

The Spirit and People of PIM

“A 28 Year Odyssey”

This year’s PIM meeting at UCLA marks an important milestone for me personally and a wonderful opportunity for reflection on more than 28 years as one of the founding members of this extraordinary organization. It marks the end of my formal tenure as Chairman of PIM, a position I have been honored to hold for the past three years, when we first instituted the Office of Chairpersons, now held by Jean Marc de Leersnyder, Philip Williams and myself. It also is an occasion that brings me back to my alma-mater, UCLA’s Anderson School of Management, for the first time since this institution moved into their beautiful new facilities. Most of all, this occasion gives me the opportunity to reflect on the origin, the growth and accomplishments and the current challenges of PIM and its member schools. More than ever, I sincerely believe in the guiding principles of PIM and perhaps as important, the spirit and people of PIM.

When we celebrated our Silver, 25th anniversary in Paris in 1998, HEC, one of our founding members, put together an excellent document on the evolution of PIM as well as comments from the founding members and from many of our distinguished alumni. A portion of that document on the evolution, with an update since 1998, is appended to my commentary today and may be of interest to many of you, especially those who are relatively new to PIM.

The Spirit of PIM

The guiding principles of PIM remain today as our reasons for continuing our existence and possibly growing to an even larger and more prominent organization. It is an institution whose primary purpose, then and now, is to provide to students an international consortium of schools of higher education, outstanding in their field and in their delivery of a graduate equivalent degree in management, the opportunity to expand their horizons with a meaningful educational and social experience in an environment different from their home institution and national customs. From an initial group of three institutions, HEC, LBS and NYU, we are now 44. The PIM consortium has prospered when several others have not, it has persevered when international cooperation has been encouraged in theory on all levels but where the realization has oftentimes been challenging, illusive and difficult to achieve for a sustained period of time. We can be proud of our accomplishment of providing an exceptional international educational exchange experience to almost 15,000 students, but we should also be aware of the reason that we have been so successful.

The reasons are, in my opinion, the highly correlated resources of spirit and committed, enthusiastic people. I certainly count myself as so fortunate to have served with such a remarkable group of outstanding individuals over almost thirty years. Most have moved on to other pursuits for various reasons. I am still here. In reflecting on this, I guess the reasons are first, that I am still with NYU (actually this is my 34th year at Stern). Second, I do not have to be involved, (i.e. it is not my job), but I choose to, and

(3) I passionately believe in PIM and its guiding principles. Many of the persons I will mention are no longer in their official PIM position, and, with the exception of a few of you, are not here today to share in our current success and our significant challenges going forward. Many of you will not have known these individuals, but I hope I can make you aware of their contributions to PIM. And, I must apologize to those individuals who have and continue to make important contributions but whom I neglect to mention in reflecting on our amazing 28 year odyssey.

Our Past Contributors

The easiest way for me to proceed is chronologically, from the time of PIM's inception to the present. When we first conceived of PIM, it was the vision of Richard Zisswiler, Director of HEC in 1972, and myself to start the venture. We quickly received the support of Ingo Walter (Associate Dean) and William Dill (Dean), both of NYU, to move ahead. Sir James Ball, then the Principal at LBS, was enthusiastic also and he assigned Tony Renton, MsC Director, to join Jean Klein (HEC) and myself as the first PIM Coordinators. Yes, we were doing the same job that many of you wonderful international exchange administrators now work so hard at to ensure the program's success. The choice of LBS was critical to the original concept of a tripartite program involving students spending one semester at two different foreign school locations, studying and trying to survive the challenges of a different culture and language. The original two-semester structure was modified to the present one-semester format when the program expanded to additional schools in the mid-1970's.

It may seem obvious to most of you that international exchange at the graduate level, with reciprocal course credits and fees, is both logical and desirable. But, in those early days, we had to convince skeptical faculty and surprised students that the benefits of an exchange outweighed the costs for certain students and that our institutions' were better off as a result. Certain schools, then and now, still cling to the opposite viewpoint. The success that we have had in attracting so many fine institutions to PIM, and the long line of potential members, attest to our vision and success.

After Richard Zisswiller, several HEC Directors played important roles in supporting and expanding PIM. These include Christian Vulliez, who still is involved as Director of all Education Programs at the Chambre de Commerce of Paris, Jean Paul Larcon and, of course, one of our current chairmen, Jean Marc de Leersnyder. Larcon and Vulliez, in particular, along with several of their European counterparts, were instrumental when PIM gave birth to a "daughter" consortium in Europe called SEMS in the late 1980's.

The first schools to join the original three founding members were the Fundacao Getulio Vargas (1975), McGill University (1976), ESADE (1977), and Koln (1978). It was at this time that we switched to the one semester format. Individuals like Paula Hamberger and Michael Zeitling (FGV), Richard Wright, Wally Cranston, Al Jaeger (McGill), Luis Puges (ESADE) and Gunter Sieben (Koln) were inspirational leaders who continued to play prominent roles in PIM long after their schools were admitted. Indeed, Luis Puges assisted in hosting last year's PIM meeting in Barcelona and was at that time the Rector of ESADE. Luis is certainly amongst the true PIM icons. And, Al Jaeger of McGill, probably for many of the same reasons that I am still involved, has been an

important force in advancing PIM over the years. As for Gunter Sieben of Koln, his loyalty and quiet spiritual guidance, has been so important to us all and we appreciate that he continues to attend the PIM consortium meetings, after his retirement from his great institution.

The last two schools who formed the real core of PIM's early development were Luigi Bocconi University and the Stockholm School of Economics, both admitted in 1980. The leaders of Bocconi in those early years of the 1980's are still, for the most part, involved today. They include Carlo Secchi (another icon), now Rector of Bocconi, and Severino Salvemini, both whom hosted the famous PIM meeting in 1986 where ten schools signed the first PIM Covenant. They were ably assisted by the "Italian Mother" of PIM, Andreina Levi, who made sure we were all well fed in those early PIM days. It was at that meeting that the PIM coordinators began to seriously craft the growth strategy of the organization and where the simple, but powerful, principles and policies were codified.

The Stockholm School contingent was led by a newcomer to education, Stefan Linder, who made the transition from politics to education (and back again later) with great dignity and foresight. After leading SSE and always supporting PIM, as well as attending every PIM meeting when he served as their Dean, Stefan returned to politics as a member of the European Union Parliament, where he joined Carlo Secchi as representatives of their respective nations. I regret to mention that Stefan has since past away and want his school and family to know that we will miss his wise counsel and dynamic leadership.

The Bocconi meeting was followed by significant growth for PIM involving Michigan (1987), Wirtschaftsuniversitat Wien (1988), Erasmus (1988), Copenhagen (1988), Louvain (1990) and St. Gallen (1990). Each of these schools was lead by a dynamic and extremely positive individual, who helped move PIM along in our next generation of growth and leadership. These individuals included Ed Miller (Michigan), Hans Hansen and Heinrich Stremitzer (Wien), Henk van Ruler (Erasmus), Finn Jung Jensen and Harold Westergaard (Copenhagen), Christian del Porte (Louvain) and Heinz Hauser (St. Gallen). Finn continues to work closely with PIM in his role as President and, unfortunately, Harold also has past away. We sincerely miss his enthusiasm and grace.

A few additional words about Ed Miller and Christian del Porte are appropriate. Ed represented the second US school in the consortium and was a powerful force in our development. Always willing to work extra hard for PIM and to nurture the program at Michigan, he served for a decade before retiring. I wish he was here today. Christian, as most of you know, served PIM until this year when he moved on to become Rector of a different school and he served as one of the first Chairmen of PIM. We will miss his charming accent and willingness to push PIM, and SEMS, to new levels.

I must say that I was often humbled when I stood alongside the likes of Stefan Linder, Ed Miller, Henk van Ruler, Hans Hansen, and Heinz Hauser—all of whom are at least a foot taller than I and impressive in so many other ways.

As the size of PIM expanded in the 1990's, welcoming new schools from Canada (UBC and Western Ontario), the US (Chicago, Berkeley, Duke, Cornell, UCLA, North Carolina, Texas and Indiana), Australia (New South Wales and Melbourne), England

(Manchester and Warwick), Asia (AIM, Chinese University of H.K., H.K. University of Science and Technology, Nanyang, NUS, and Thammasat), Norway (Norges Handelshoyskole), South America (PUC-Chile and IESA-Venezuela), Mexico (ITAM and ITESM), Prague, Tel Aviv, WITS (So. Africa), each school had its champion. That person is, hopefully, still involved since we absolutely need continuity, enthusiasm and commitment. You know who you are. I am sure we can count on you for the future of PIM. And, we welcome our two newest schools from Budapest and Warsaw.

Finally, in thanking so many critical persons, I would be remiss in not mentioning the importance of a particular group of incredibly dedicated and hard working individuals. I refer to those PIM Coordinators and Administrators who make the program work. No matter how well conceived a program is, its eventual growth, success and, yes, survival, is primarily a function of the people who make up the institution's fabric and continue its spirit.

And, it is the people, their energies and commitment, that will ensure PIM's survival. We must and will overcome the challenges and distractions that the current madness in the world now threatens us with. I will do everything in my power to see that we not only survive, but also continue our important purpose and legacy. Thank you very much for giving me the opportunity to serve you and PIM over these last three decades.

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PIM Meeting, UCLA, October 26, 2001