

Curriculum Vitae

BUCK K. W. PEI

Education

Ph.D. in Accounting University of North Texas (North Texas State University) , May 1986,
Minors: Information Management & Psychology
Master of Accountancy Southern Illinois University, Carbondale, May, 1981
BS in Accounting National Chung-Hsing University (Taipei University), August, 1979

Experience

- 2013 to Present, Executive Dean for China Programs
- 2003 Fall to 2012, Associate Dean for Asia Pacific Programs (100% time administrative appointment)
- 1998 Fall to 2003, Director, ASU MBA Program in China (50% time administrative appointment)
- 1999 Fall to Present, Professor of Accountancy, Arizona State University
- 1992 Fall to 1999 Fall, Associate Professor of Accountancy, Arizona State University
- Spring 1993, Visiting Scholar, University of Arizona (Sabbatical Leave), Department of Economics
- 1986 to 1992 Spring, Assistant Professor of Accountancy, Arizona State University

Grant/Contracts, Awards or Honors

External Contracts and Grants

- Shanghai EMBA - (2003-2007 \$5.3Million), (2008-2012, \$12.2Million)
- Corporate Master of Management Program - Zhejiang Electric Power (2012 Fall - \$950,000)
- DBA Program (2012 Fall - \$1.9Million)
- Executive Development Programs and fund raising, \$1.8 Million (since 2006)
- Motorola Beijing Program (1999-2005), \$3.6Million
- CAPS Research Project (1996-97) Center for Advanced Purchasing Studies, \$36, 750 (with Yuhchang Hwang, Hal Reneau, and Julia David)
- Research Opportunities in Auditing Grant (1992),KPMG Foundation, \$26,500 with Cindy Moeckel

Teaching & Research Awards

- Excellence in Teaching Award (1998), State of Arizona CPA Foundation for Education an Innovation
- College of Business Outstanding Graduate Teaching Award (1997)
- Supply-Chain Management Faculty of the Year [1997] voted by Full Time MBA students
- Accounting Circle Faculty Award [1995-1997], School of Accountancy, Arizona State University
- Outstanding Undergraduate Teaching Award [1995], School of Accountancy, Arizona State University
- Research Incentive Award [1995], Arizona State University, \$13,000 (with Cindy Moeckel)
- Summer Research Grant [1994], College of Business, Dean's Council-of-100, Arizona State University, \$8,000

- Outstanding Faculty Research Award [1993] College of Business, Dean's Council-of-100, Arizona State University \$10,000

RESEARCH

Selected Journal Publications

- Delp, D, J. Si, Y. Hwang and **K-W B. Pei** and J. Fowlers (2005), "Availability-Adjusted X-Factor" International Journal of Production Research, Vol. 43, No. 18, September 2005, pp. 3933-3953.
- Delp, D, J. Si, Y. Hwang and **K-W B. Pei** (2005), "A Systematic Study if the Extended X Factor in Relationship to Effective System Capacity," Journal of Manufacturing Systems, Vol. 34, No. 4 2005, pp. 289-301.
- J. S. David, Y-C Hwang, **K-W B. Pei** & J. H. Reneau (2002), "The Performance Effects of Congruence between Product Competitive Strategy and Purchasing Management Design", Management Science Vol. 48, No. 7, July 2002, pp. 866-885.
- Pei, K-W B.** and Tuttle, B., (December 1999) "Part-set Cuing Effects in a Diagnostic Setting with Professional Auditors", Journal of Behavioral Decision Making Vol, 12, No. 4 pp. 233-256.
- Boatsman J., Cindy Moeckel, & **Pei, K-W B.** "The Effects of Decision Consequences on Auditors' Reliance on Decision Aids in Audit Planning," Organizational Behavior and Human Decision Processes (August 1997), Vol. 71, No. 2, pp. 211-247.
- Pei, K-W. B.**, Paul J. Steinbart, J. Hal Reneau, "The Effects of Judgment Strategy and Prompting on Using Rule-Based Expert Systems for Knowledge Transfer," Journal of Information Systems (Spring 1994), pp. 21-42.
- Pei, K-W. B.**, Philip M. J. Reckers & Robert W. Wyndelts, "Tax Professionals Belief Revision: The Effects of Information Presentation Sequence, Client Preference and Domain Experience," Decision Sciences (1992), Vol. 23, No. 1, pp. 175-199.
- Pei, K-W. B.**, Sarah Reed & Bruce Koch, "Auditor Belief Revisions in a Performance Auditing Setting: An Application of the Belief-Adjustment Model," Accounting, Organization & Society 1992, Vol. 17, No. 2, pp. 169-183.
- Pei, K-W. B.** & J. Hal Reneau, "The Effects of Memory Structure on Using Rule Based Expert Systems for Knowledge Transfer: A Framework and an Empirical Test," Decision Sciences, Spring 1990, Vol. 21, pp. 263-286.
- Pei, K-W. B.**, Philip M. J. Reckers & Robert W. Wyndelts, "The Influences of Information Presentation Order on Professional Tax Judgment," Journal of Economic Psychology, Vol. 11, 1990, pp. 119-146.
- Pei, K-W B.** & Fred. Davis," The Impacts of Organizational Structure on Internal Auditor Organizational and Professional Conflicts and Role Stress: An Exploration of Linkages," Auditing: A Journal of Practice & Theory (Spring 1989), pp. 101-115.

Research Monograph

J. S. David, Y-C Hwang, **K-W B. Pei** & J. H. Reneau (1999), "The Impacts of Purchasing on Financial Performance" 1999, Center for Advanced Purchasing Studies, Tempe, AZ

Papers Presented at National Meetings

Pei, K-W. B., Paul J. Steinbart, J. Hal Reneau, "An Experimental Investigation of Factors Affecting Knowledge Transfer Using Expert Systems," presented at **TIMS** (The Institute of Management Sciences) Annual Meeting in Nashville TN (May 1991).

Pei, K-W. B., Cindy Moeckel & J. Hal Reneau, "An Examination of the Relationship Between Auditor Judgment & Memory for Supporting Evidence," Presented at the Annual National Meeting of the American Accounting Association, August 1992 at Washington D.C.

Moeckel, Cindy & **K-W. B. Pei**, "The Effect of Competing Hypotheses and Repetition of Evidence on Auditors' Hypothesis Evaluation," Presented at American Institute of Decision Sciences (March 1990).

TEACHING

Courses Taught at Arizona State University:

Undergraduate Level: Accounting Information Systems (1986-1995)

MBA and Master Level:

- Decision-Making in Information Systems (1988 – 1992)
- Managerial Planning and Controls (1993 – 1995)
- Strategic Cost Management & Uses of Information Technology (1995 – 2002)
- Business Process Re-engineering and Change Management (1996 – 2000)
- Value Chain Innovations on Supply Chain and Information Management (1998 – 2003)
- Strategic Innovations in Cost Management and Organization Architecture (2003 – Present)
- Emerging Topics on Chinese Economies and Financial Markets (2005 – Present)
- Multinational Corporations and Capital Markets Operation (2012 – Present)

Doctoral Seminar - Behavioral Decision-Making Theory.

Doctoral Seminars and Reading Conference

- Behavioral Judgment & Decision Making in Auditing (Spring 1989)
- Selected Experimental Research in Man-Machine Interface, and Decision Support and Expert Systems Literature (Spring 1990)
- Applications of Cognitive Psychology, and Judgment Decision Making Literature in Accounting (Summer 1991)
- Applications of Cognitive Psychology, and Judgment Decision Making Literature in Accounting (Summer / Fall 1991)
- Experimental Research in Man-Machine Interface, and Decision Support and Expert Systems Literature (Spring 1992)
- Research on learning from feedback (Fall 1994)
- Research on using Experimental Market for studying intra-organization pricing behaviors (Fall 1994 to Spring 1995).

- Strategic Information Systems (Fall 1996)
- Empirical research on Inter-organizational systems (Fall 1998)

Major Curriculum Development (1993- Present)

- Lead the curriculum redesign at School of Accountancy –
 - Undergraduate accounting curriculum on Accounting Information systems courses under Accounting Education Change Commission (1993-95); I played a critical and leadership role leading to the development of the entire undergraduate Accounting curriculum with the development of the first and foundation course to the entire curriculum for the accounting major. Major innovations include: team-based learning pedagogy, the development and use of case studies, and the introduction of field-based real world projects as a capstone learning experience.
 - Master of Accountancy program curriculum change after the departmental merger with the department of Computer Information System (1995-1998). My leadership role involves the development of three major new courses for the Master of Accountancy and Master of Information Management degree programs. I also led the department efforts on the integration of accounting and information system curricula during this period.
- Development of new MBA courses/curriculum for the Information Management Track and Supply Chain Management Track (1996-2001) I was the faculty coordinator for the MBA/MSIM track for the School's major curriculum design of its Full Time MBA. My responsibilities also include the development of new interdisciplinary courses with the department of Management and department of Supply Chain Management.
- Development of new courses for Online MBA program (2001-2002)
- Development of new courses for the EMBA program in Shanghai (2003 to present)

SERVICES

Departmental:

Elected:

Personnel committee (92 to 95) (97 to 98) (2000 –to 2003)
Advisory Committee (93-95; 97-98)

Other:

Faculty recruiting committee, **Chair (94 - 95)**; member (92-93)
Assessment committee (94 to 95)
Doctoral committee (93 to 96), **Chair (95 to 96)**
MBA-Information Management dual degree committee (95 to 96)
CIS undergraduate committee (95 to 97)
Full Time MBA Concentration Coordinator – MBA/ Master of Science in Information Management (MSIM) Program 1997-2001

University & College

ASU President's Council on China engagements (2004 to Present)
 University Management Team (2004 to Present)
 W. P. Carey School Dean's Search Committee (2003-2004)
 School of Accountancy Director's Search Committee – Chair (2003-04)
 Task force on the role of faculty for COB strategic vision (2001 – 2003)
 Globalization Committee (2001 – 2003)
 Full Time MBA Curriculum Committee - Second Year Concentration (2001 – 2003)
 Faculty Coordinator MBA IM track coordinator (1999-2003)
 E-business task force (1999 – 2000)
 College Doctoral committee (95 to 97)
 College Honors & Awards committee (94 to 95)
 College Instructional Technology Evaluation Committee (94)

Academic

Editorial Board for Academic Journals:

Associate Editor, Advances in Accounting (Summer 1994 to Fall 1997)
Journal of Accounting Information Systems (1992 to 1998)

Decision Sciences (1991 to 2002)

Reviewer, **Decision, Risk & Management Science Program** of the *National Science Foundation*.

Referee for Academic Journals:

Reviewer for Accounting Organization and Society, The Accounting Review, Contemporary Accounting Research, Auditing: A Journal of Practice and Theory, Journal of Economic Psychology, Management Science, Journal of Behavior Decision Making, and Organization Behavior and Human Decision Processes.

Officer of Professional Organizations:

- Globalization Initiatives Committee [1996-97], **Co-Chair**, American Accounting Association

As the chair of this committee, I was the chief conference organizer for the first joint international conference between the AAA and China Accounting Professors Association held in Beijing, China from July 10 through July 14, 1997. Included in this responsibility are: fund raising for the conference, paper evaluation, planning the conference logistics, and conference publication. The conference was attended by over 200 leading accounting academicians from all key universities in China. Through the success of this program, I led the AAA on its China engagements via my roles at CAPANA (see below) to engage and train accounting faculty from all over China on teaching and research. My efforts were highly recognized by China's Ministry of Finance, which oversees the development of accounting standards and policymaking for China's global engagement efforts, especially on its financial markets.

- Asia Task Force, **Chair**, Globalization Initiative Committee [1997-98], American Accounting Association

As the chair of this task force, I initiated the first joint international conference between the AAA and Taiwan Accounting Association. The conference was held in July 10 through July 15 1999 in Taipei.

Treasurer [95 to 96] and **Secretary** [97-98] of the IS/MAS section of the American Accounting Association.

Board of Directors (96-98), **President** (1992-94) and **President-elect** (1990-91), Chinese Accounting Professors Association - North America (CAPANA)

Note: All members of the association belong to the American Accounting Association. CAPANA has been instrumental in helping the AAA in its globalization activities in Taiwan, Hong Kong, and China. Evidence of CAPANA impacts on AAA's activities in Asia Pacific Rim can be found in various AAA national Newsletters. Over the past ten years, CAPANA serves as the gateway for enabling the globalization of AAA faculty members through conferences and forums.

Continuing Education Committee (1998-2001), the Auditing Section of the AAA.

Corporate/Governmental

- **Baoshan Steel – Board of Directors, Chairman of the Audit Committee, member of Compensation Committee (2005 to 2012)**
 - Baosteel is the largest steel company in China with annual revenue exceeds \$35 billion USD in 2011. It is listed on the Shanghai Stock Exchange [SSE 600019] and is a top ten state owned enterprises in China. The firm was recognized as a model firm on corporate governance, social responsibilities and global competitiveness and has received numerous awards during the past six years.
- **Baosteel Group – Board of Directors, Chairman of the Audit Committee, member of the Strategy and Nomination Committee (March 2012 to Present)**
 - Baosteel Group is the holding company of Baoshan Steel is one of the largest SOE governed directly by the State Council (Office of the Premier) of Chinese central government. Baosteel Group produces about 44.5 million tons of steel annually. The state-owned company has 20 subsidiaries (six listed firms on Shanghai Stock Exchange, including one in the Information Technology Sector and one in the Financial Services Sector) and exports its products to more than 40 countries, including Japan, Europe, South Korea, and the U.S. It is a Fortune Global 200 firm, with revenue exceeds \$50 Billion USD in 2011.
- **Want-Want China Holding – Board of Directors, Chairman of the nomination/corporate governance committee, and member of the audit committee, strategy committee and compensation committee (2007 to Present)**
 - Want-Want China Holding is a major leading food and beverage firm headquartered in Shanghai and listed on the Hong Kong Stock Exchange [HK0151]. The firm has a market capitalization of \$20 billion USD. The company has operations in the People's

Republic of China, Taiwan, Hong Kong, Singapore, and Japan, as well as exports its products to Thailand, Korea, and the United States.

- **Shanghai Government – International Business Leaders’ Advisory Council (IBLAC) for the Mayor of Shanghai (2007-2009) : the mission of the Council is to promote Shanghai as a global center for trade and investment; all members of the Council are C-level executives from Fortune Global 500 firms with major investment and operation in China.**
- **Consulting to U.S. Multinationals – Cisco, Honeywell, Bank of America, IBM, Intel, Motorola, Avnet, Microsoft, Oracle, and Raytheon (1997 – 2003)**
 - The above activities were a part of my leadership role for corporate connectivity and Full Time MBA program practicum engagements. They were designed to provide MBA students with direct consulting engagement experiences and secure possible career placement upon graduation.

Administration

To become a world-class business school, the W. P. Carey School realizes the criticality of corporate connectivity and faculty globalization. Under this vision, I led the planning and development of our first corporate MBA program in 1997. The mission of the program is to globalize our curriculum through faculty with the sponsorship from Motorola China in Beijing. Prior to this program, the School had no experiences on the program delivery outside of the Phoenix metro. Most faculty members were uncomfortable with this endeavor as the program will be delivered thousands miles away and in a country with drastic differences in culture, social-political systems, and stage of economic development. Leadership within the school was unsure of the eventual outcome – financially and on the intellectual payoff from the faculty investment. Against all odds, the Motorola Beijing program was successfully executed, met all the expectations and more. It changed the School’s culture and mindset, and prepared the faculty for future strategic actions including the subsequent development of on-line MBA, corporate MBA and the EMBA programs in Shanghai and Mexico at the turn of the 21st century.

With the success of the Motorola Beijing program, I led the planning, development and execution of our next venture in China – Shanghai EMBA program. The vision of the program is bold – to build a global brand by leveraging the timing of China’s entrance to the World Trade Organization. To realize this vision, we selected a unique partner – Shanghai National Accounting Institute. The Institute was founded by China’s Premier – Mr. Zhu Rongji and is under the governance of China’s Ministry of Finance. Unlike the Motorola Beijing program, the Shanghai EMBA program demands Mandarin delivery to the executive level audience from various Chinese firms and government agencies. All members of the first cohort (N=60) were senior government officials (including two Vice Mayors of Shanghai) or C-level executives of China’s largest state-owned firms. Collectively, the amount of assets under they supervision and management exceeds 10% of China’s GDP. To ensure program quality and student learning experience, English delivery with oral translation simply was not feasible or desirable. Hence, I assembled an all star faculty team consisting of the most renowned Mandarin-speaking faculty from various elite U.S. institutions to join this effort. This was an unprecedented departure from the status quo – mandarin delivery without English language requirement and with 50% of the curriculum delivered by non-ASU faculty! The program was successfully launched in 2003 after two years of intensive planning and coordination, including getting the approvals from China’s Ministry of Finance and Ministry of Education. The program is a huge success and continues to excel in all fronts. It is now ranked as the top 20 global EMBA program by the Financial Times, and yields significant financial contribution to the School (about \$20 Million since 2003). More importantly, the program creates a global brand in China as

evidenced by the increasing enrollment of Chinese students to ASU campus in recent years, particularly at the W. P. Carey School. The Shanghai EMBA program also enjoyed an immense level of alumni loyalty – 80% of the program participants were the referrals from the program alumni. After the 2008 financial crisis, we double the size of the program (from 60 to 120 annually) while most other Sino-U.S. MBA programs in China either faltered or retreated all together! The Shanghai EMBA program now has over 900 alum from 450 plus firms – we did so without spending any marketing expenditure and with the growing reputation as one of the best program in China against all premier China domestic programs (e.g., Tsinghua, Peking, Shanghai Jiaotong, Fudan, CEIBS). The program also yielded significant spinoff benefits to other master programs. A case in point, through the support of the program alumni working in the firm, we were invited to launch a corporate Master of Management program in Fall 2012 with Zhejiang Electric Power (a subsidiary of the State Grid Corporation of China – a Fortune Global 7th company – the largest utility company in the world, with a total revenue over \$270 Billion USD in 2011).

Built on the success of the Shanghai EMBA program, we launched a DBA program in collaboration with Shanghai Advanced Institute of Finance (SAIF) at Shanghai Jiao-tong University in September 2012. The program is highly endorsed by Shanghai city government. The vision of the program is to accelerate China's pace of global engagement and to propel Shanghai as a global financial center. The first cohort of this program is just as impressive as the first cohort of the EMBA program. They are the leaders of their industries or government officials in charge of policymaking, particularly in areas of global engagements. As a new degree program, the DBA program must seek endorsements and approvals at all levels of faculty governance within the School and the University. This program is expected to create synergies with our Shanghai EMBA program, particularly for alumni engagement and future expansion in China. Collectively, both programs are also envisioned to enable corporate connectivity with multinational firms having major establishments in China and with those Chinese firms planning to make overseas investment in the U.S.

During the past 15 years, I worked extensively in China visiting numerous firms, government agencies and city government. I have witnessed the impacts of our teaching in firms and cities led by our program alumni. They practiced what they learned and transformed ideas into actions and results! Increasingly, we are in the world without borders. As a world-class business school, the W. P. Carey School's globalization efforts in China reflect our willingness to innovate and to take smart risk. Together with our Chinese partners and colleagues from the University, the W. P. Carey School is able to inspire changes in practice, and advance U.S. Sino relations for years to come. As a leader of the China programs, I take immense pride in our accomplishments and enjoy the great fortune to have earned the trust and support from my colleagues to lead our journey of globalization in China.

Below is an executive summary of my responsibilities for each of the preceding program.

1. Lead the planning, development and execution of the first overseas degree program in the history of Arizona State University

Beijing MBA Program (1998 – 2005) – launched in 1998 with the sponsorship and funding from Motorola China. The program went through three iterations over a six years period and trained over 130 senior managers of Motorola China. I was the founding program director since the very beginning to its successful conclusion in 2005.

Major responsibilities:

- a) Develop program and curriculum proposal for internal and external review and approval (e.g., graduate college, faculty council, outside accreditation agencies for the University and senior executives of Motorola university),

- b) Faculty recruiting, mentoring and services,
- c) Student admission and services,
- d) Alumni engagement and cultivation,
- e) Collaboration with Tsinghua University (China's MIT) faculty for knowledge sharing and curriculum enrichment,
- f) Interaction with key executives of Motorola China for student selection, leadership development and curriculum refinement,
- g) Contract negotiation and relationship management with Motorola executives for high quality program execution that reflect favorably on ASU and the W. P. Carey School,
- h) Financial and budget management for all phases of the program execution and delivery,
- i) Collaboration with Motorola University on logistic supports for faculty service and curriculum delivery in Beijing China.

The impacts of the program are illustrated as follows:

- a) **Enable cross-disciplinary collaboration** - One key unique feature of the program is enable joint curriculum development and collaboration between Business and Engineering faculty members. As the program director, I reported to the Deans of both Business and Engineering Schools.
- b) **Cultivate Faculty Globalization** -Back in 1998, few ASU's faculty members ever visited let alone taught in China; secure faculty buy-in to participate and excel in China teaching was an immense challenge. Through this program, over 20 different faculty members from School of Business and School of Engineering were able to teach successfully China. This was a landmark achievement for ASU in its globalization initiative.
- c) **Build ASU's credibility and reputation in China, particularly for the MBA education**
- d) **Create Revenue** - The program has been fully self-funded from day one – with a total of \$3.6 Million funding from Motorola China.
- e) **Gain Learning Curve for future strategic action.** The program enables the learning experiences and faculty buy in at ASU to subsequently develop the Corporate Online program in 2001 and Mexico EMBA program.
- f) **Change Mindset and Create Buy-in** – the program execution necessitates the challenge of the legacy rules at both School and University levels
- g) **Enable Corporate Endowment** - The delivery of the program also facilitated ASU's subsequent efforts to secure a \$10 million gift from Motorola (one of the largest donation in the history of the university at the time). Below are the remarks from Motorola senior leadership made in 1999:

“Motorola and ASU have worked closely together for decades in the Phoenix area and Motorola employees have benefited from the excellent ASU courses and faculty. Now, with ASU and Motorola working together in China, our managers there will benefit by the value of the Technology, Science and Engineering and the ASU faculty also. ASU faculty interfacing with Motorolans in China and Arizona will help bring them closer.”

Gary L. Tooker, Chairman of the Board, Motorola

“We see this program as part of Motorola's efforts to develop Motorola China's leadership and Chinese leaders for global Motorola. It will provide skills and knowledge which will benefit not only Motorola, but also the community in which our employees live, work and educate their children. “

**William Wiggernhorn,
Sr. Vice President of Training and Education & President of Motorola University**

2. **Lead the planning, development and execution of an Execution MBA Program in Shanghai – the first MBA program ever endorsed by Chinese government for senior government officials and leadership of major state owned enterprises. The program has alumni from 22 provinces of China with over 900 students from more than 450 major state owned firms.**

As the founding dean of the program, I played a central leadership role from the planning stage in 2001 to the successful launching of the program in 2003 and have been responsible for its execution and expansion ever since. The program vision is to create impacts through knowledge and education. With China's pivotal and accelerating role in today's global economy, the W. P. Carey EMBA program in Shanghai aspires to accelerate the country's pace of global integration, promote U.S.-Sino trade relations and enhance the global connectivity for the business community. The vision also reflects Arizona State University's aspiration for global engagement and to drive economic development for the State of Arizona.

Major responsibilities include:

1. Develop strategic planning for China engagements at both W. P. Carey School and University level; in essence, the China program at the W. P. Carey School has been leading the university level China engagements since 2003,
2. Cultivate and sustain corporate and government relationships will help support, enrich and expand the programs profitably while contributing to our reputation as a Top-of-Mind business school on a global scale,
3. Government level – Ministry of Finance, Ministry of Education, China Securities and Exchange Commission (CSRC), China Banking Regulatory Commission (CBRC), China Insurance Regulatory Commission (CIRC), Shanghai city government, Zhejiang provincial government, Jiangsu provincial government, Jiangxi provincial government and various other local municipal government agencies, particularly those located in the Yangtze Delta, and with the state owned enterprises at both central and provincial levels,
4. U.S. multinationals having significant operations in China particularly those in financial services, high tech manufacturing, industrial and telecommunication sectors. Over the years, I build relationships with Motorola, Intel, IBM, Honeywell, Avent, Schwab, Morgan Stanley, Goldman Sachs, UBS, Citi Corp, MetLife, Standard Chartered Bank, HSBC Holdings, Rockwell-Collins, Cisco, Microsoft, Bank of America, and Qualcomm
5. Build and sustain alumni relationship – EMBA alumni are viewed as the most important strategic asset of ASU for branding, market penetration and academic collaboration for the business school and other academic units across ASU campus,
6. Develop world class branding for ASU and W. P. Carey School to enable domestic recruiting of high caliber students to ASU domestic programs. A case in point, since 2008, the Master of Accountancy program witnessed a significant increase in applicants from universities of finance and economics in affiliation with SNAI and Ministry of Finance due to the reputation of the Shanghai EMBA program,
7. Create future opportunities of executive education and other revenue streams. Successful examples include those with China Unicom and China Merchant Securities,
8. Recruit and cultivate faculty for executive level teaching and research in China. During the last 10 years, over 12 faculty members at the School have taught in the Shanghai EMBA program; 7 more new faculty will be teaching in the Master of Management program starting in Fall 2012,
9. Manage all phases of the program from recruiting, admission, course delivery to graduation,
10. Manage budgets and contracts with our China partners with a focus on high-quality execution that will reflect favorably on ASU and the W. P. Carey School,
11. Bridge connectivity between Shanghai EMBA and domestic MBA programs, and

12. Scan market opportunities for program expansion in other cities and with other partners. One recent successful example is the expansion of our Master of Management program to Zhejiang through corporate engagement with the State Grid Corporation of China and its operation in the Zhejiang Province. The program was launched in August 2012 with the first course delivery in November 2012.

Highlights of the Shanghai EMBA program:

- i. **Customized Curriculum** – course materials and case selection are designed for high level senior C-level executives and often tailored to the market and institutional environment in China.
- ii. **Endorsement of Chinese government** – particularly, Ministry of Finance, Shanghai government, and various government agencies in charge of financial services industry (e.g., China Securities Regulatory Commission, China Banking Regulatory Commission), and various provincial and municipal government agencies on policymaking and governance of state owned enterprises.
- iii. **Unique Faculty Team** – to overcome language barrier of senior Chinese executives, the faculty team consists of some of the most accomplished mandarin speaking scholars from other premier U.S. universities such as Stanford, Yale, MIT, Columbia, NYU, University of Washington, Penn State, and UC Berkeley. This permits the program to deliver its curriculum immediately without the uncertainty typically associated with in-house faculty hiring and development.
- iv. **High Profile Executive Students** – unlike the typical executive MBA program, most students in the Shanghai program are high profile government officials and senior management of China's largest or most prominent state owned enterprises.
- v. **Increasing market penetration and industry coverage** – the program now enjoys excellent market recognition due to its product and service quality and alumni loyalty (see appendix 1 for the contrast between 2003 and 2011)
- vi. **Gain global recognition and branding** – currently, the W. P. Carey EMBA program is ranked 20th (28th) globally by the Financial Times in 2011 (2010). Below is the top 25 ranking of global EMBA program in 2011:

Financial Times EMBA Global Ranking of 2011

Rank	School name	Country	Programme name
1	Kellogg/Hong Kong UST Business School	China	Kellogg-HKUST EMBA
2	Trium: HEC Paris/LSE/New York University: Stern	France/UK/US	Trium Global EMBA
3	Columbia/London Business School	US/UK	EMBA Global Americas & Europe
4	Insead	France/Singapore/U.A.E.	Insead Gemba
5	University of Chicago: Booth	US/UK/Singapore	EMBA
6	Duke University: Fuqua	US	MBA - Global Executive
7	University of Pennsylvania: Wharton	US	MBA for Executives
8	IE Business School	Spain	EMBA
9	UCLA / NUS	U.S.A/Singapore	UCLA-NUS EMBA
10	London Business School	UK/U.A.E.	EMBA
11	Ceibs	China	International EMBA
11	Kellogg/York University: Schulich	Canada	Kellogg-Schulich EMBA

13	Iese Business School	Spain	Global EMBA
14	Chinese University of Hong Kong	China	EMBA
15	Washington University: Olin	US/China	Washington-Fudan EMBA
16	IMD	Switzerland	EMBA
17	Kellogg/WHU-Otto Beisheim School	Germany	Kellogg-WHU EMBA
17	Northwestern University: Kellogg	US	EMBA
19	National University of Singapore School of Business	Singapore	Asia Pacific EMBA
20	Arizona State University: Carey	China	Carey / SNAI EMBA
21	New York University: Stern	US	EMBA
22	UC Berkeley/Columbia	US	Berkeley-Columbia EMBA
23	Imperial College Business School	UK	EMBA
23	Korea University Business School	South Korea	EMBA
25	Columbia Business School	US	EMBA

3. **Lead the development, planning and execution of DBA program with Shanghai Advanced Institute of Finance at Shanghai Jiao-Tong University.** The DBA program is an applied research professional doctorate designed for corporate leaders and senior government officials in China seeking a terminal degree alternative to the traditional Ph.D. intended for those pursuing an academic career. This program is an ASU degree with a highly qualified China partner, the Shanghai Advanced Institute of Finance (SAIF) of Shanghai Jiao Tong University providing assistance.

As the founding dean of the program, I am responsible for leading all phases of the program from program design, curriculum planning, faculty recruiting, seeking internal coordination and approvals within ASU, to working externally with our partner in China for program approval, marketing and student recruiting. After two years of planning since 2010, the program was successful launched in September 2012.

The program has the following unique features:

1. **Unique Partnership** - SAIF, funded by Shanghai city government, is empowered with a mission to transform Shanghai as a global financial center for China. The Executive Vice Mayor of Shanghai, Mr. Tu Guangshao, serves as the Board Chairman of the institute. Through the proposed DBA program, the partnership formed between SAIF and ASU will create synergy for program branding, marketing, execution and impact. This partnership will also insure that the research projects undertaken by students in the DBA are substantial and have impact.
2. **Unique Faculty** - One unique characteristic of the program is the faculty's bilingual capability, especially through our collaboration with SAIF. Many faculty members participating in the program will deliver their instruction in Mandarin. This delivery feature enables the program to target the participants at the senior management level and permits effective classroom discussion. This partnership among faculty is far superior to traditional models wherein faculty comes from only one institution because it leverages world-class expertise, applied knowledge of China and language capabilities. This can be achieved more quickly and less expensively than building bilingual expertise from the ground up and allows us to take advantage of the unique opportunity presented by the invitation from the Shanghai government and its current emphasis on globalization.

3. **Unique Students** - The program targets senior government officials and C-level executives of major state owned or private firms as its participants. One common attribute of these participants is their aspiration in leading China's globalization efforts, particularly through the transformation of its economic structure from manufacturing to services and/or to a higher value segment of the value chain. The program was successfully launched in September 2012 with the admission of 35 highly qualified participants (see appendix 2 for student profile).
4. **Unique Curriculum** - The target audience is senior executives and government officials who aspire to transform their organizations as leaders. Their scholarly training and achievement will focus on applied research focused on China, its role in the global economy and their specific industries. This is a radically different model from the scholarly PhD degrees, which train students in basic research and for academic careers.

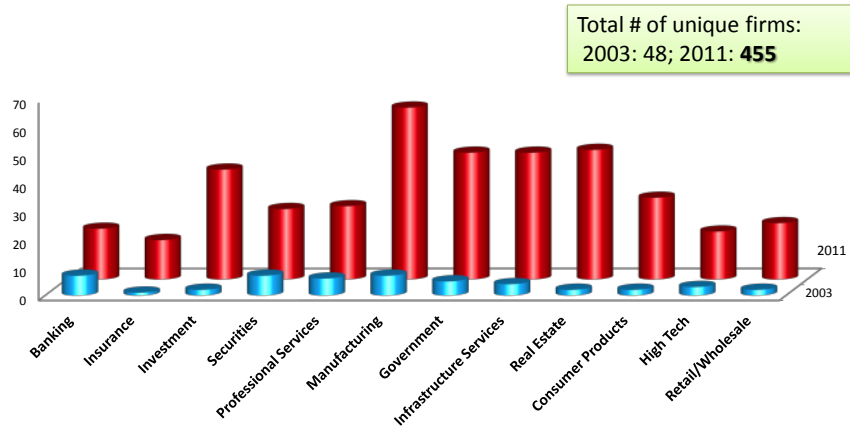
Strategically, the DBA program also serves as a critical platform for alumni engagement. Of the first cohort (N=35), 12 participants are our Shanghai EMBA alumni. Hence, we expect huge synergies between these two programs moving forward and sustain our excellence in reputation and impacts as a world-class business school.

4. **Assist the Office of President on various University China engagement efforts since 2005,** including the visitation to Ministry of Education, Ministry of Science and Technology, Tsinghua University, Peking University, Pudong Municipal City government, Baosteel, China Power Investment Corporation, Shanghai Stock Exchange, Pudong Development Bank, and Industrial and Commerce Bank of China. In 2011, I assisted the University to host the visitation of AZ governor to Shanghai and meeting various government and business leaders to promote the trading relations between the State and Shanghai business community.

Appendix 1

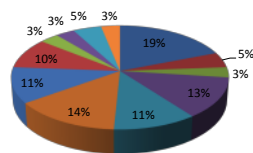
Student Profile of Shanghai EMBA Program

Shanghai EMBA - Industry Penetration (2003 vs. 2011)

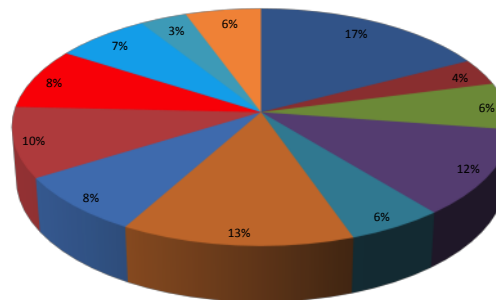


Shanghai EMBA – Industry Sectors by head count

2003: Shanghai MBA
N=63



2011: 810 students & alumni



■ Banking
 ■ Insurance
 ■ Investment
 ■ Securities
 ■ Professional Services
 ■ Manufacturing
 ■ Government
 ■ Infrastructure Services
 ■ Real Estate
 ■ Consumer Products
 ■ High Tech
 ■ Retail/Wholesale

Shanghai EMBA Alumni Sample Profile (N=60)

Chairman, Shanghai People's Congress	Vice Governors (N=5) in three major provinces
Vice Mayor of Shanghai (N=6, including three current Vice Mayors)	Vice Commissioner, China Securities and Regulatory Commission (China's SEC)
Secretary General, Shanghai City	Minister of Human Resources of the Communist Party (Vice Governor rank) of Hebei Province
CEO, Shanghai Stock Exchange	Director General, State Assets Supervision and Administration Commission of Zhejiang Province
CEO, Shanghai Futures Exchange	Director General, State Assets Supervision and Administration Commission of Jiangxi Province
President, China Construction Bank - Shanghai	Director General, State Assets Supervision and Administration Commission of Anhui Province
President, Bank of China - Shanghai	Chairman, China Futures & Commodity
President, International Commerce Bank of China - Shanghai	Chairman, Zhejiang Power Group (the largest power generator in eastern China)
Chairman, Pudong Development Bank	President, Industrial and Commerce Bank of China – Jiangsu Province
President/CEO, Pudong Development Bank	Party Chief, Jingzhong City, Shanxi Province (Population 5 million)
Chairman, Bank of Shanghai	Chairman, Honda Group
Chairman, Shanghai Rural Development Bank	Party Chief, Quzhou City, Zhejiang Province (Population 4 million)
Chairman, Bailien Group (China second largest retail and supermarket chain)	Vice President, Qualcomm China
Chairman, Bright Food Group (China's second largest food and agriculture company)	Mayor, Jiujiang City, Jiangxi Province (Population – 5 million)
Chairman, CEO of Baosteel Inc.	Vice President, Southern Grid (a global 50 company)
Chairman, Shanghai Electrics Group (China's GE)	Vice President, Motorola China
Chairman, Shanghai Airlines	Director General, Financial Service Division of Zhejiang Province
Chairman, Shanghai Commerce & Investment Co	Vice President and CFO, Shanyi Industrial Group (Annual sales over \$40 Billion USD)
Executive VP, Shanghai Automobile (SAIC) (The largest auto firm in China with JV with GM and VW)	CEO, China Post – Hunan Province
Chairman, Goutai JunAn Securities and Investment	CEO, China Post – Shanghai City
Chairman, Oriental Securities	Chairman, Zhejiang Commerce Investment Group
Director General, Public Media Division of the Communist Party (in charge of all media business)	Mayor, Yintan City, Jiangxi Province (Population – 4 Million)
Director General, Financial Services Division of the Communist Party (in charge all state firms in the financial services sector)	Director General, Financial Service Division, Shanghai City (in charge of all financial services firms in Shanghai, including JV with multinationals)
Chairman, PingAn Life Insurance	Chief Technology Officer, China Unicom
Director General, China Securities and Regulatory Commission, Shanghai Region	Director General, CSRC (China's SEC) Shanghai
Executive VP, Shanghai Industrial Group	Chairman, Zhejiang Communication and Transportation Investment Group (the largest public company in Zhejiang with over \$30 Billions in sales)
CEO, Shanghai State Asset Management Corp.	Chairman, Hangzhou United Bank
Chairman, Yangtze Economic Development Group	Vice President, China Post, Jiangsu Province
Chairman, Shanghai Commerce Investment Group	Vice President NEC
CEO, Shanghai Shenyin Securities Investment	Vice President, China Mobile

Appendix 2

Student Profile of the DBA Program (N=35)

