Integration is disrupted by unpredictable wait times at the border.”

McKinney said Mexico had unrealistic expectations of increased development in Mexico.

“There is no doubt that the violence in Mexico is discouraging foreign investment. The Mexican government also thought that NAFTA would slow down migration from Mexico, but the opposite occurred. For 10 years there was more migration. However, in the last couple of years, net migration has fallen to zero partly due to demographic changes and partly because there are more job opportunities in Mexico,” he said.

NAFTA has had minor effects on the U.S. economy, according to McKinney. NAFTA took effect during a time of strong economic expansion, so it is difficult to detect adverse employment effects.

“The biggest success has been the integration of industries between the U.S. and Mexico, and the U.S. and Canada. Production between U.S. and Mexican firms is highly integrated as seen by the fact that the value of U.S. content in imports coming into the U.S. from Mexico is 40 percent, much higher than any other country,” he said. Changes in the world also have affected NAFTA. With events such as 9/11, natural disasters, and the war in Iraq, changes and advances in the energy industry were in their infancy.

“Some of the benefits from free trade have been forfeited since Sept. 11,” McKinney said. “Tightened border security has caused bottlenecks, and supply chain integration is disrupted by unpredictable wait times at the border.”

The oil and gas industry also has seen widespread changes because of technology. Previously, Canada had been a major supplier of oil and natural gas to the U.S., but innovations in shale oil and gas production, such as fracking, have enabled the U.S. to become an exporter. Canada is developing its own shale resources. Approval of the Keystone XL pipeline would further integrate energy markets. NAFTA’s legacy might have spawned other regional agreements. A recent report in Financial Times pointed out that the World Trade Organization is no longer at the forefront of the global trade negotiating agenda, and instead megaregionalism is becoming the dominant player.

All three of the NAFTA countries are currently involved in negotiations for a 12-country Trans-Pacific Partnership (TPP) while the Transatlantic Trade and Investment Partnership would create free trade between the U.S. and the European Union.

“Should the TPP negotiations succeed and the terms of the agreement be implemented, this will likely upgrade the current provisions of NAFTA,” McKinney said. “The TPP negotiations could also result in expanded intellectual property rights, broadened e-commerce provisions and simplifications of rules of origin.”

“Both Mexico and Canada have separately negotiated free trade agreements with the European Union, although Canada’s awaits parliamentary approval,” he continued. “A major issue in these negotiations will be harmonization or mutual recognition of product standards and other regulations. All United States trade agreements since NAFTA have included more specific labor and environmental provisions than those of NAFTA and dispute settlement provisions for these issues similar to those used for commercial disputes.”

Hart thinks NAFTA was a historically significant document that served its time and has been surpassed by other agreements.

“The public knows little of the 1935 and 1938 Canada-U.S. trade agreements or of the 1942 U.S.-Mexico trade agreement negotiated under the U.S. reciprocal trade agreements program. They were very important in their day, but long forgotten. NAFTA is an agreement that was historically important, but which over time has become marginal. It did provide a more secure and stable, rules-based framework for trade and investment among the three partners,” he said.

McKinney believes NAFTA’s greatest success has been greater cooperation among the countries and that it stimulated other regional trade agreements. “During its 20-year existence, NAFTA has yielded benefits for each of the participating countries,” he said. “The countries are well positioned individually for participation in the global economy going forward, but working together they can further enhance the region’s prospects. Cooperation and coordination of policies will enable the countries to take full advantage of the region’s abundance of energy resources. Proactive consultation and working together can enable the countries to obtain the best results from super-regional trade negotiations. Together, the countries of North America can have a more positive impact on the Western Hemisphere and on international institutions than they can achieve by working alone.”
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The architectural design features a highly corporate and sustainable business environment, including a centerpiece atrium and a 350-seat auditorium to accommodate guest lectures and special events, a variety of student collaboration spaces, and classrooms that will facilitate an engaged learning environment. The new building is expected to expand the school’s size by nearly 40 percent.
A HISTORY OF THE BAYLOR BUSINESS SCHOOL

The BAYLOR BUSINESS SCHOOL was established in 1923. It was housed in classrooms and offices on the ground floor of Carroll Library. In 1948, the school was housed in Old Main, but soon after, it had to be relocated again to the third floor of the Student Union Building to accommodate the expanding program.

Prompted by the AACSB accreditation standards and the necessity of more space, the board dedicated itself toward raising funds for a new building to house the business school, and by 1956, there were $500,000 in cash donations and pledges. Alumnus and board member Earl Hankamer offered a gift of $500,000 to cover the costs of constructing and furnishing the new building in 1959. After the plans for the Hankamer building were finalized in 1959, the AACSB granted full membership to the business school. Even today, only five percent of business schools worldwide have AACSB International accreditation.

In 1960, the building was completed. In honor of Mr. Hankamer, the building was named the Hankamer Building and the school name was also changed to the Hankamer School of Business.

As growth continued, in 1983, Curtis and Doris Hankamer funded a new addition on the southeast corner that provided office space for the departments of Management Information Systems, Finance and Economics. Also in 1983, accounting firm Arthur Andersen and Company funded a student learning atrium, which connected the Hankamer building to a new, three-story Academic Center.

In 1986, two more floors were added to the Academic Center, provided by Roy and Virginia Cashion. The building was renamed Cashion Academic Center in their honor. In 2000, the need to accommodate more students, programs and a collaborative learning environment became clear.

In October 2013, the Baylor University Board of Regents approved construction of a new $99 million Paul L. Foster Campus for Business and Innovation. Paul L. Foster, BBA ’79, worked in the energy industry and for a refining company before forming Western Refining Co., as president and CEO in 1997. Today, Foster is executive chairman of Western Refining, an independent refining and marketing company headquartered in El Paso that also operates 200 convenience stores in Arizona, Colorado, New Mexico and Texas. Baylor broke ground on the 275,000-square-foot facility in December 2013.

ACCOUNTING & BUSINESS LAW

Laurie Burney, associate professor, with co-author S. Widener, wrote “Behavioral Work Outcomes of a Strategic Performance Measurement System-Based Incentive Plan,” which was published in Behavioral Research in Accounting, 2013.

Burney, with co-author and presenter Michele Matterly, presented “Evaluators within Your Classroom: The Processes and Outcomes of Student Peer Review and Assessment” at the AAA Annual Meeting in Anaheim, Calif., August 2013.

Burney, with co-author and presenter M. Matterly, presented “The Impact of SPNs on Employee Outcomes and Store Performance in a Retail Environment” at the Management Control Association Conference in Breukelen, Netherlands, September 2013.

Charles Davis, Emerson O. Harder Chair of Accounting and Walter Plumhoff Professor of Accounting, authored the presentation “The Real World of Forecasting and Budgeting,” which was presented at the Wiley Faculty Network via webinar, April 2013.

Davis, with co-author Elizabeth Davis, executive vice president and provost, authored Managerial Accounting 2nd ed., July 2013.


Davis authored “Closing the Generation Gap: Tips for Interviewing Millennials” with co-author Anthony Herrera, which was accepted for publication in Today’s CPA, October 2013.

Cari Edison, lecturer, presented “Specialized Knowledge - Engaging Students from Day One” at the 6th Annual Conference on Teaching & Learning in Anaheim, Calif., August 2013.

Carrie Ford, clinical professor, with co-author Jacob Peng, authored “Fraudulent Expense Reporting: Impact of Manager Responsiveness and Social Presence,” which was accepted for publication in the Journal of Applied Accounting Research, July 2013.

Ford presented “How to Design and Teach an Undergraduate-Level Accounting and Tax Research and Communication Course” at the 2013 Conference on Teaching and Learning in Accounting in Anaheim, Calif., August 2013.

Ford served as discussant on “A Perspective on Preparing and Teaching a Case Class” at the 2013 Conference on Teaching and Learning in Anaheim, Calif., August 2013.

Marty Stuebs, associate professor, with co-author Jason MacGregor and Michael Robinson, wrote “Managing Effective Whistleblowing Procedures,” which was accepted for publication in Strategic Finance, October 2013.

Carolyn Martin, J.E. Bush Professor of Accounting and Master Teacher, authored “Safety in Numbers: Clarifying the Standard of Practitioner Responsibility for Assessment of Going Concern,” which was published in The CPA Journal, April 2013.


Thomas Haines, preceptor coordinator for Robbins MBA Healthcare program and lecturer, moderated “Medical Tourism” at the Continuing Education Event in Temple, Texas, May 2013.


Steve Green, professor, presented “Inflation Protection in Long-Term Care Insurance” in San Antonio, Texas, September 2013.


Thomas Haines, preceptor coordinator for Robbins MBA Healthcare program and lecturer, moderated “Medical Tourism” at the Continuing Education Event in Temple, Texas, May 2013.


ECONOMICS