Introduction

Some History

I recently completed my one year anniversary as dean of The George L. Argyros School of Business and Economics, and I would like to share some of my impressions based on my 30+ years of involvement with business schools. You should know that the Argyros School is relatively young. The AACSB has calculated that the “average” school of business was founded in 1953, so the “average” school of business is celebrating its 50th anniversary this year. By contrast, the Argyros School just celebrated its 25th anniversary this past spring, so we are only half as old as the “average” school of business.

But in our relatively brief history, we have accomplished a lot. We have graduated more than 2700 alums under the Chapman Plan of “personalized education of distinction.” We have developed—and we continue to refine—distinctive curricula. Our faculty members, almost to a person, continue to publish state of the art research in the most demanding journals in their fields—we add significantly to the base of intellectual capital in our respective specializations. We mount several conferences and seminars that draw attendance in literally the thousands. A recent benchmarking study of our MBA students gave us high praise for overall satisfaction with the program and, in particular, teaching. Our faculty members continue to impact the practice of business every day.

This has all been accomplished with a faculty of roughly 25 full-time members. There are only a handful of schools in the world that have had such an impact with such a small size. This past year has been no exception. The data below testifies to our ongoing vibrancy on all fronts—students, alumni/ae, research, and community impact.

So, what’s holding us back? There seems to have been a tradition here of not blowing our own horn. I hope to change that, and this report is one such activity in that regard. To accommodate our burgeoning student population and the increased demand for work with our corporate partners, we need to grow the faculty while not losing the cultural qualities of the climate that makes this place unique—our students expect, and find, that faculty are knowledgeable with real world experience that they use to explain how theoretical concepts can be applied; students expect, and find, that faculty present theory in a lively manner that promotes interaction, participation, and learning; and, students expect, and find, that faculty serve as a resource for their
personal and professional development. Almost all faculty members are research active, and their work regularly appears in important scholarly outlets. Many faculty members work with the business community and can seamlessly move between the academic and corporate worlds. All faculty members are blessed with an optimistic, can-do, constructive spirit—we are a community of good citizens. There is a forward-looking, upbeat attitude here, and we need to work hard to ensure that this positive climate continues as we continue to grow.

Celebration

This past May, we celebrated our 25th anniversary as a School. The former Department of Business and Economics predates Chapman University’s move to Orange. In 1977 that department was changed to a School, named the Argyros School in January of 1999 in honor of George L. Argyros, class of 1959. A festive affair to celebrate our 25 year history was held at the Disneyland Hotel. Some 180 alumni and alumnae, faculty, current students, staff, and university administrators gathered to reacquaint themselves, to tell stories, to eat, to learn history, and to dance the night away. If you missed that singular occasion, you’ll have to wait another 25 years. But we will continue the practice of annual alumni and alumnae reunions along with honoring our distinguished graduates.

Enrollment Picture

Undergraduate

In the fall of 1998, we took in 130 entering undergraduates. By fall 2002, that figure had gone up to 174, and the forecast for this fall 2003 is for the number to be 194! At the same time, the average quality of entering students has also risen remarkably; the average SAT score for entering freshmen for this fall 2003 is forecasted to be roughly 1180 or the 76th percentile! We suffer from an embarrassment of riches. (By way of contrast, we graduated 105 seniors while taking in 194 freshmen. In the spring of 2003, our average undergraduate class size was over 30, the highest in the university.) To give reality to the Chapman Plan of personalized education of distinction, we either need to grow the faculty dramatically or to insist on even higher standards for entering students.

MBA

We enrolled 40 new students in our evening MBA program. This is the highest number over the past several years (’99-’00, 38 students; ’00-’01, 36 students; ’01-’02, 34 students). We had 124 completed applications. Admission was offered to 69 of those applicants, and we enrolled 61% of those offered admission. This compares favorably with national and local data: enrollments have tailed off by some 20-30% nationally and among our regional competitors. Hard work, an excellent program, and terrific word of mouth has paid off.
EMBA

Enrollment data for the Executive MBA program are also favorable for us, but the absolute numbers remain low. We enrolled 16 new EMBA students, up from 13 the year before. We received 27 applications for admission and made offers to 21. We are the only local school that requires the GMAT for our students, a decision that will be revisited. Again, the national and local data all point in the other direction: declines in the 20-30% range.

We conducted focus groups last year to get a better handle on the decision making behavior by prospective MBA and EMBA graduate students. It is clear that we need to invest more in marketing our programs, and we need to stress the convenience, easy parking, and payoffs from attendance.

Financial Posture

Operating Budget

Needless to say, the majority of our activities are underwritten by funds provided by the University, which, in turn, are mostly derived from student tuition and fees (approximately 99%) with the rest from restricted endowment accounts (approximately 1%). Our financial picture looked like this:

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<tr>
<td><strong>Revenues:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$7,733,000</td>
<td>$6,892,000</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,972,000</td>
<td>1,978,000</td>
</tr>
<tr>
<td>Endowment</td>
<td>133,000</td>
<td>578,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$9,838,000</td>
<td>$9,448,000</td>
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|                      |                 |                 |
| **Expenditures:**    |                 |                 |
| Scholarship Aid      | $2,606,000      | $2,264,000      |
| Salaries and Benefits| 4,469,000       | 4,051,000       |
| Operations           | 667,000         | 1,253,000       |
| **Total**            | $7,732,000      | $7,568,000      |

| University Overhead  | $2,106,000      | $1,880,000      |
Gifts

Building bridges to our alumni, alumnae, and friends is clearly a big opportunity for the School.

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<tr>
<td>Board of Counselors</td>
<td>$262,000</td>
<td>$234,000</td>
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<tr>
<td>Corporate Partners</td>
<td>$100,000</td>
<td>$ 86,500</td>
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Just recently, and thanks to the efforts of President Jim Doti, we have been fortunate in securing a $1,500,000 grant from the Larry and Helen Hoag Foundation to establish the Larry and Helen Hoag Chair in Real Estate. We will provide more details about this exciting gift and opportunity in the near future.

Faculty Activities

Almost everyone on the faculty had some success stories to relate over the past year. Alphabetically, here are some of the highlights:

**Dr. Essie Adibi** is frequently quoted in newspapers such as the Orange County Register, The Los Angeles Times, the Orange County Business Journal, and L.A. Business Journal. His most recent quote was in the July 7, 2003 issue of Business Week, a national business magazine. He has been interviewed many times on KWFB and KNX news radio. He also publishes Op-Ed pieces for the Orange County Register on a regular basis. In addition, he delivers numerous speeches at business and academic conferences throughout the country. The Economic Forum and Forecast that he gives with President Jim Doti continue to be enormously well-attended events that have direct impact upon the business community.


**Dr. Henry Butler** presented a paper at the Thrower Symposium on Business Law: “The Impact of Competition on Regulation” at Emory Law School in Atlanta on February 20, 2003. The title of the paper is "On the Delawarization of Bankruptcy." His co-author is Barry Adler. Associate Dean of the New York University School of Law. The article will be published in the Emory Law Journal this fall.

**Dr. Bruce Dehning** has recently had several papers accepted for presentation (or already presented!) at prestigious national conferences. His paper “Reexamining the Value Relevance of E-commerce Initiatives”, coauthored, was presented at the 2003 American Accounting Association Annual Meeting. “Information Technology Investments and Firm Value”, coauthored, was presented at the 2003 national meetings of the Academy of Management in Seattle. “Organizational Slack and the Productivity
Paradox”, coauthored, to be presented at the Institute of Management Accountants 84th International Conference. “Analysts’ Forecasts and Investment in Information Technology (coauthored with Glenn Pfeiffer) to be presented at the Western Decision Sciences Institute Annual Meeting. “Information Technology and Slack”, coauthored, to be presented at the 10th Annual AIS Research Symposium. “Reviewing Event Studies in MIS: An Application of the Firm Value Framework”, coauthored, presented at the HICSS conference this past January. In addition, he had the following list of papers published:


**Dr. Amy Hurley-Hanson** published two other articles:


**Dr. Ravi Kathuria** has recently published two journal articles:


He has also had papers accepted in two conferences recently. “Relationship between Corporate Entrepreneurship and the Growth of the Internet” was accepted by the Strategic Management Society for their 23rd Annual International Conference. Another paper, “Learning and Teaching Strategic Management through Experiential Methods,” was not only accepted for presentation at the 63rd Academy of Management conference, but is among the ten percent best accepted papers to be published in the Best Paper Proceedings. The paper has also been nominated for the Best Paper award in the division of Management Education and Development.

**Dr. Lynne Pierson Doti** was elected a trustee of the Economic and Business Historical Society, an international group. Her article "Banking in the Western US" published by eh.net in their Encyclopedia of Economic and Business History. She also had five book reviews published in various journals.

**Dr. Glenn Pfeiffer** published an article entitled “The Operating Performance of Firms that Reprice Employee Stock Options” in the Autumn, 2002 issue of the *Journal of Accounting and Finance Research*.

**Dr. Andrew Saporoschenko** had an article published entitled “The Sensitivity of Japanese Bank Stock Returns to Economic Factors” in the September, 2002 issue of the *Global Finance Journal*.

**Dr. Lois Shelton** has had two of her papers accepted at upcoming national and international conferences. “Expansion Barriers and Growth Opportunities: A Resource-Based Model of New Venture Expansion” was presented at the 2003 national Academy of Management Meeting in Seattle. In addition, “Foreign Acquisitions in the United States: Strategic Determinants of Long-term Entry Success” will be given at the 23rd Annual International Conference of the Strategic Management Society.

**Dr. P. K. Shukla** established a chapter of Students In Free Enterprise, and he led an entrepreneurship case writing team to a second place finish in a national competition against schools such as Harvard, Stanford, Cornell, and 15 other top business programs. Our team finished as the runner-up, second only to the University of Chicago team. He continued to succeed in obtaining grants from the Kauffman Entrepreneurship Internship Program.

**Dr. Francis D. (Doug) Tuggle** published a book review in the *Academy of Management Executive*, presented a paper at the HICSS conference: “A Case Study of Integrating Knowledge Management into the Supply Chain Management Process,” and was invited to serve on a review panel for the National Science Foundation.
**Dr. Thomas Turk and Dr. Candace Ybarra** presented a paper entitled “A Comparison of the Value Created by Direct-Competitor and Non-Competitor Alliances” at the Annual Meetings of the Western Decision Sciences Institute.

**Faculty Additions**

We enjoyed another year of strong faculty recruiting. We succeeded in attracting these individuals to join during the 2003-2004 academic year:

**Dr. Ayca Altintig** joins us from the doctoral program at Louisiana State University, where she completed a dissertation in finance on the topic of agency costs in CEO succession processes. She published an article earlier this year in the prestigious *Journal of Business*, and she has had a second paper accepted for publication in the *Journal of Corporate Finance*.

**Dr. Donald Day** will be joining us in the spring semester as Visiting Assistant Professor of Information Systems. His Ph.D. is from Syracuse, and he has previously taught at Penn State, the University of New South Wales in Australia, SUNY at Albany, and Towson University in Maryland. He has been consulting with French Telecom R&D, and has previous work with Intuit, the Center for Naval Analyses, and GE. He has published in *Communications of the ACM, Information Systems Journal*, among many other outlets.

**Dr. Cris Giannantonio** has joined us as Associate Professor of Human Resource Management. She has a Ph.D. from the University of Maryland, College Park and has an extensive publication background.

**Dr. Amy Hurley-Hanson** has also joined us as Associate Professor of Human Resource Management. She holds her Ph.D. from NYU, and she also has an extensive publication record.

**Dr. Patrizia Porrini** will also be joining us in the spring semester as Assistant Professor of Management. She holds her Ph.D. from NYU, and she presented several papers at the Academy of Management annual conference.

**Dr. Ravi Tripuraneni** is Visiting Associate Professor of Marketing, and he holds a Ph.D. from Drexel University. He has published in *Long Range Planning*.

**Dr. Yu-Ming Wang** is Associate Professor of Management Information Systems, and he, too, holds a Ph.D. from NYU. He has an extensive publication and teaching background before joining us, having published in the elite journals in the field of MIS, including *Communications of the ACM, Information Systems Research, MIS Quarterly*, and the *International Journal of Electronic Commerce*, among many others. He has chaired sessions at HICSS and INFORMS conferences and was guest editor for the *Journal of Management Information Systems*.
Awards

This past year, Dr. Candace Ybarra received the Emerging Scholar Award from the Western Academy of Management. It was just another feather in her cap as she successfully garnered promotion to Associate Professor of Management and was awarded continuous tenure at the University.

David Poole, Associate Dean for Graduate and Executive Programs, was presented the Bud Fackler Award by the Executive MBA Council at their annual meeting last October. This international award was developed by AACSB and the Executive MBA Council to recognize individuals who have made significant contributions to the field of Executive Education.

Dr. Ravi Kathuria, Associate Professor of Management Science, was awarded continuous tenure at the University.

A team of entrepreneurship students under the direction of Dr. P. K. Shukla, Associate Professor of Marketing, competed successfully at the National KACE Entrepreneurial Business Case Writing Competition against 15 other top business programs, including those at Harvard, Stanford, and Cornell, finishing second only to the team from the University of Chicago.

Distinguished Speakers Visiting Campus

This past year, our students had the opportunity to learn from a variety of Distinguished Speakers including these individuals:

- **Jerre Stead**
  Former Chairman and Chief Executive Officer - Ingram Micro.
  Topic: "What a CEO Needs to Understand about Today's Business World."

- **Quang Pham**
  Founder & Executive Vice President - Lathian Systems
  Topic: "Financing, Selling, and Profiting: Lessons of a Surviving Startup"

- **Ashwin Rangan**
  Senior Vice President and Chief Information Officer - Conexant
  Topic: "Managing IT for High Return."

- **Patrick Kuhse**
  Former securities dealer and convicted white collar criminal
  Topic: “Seemingly Unimportant Decisions That Last a Lifetime”

- **William Ellermeyer**
  Senior Vice President - Lee Hecht Harrison, Inc.
  Topic: “You are the Enterprise”
• **Ralph V. Whitworth**  
  Founder and Managing Member of Relational Investors LLC  
  Topic: "The Value of Good Corporate Governance"

**Curricular Changes**

In March of this year, the Evening MBA curriculum was revised to strengthen the content and delivery of the program. A review of our competitors and other AACSB accredited programs was addressed in the process. Students will now have the option to choose a broader array of electives in areas of interest allowing our faculty to offer more in-depth courses in their area of expertise over and above the required core courses. This will also enhance our marketability in the competitive environment of Southern California.

**Student and Alumni/ae News**

**Joe Ramirez** (BSBA, ’99) left his position at Sigma Alpha Epsilon headquarters in Chicago to return to California and devote full time to his business, JRG Capital. The business was a "Best Entrepreneur" runner-up in 2000 and is developing a new delivery system for college test preparation and selection.

**David Cassell** (BSBA, ’97) who was working in Argentina at the National Bank of Paris since graduation has returned to California to pursue an MBA at UCLA.

**Ana Speer** (MBA, ’81) is Vice President at PFF Bank and Trust.

Two of our May graduates, **Jacob Martin** (BSBA, ’03) and **Thomas Hartley** (BSBA, ’03), passed the Certified Treasury Professional exam in July.

**Barry Moore** (EMBA ’02) has joined Edward Jones and opened up an office in Corona.

**Teresa M. Spera** (’00) is an officer with City National Bank in Irvine.

**Matt Munson** (BSBA ’01) has been promoted to the position of Manager of Global Pricing for BAX Global, a large freight forwarding and logistics company. His unit bids on all multi-million dollar global transportation contracts from firms such as IBM, 3Com, and Dell. He is also a student in Chapman’s MBA program.

**Jocelyn Leyretana** (BSBA ’99) graduated from Catholic University Law School and recently started work as a tax attorney for the IRS in Washington, D.C. She has been accepted into the LL.M. program in tax at Georgetown University School of Law.

**Viet Nguyen** (BSBA ’03) has entered the Masters in Financial Engineering program at Columbia University.
Jasmine Gokbilgin (BSBA ’02) recently accepted a position in the compliance department at PIMCO.

The following ’03 accounting graduates placed with CPA firms: Roxanne Adibi (KPMG), Christy Forbes and Kurt Reick (Ernst & Young), Steven Primm and Karyn Casey (Deloitte & Touche), Teela Christie (Kieckhafer, Shiffer & Co.), and Denny Taing and Amy Huynh (Grant Thornton).

Alex Taylor (BSBA, ’03) is playing semi-professional baseball in Canada. He was named Most Valuable Player in the Division III national baseball championship series, which Chapman University won.

Kelly Derrig (BSBA, ’03) has been hired by venture capitalist Chuck Martin as his personal assistant. Mike Cancelleri (BSBA, ’98) has been working for Mr. Martin for the past five years, and Mike recently got married.

Internships

During the past academic year, undergraduate students held internships with the following firms (and we’re always on the lookout for more opportunities for our students!):


Looking Ahead

Our plans for the 2003-2004 school year call for us to add additional full-time faculty (our needs are especially acute in accounting, finance, and marketing, and these are the core areas for any business school), to ratchet up the quality of our entering students while not losing any momentum in terms of growth to the student body, to add service infrastructure to the School so we can provide students and alums with a fuller range of services that they need and deserve, to expand our public presence in the various arenas we like to be recognized in, and to expand our outreach efforts with the business community.
As I sit in my office watching yet another building under construction (and another parking lot bites the dust), I continue to be impressed with this gem of a place called the Argyros School of Business and Economics. (The Wallace All Faith Chapel is rising right next to Beckman Hall.) We just got the results back from a benchmarking study of our MBA students and our undergraduate students, and the results are most gratifying. We score very high on dimensions such as satisfaction with teaching, breadth of curriculum, and overall satisfaction with the program. We need to polish this jewel and show her off proudly.

Francis D. (Doug) Tuggle, Ph. D.
Dean

FDT/bhs