign checks or other papers for withdrawal of Association funds and then only for Association purposes.

4. a. Standing committees shall be in order for the following tasks:
   1. Membership Committee 3 members
   2. Program Committee 3 members
   3. Planning Committee 3 members
   4. Nominating Committee 3 members

b. The President shall be an ex-officio member of all committees and may designate additional committees.

c. The terms of office of the standing committees shall be 3 years except that the first chairman shall serve 3 years; the vice-chairman 2 years, and the third member 1 year. Each year the senior member will assume the chairmanship and the second senior member the vice-chairmanship.

5. The Board of Directors shall be responsible for proposals of changes in the by-laws and approval of such changes shall be determined by a majority of the votes cast by the membership in response to a mailed ballot.

THE 1986 AIB CONSTITUTION

Dates indicate the year of amendment of a section

Article I Name and Office

The organization shall be designated as the Academy of International Business (1972).

The offices of the Academy shall be located at the address of the Executive Secretary or at such other place as may be designated by the President (1986).

Article II Objectives

The objectives of the organization are to foster education and advance professional standards in the field of international business by:

(a) facilitating exchange of information and ideas among educators and between business and academic fields.

(b) encouraging and assisting research activities which advance knowledge of international business operations and increase the available body of teaching material.

(c) cooperating whenever possible with government, business and academic organizations for the furtherance of basic objectives.

However, to avoid the compromise of the intellectual integrity of its members, the Academy shall not adopt a partisan position on any matter involving particularistic interests (either private or public) (1975). The Academy shall not co-sponsor or otherwise be identified with any publication, public statement, or meeting, sponsorship of which includes government agencies, profit-oriented organizations or other non-academic organizations, separately or via association. In the sense of this resolution, co-sponsorship means the use of the Academy’s name in any way in association with such publication, public statement, or meeting, except for the purpose of identifying individuals who are acting purely on an individual basis. Further, in doubtful cases, the Board of Directors shall give an opinion. Any Academy member knowingly invoking the Academy name for a prohibited purpose shall be expelled from the Academy and may be reinstated only after two years upon favorable response by the Academy’s Board of Directors to written petition from the individual expelled (1979).

Article III Membership

Membership shall be open to those individuals actively engaged in
the performance or administration of teaching or research related to international business who have demonstrated interest and capacity in furthering the objectives of the organization (1960). Membership will consist of two types: Regular and Doctoral Student. The former will pay full annual dues and the latter will pay the lesser dues specified in Article IV. Doctoral student membership status is limited to a maximum of four years (1986). Both types of membership will have full voting rights and are similar in all respects except dues (1976).

In addition, honorary memberships will be made available in special cases, e.g., annual banquet speakers. Persons will be nominated for such membership by the Board (1976).

Article IV Dues
Dues shall be $30 annually (and $10 [$15 (1986)] annually for doctoral candidates) (1969 — $30, 1976 — $15, 1986 — $30). Dues are payable on the first day of the fiscal year. Hereafter if, because of inflationary pressures, further increases become necessary within a relatively short time, any such increase of more than $10 annually must be submitted to the Academy membership for ratification. Such ratification can be voted either at the Annual Meeting or by a special meeting. Any necessary dues increases of $10 or less may be implemented by a two-thirds vote of the Board of Directors members present and voting at a Board of Directors meeting, provided a quorum is present. However, no more than two such dues increases can be implemented in this manner by the Board of Directors within any three year period (Date of this amendment unknown).

Article V Meetings
An annual meeting of the Academy shall be held at such time and place as determined by the Board of Directors (ASSA deleted, date unknown).

Article VI Government
The Government of the Academy will be vested in a six-member Board of Directors which shall consist of the following officers of the Academy: President, Immediate Past President (1976), the two Vice Presidents (1986), Secretary/Treasurer (1986), and Executive Secretary (1976). The Board shall determine policies of the Academy consistent with the Constitution and By-laws. A majority of the Board shall constitute a quorum at official Board meetings.

The membership at large shall elect the above mentioned officers by a majority of the votes cast in response to mailed ballots. The candidates for office shall be selected by a nominating committee. Ballots shall be mailed 60 days prior to the annual meeting.

Voting shall close at 12 o'clock midnight on the 7th day preceding the annual meeting.

The terms of office shall be two years and no person shall hold the same office for two consecutive terms.

The Board of Directors shall appoint a permanent Executive Secretary of this Academy. The duties of said officer shall include the administrative duties of the Secretary/Treasurer (1986), together with such additional duties as may be assigned to the office by the Board of Directors. Said Executive Secretary shall serve at the pleasure of the Board of Directors (1985).

Article VII Amendment of the Constitution
Amendment of the Constitution shall be effected by a two-thirds majority of the votes cast by the membership in response to a mailed ballot. Membership shall be judged to include the members in good standing 60 days prior to the date of mailing the ballots. Proposals to amend the Constitution will be mailed to the membership when endorsed in writing by at least thirty-five members, or endorsed by a majority of the members in attendance at the Annual Meeting, or endorsed by a majority of the Board of Directors (1979).

Article VIII Journal (1969)
The Academy shall publish a journal which will be sent to all members. The journal will contain articles of high scholarly quality and such other material as is determined to be useful to the membership. All basic policy decisions as to content and manner of publication shall be decided by the Board of Directors. The regular management of the journal shall be directed by an editorial board and an editor selected by the Board of Directors.

Article IX Fellows (1976)
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 own constitution and by-laws and elect their own officers as well as additional members in accordance with that constitution.
1. Membership:
   a. Institutional memberships will not be granted but single memberships may be held by any individual meeting the membership qualifications.
   b. Applications for membership must be endorsed by one member in good standing. Approval of membership shall be by majority vote of the membership committee and this vote will be final (1960).
   c. Membership may be withdrawn upon request.
   d. Membership may not be transferred.
   e. Membership privileges without payment of dues will be granted only by specific authority of the Board of Directors and only in unusual circumstances.
   f. A delinquency of more than ninety days cancels membership rights and privileges.

2. Meetings
   a. Business Meetings:
      The place of each business meeting shall be announced at least twenty days prior to the meeting date.
   b. Special Meetings:
      Special meetings in addition to the annual business meeting provided for in Article V of the Constitution may be called by the Board of Directors. Notice of the time, place and agenda of such special meetings shall be given to the members by mail at least 20 days prior to the meeting date (1966).

3. Duties of Officers: (Substantially revised 1966)
   a. President
      1. The President shall preside at all meetings of the Academy and Board of Directors.
      2. The President shall appoint and instruct all committees.
      3. The President shall be responsible for administrative direction of the Academy, supervising the functions of the officers and executive secretary.
   b. Vice President-First-Year Program Chair
      1. The Vice President-First-Year Program Chair shall serve as the program chair of the annual meeting in the first year of the Board of Directors’ two-year term in office.

2. In the President’s absence during the second year of the Board of Directors’ two-year term in office, the Vice President-First-Year Program Chair shall perform the presidential duties (1986).

c. Vice President-Second-Year Program Chair
   1. The Vice President-Second-Year Program Chair shall serve as the program chair of the annual meeting in the second year of the Board of Directors’ two-year term in office.
   2. In the President’s absence during the first year of the Board of Directors’ two-year term in office, the Vice President-Second-Year Program Chair shall perform the presidential duties (1986).

d. Secretary/Treasurer
   1. In the absence of the President, and in his/her year in office not assigned the responsibility of program chair, the Vice President, the Secretary/Treasurer shall perform the presidential duties.
   2. The Secretary/Treasurer shall be responsible for all financial academy records and shall supervise the work of the Executive Secretary in this function.
   3. The Secretary/Treasurer shall be responsible for the financial affairs of the Academy and will supervise the work of the Executive Secretary in this regard, including reviewing and revising all financial statements prepared by the Executive Secretary and approving or disapproving all requests from the Executive Secretary for the expenditure of funds of the Academy (1985).

c. In the event of resignation or death of any of the four officers of the Academy, her/his position shall be filled through election by the remaining members of the Board. The President or acting president shall have two votes in case of a tie ballot.

f. Only the President, Secretary/Treasurer, or Executive Secretary may sign checks or other papers for withdrawal of Academy funds and then only for Academy purposes. The Executive Secretary may sign checks below $500 and seek approval from the Secretary/Treasurer afterward. The Secretary/Treasurer must approve payment of checks $500 and above prior to the checks being issued. The Secretary/Treasurer should sign checks made payable to the Executive Secretary.
4. Committees:
   a. Standing committees shall be in order for the following tasks:
      1. Membership Committee 3 members
      2. Program Committee 3 members
      3. Planning Committee 3 members
      4. Nominating Committee 3 members
      5. Doctoral Dissertation Competition Committee 3 members (1966)
   b. The President shall be an ex-officio member of all committees and may designate additional committees.
   c. The terms of office for members of the standing committees shall be determined by the Board of Directors (1966).

5. The Board of Directors shall be responsible for proposals of changes in the by-laws and approval of such changes shall be determined by a majority of the votes cast by the membership in response to a mailed ballot.

6. Executive Secretary (1966):
   The Executive Secretary shall have the following duties:
   a. The Executive Secretary shall take the minutes of all meetings of the Academy and submit the same to the Secretary/Treasurer for review and revision. After said review and revision, the Executive Secretary shall mail the minutes to the members.
   b. The Executive Secretary shall conduct the correspondence of the Academy.
   c. The Executive Secretary shall keep a correct list of all members in good standing.
   d. The Executive Secretary shall be responsible for the arrangements for the annual business meetings and the special meetings of the academy.
   e. The Executive Secretary shall be responsible for billing and collecting all dues, special assessments and other items of income.
   f. The Executive Secretary shall have custody of all funds of the Academy and shall deposit or invest said funds as directed by the Board of Directors.
   g. The Executive Secretary shall keep full and accurate records of all receipts and investments in books belonging to the Academy. He/she shall submit an annual financial statement to the Secretary/Treasurer at the end of each fiscal year. Said statement shall be reviewed and revised by the Secretary/Treasurer and then submitted by the Executive Secretary to the President.
   h. The Executive Secretary shall prepare special financial reports in the same manner when requested by the President.
   i. The Executive Secretary shall execute and administer such projects as the Board of Directors may delegate to her/him.

7. Fiscal Year:
The fiscal year shall begin January 1 and end December 31 (1966 and 1986).
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<tr>
<th>No.</th>
<th>Date</th>
<th>Title</th>
<th>Author(s)</th>
<th>Institution</th>
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<tbody>
<tr>
<td>2</td>
<td>December, 1980</td>
<td>&quot;Domestic Expansion: Internationalization at Home&quot;</td>
<td>Lawrence S. Welch, Darling Downs Institute of Advanced Education, Toowoomba, Australia; and Finn Wiederstein — Paul, University of Uppsala, Sweden.</td>
<td></td>
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<tr>
<td>4</td>
<td>May, 1983</td>
<td>&quot;Regulations of Foreign Direct Investment by Host Countries&quot;</td>
<td>Mehdi Salehzadeh, University of Wisconsin.</td>
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