

# How to evaluate and measure the outcome of Business Schools services: Innovation, Engagement & Impact

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Draft:



CO-CREATORS  
OF  
KNOWLEDGE

HUBS OF  
LIFELONG  
LEARNING

LEADERS  
ON  
LEADERSHIP

CATALYSTS  
FOR  
INNOVATION

ENABLERS  
OF GLOBAL  
PROSPERITY

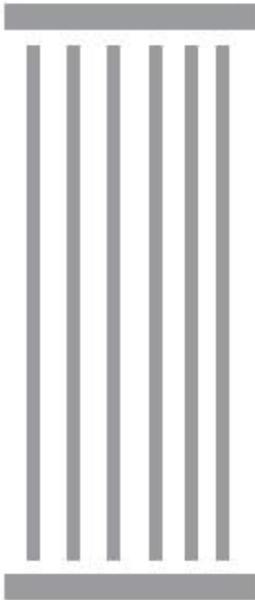
A **COLLECTIVE VISION**  
FOR BUSINESS EDUCATION

# Core Values

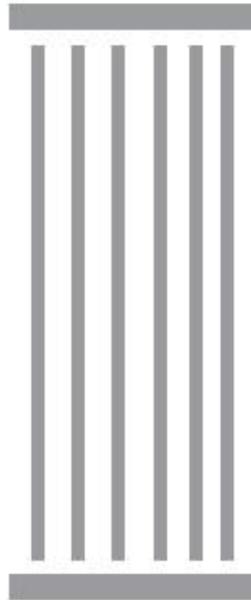
- Ethical behavior
- Collegiate environment
- Commitment to corporate and social responsibility

# AACSB ACCREDITATION

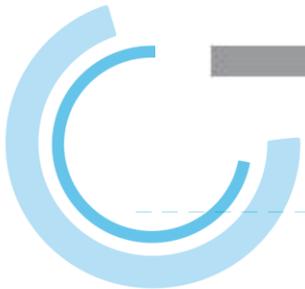
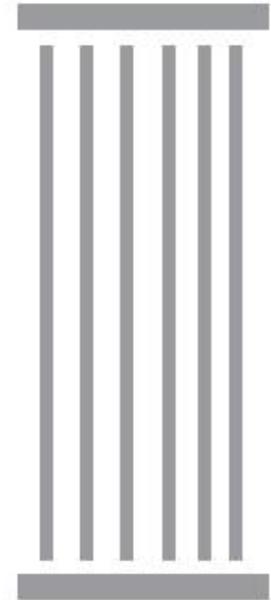
**ENGAGEMENT**



**INNOVATION**



**IMPACT**



# Accreditation Themes

## Engagement

- High quality education results when there is significant on-going engagement with the professional and academic worlds.
- AACSB accreditation encourages the intersection of engagement consistent with the school's mission.

# Accreditation Themes

## Innovation

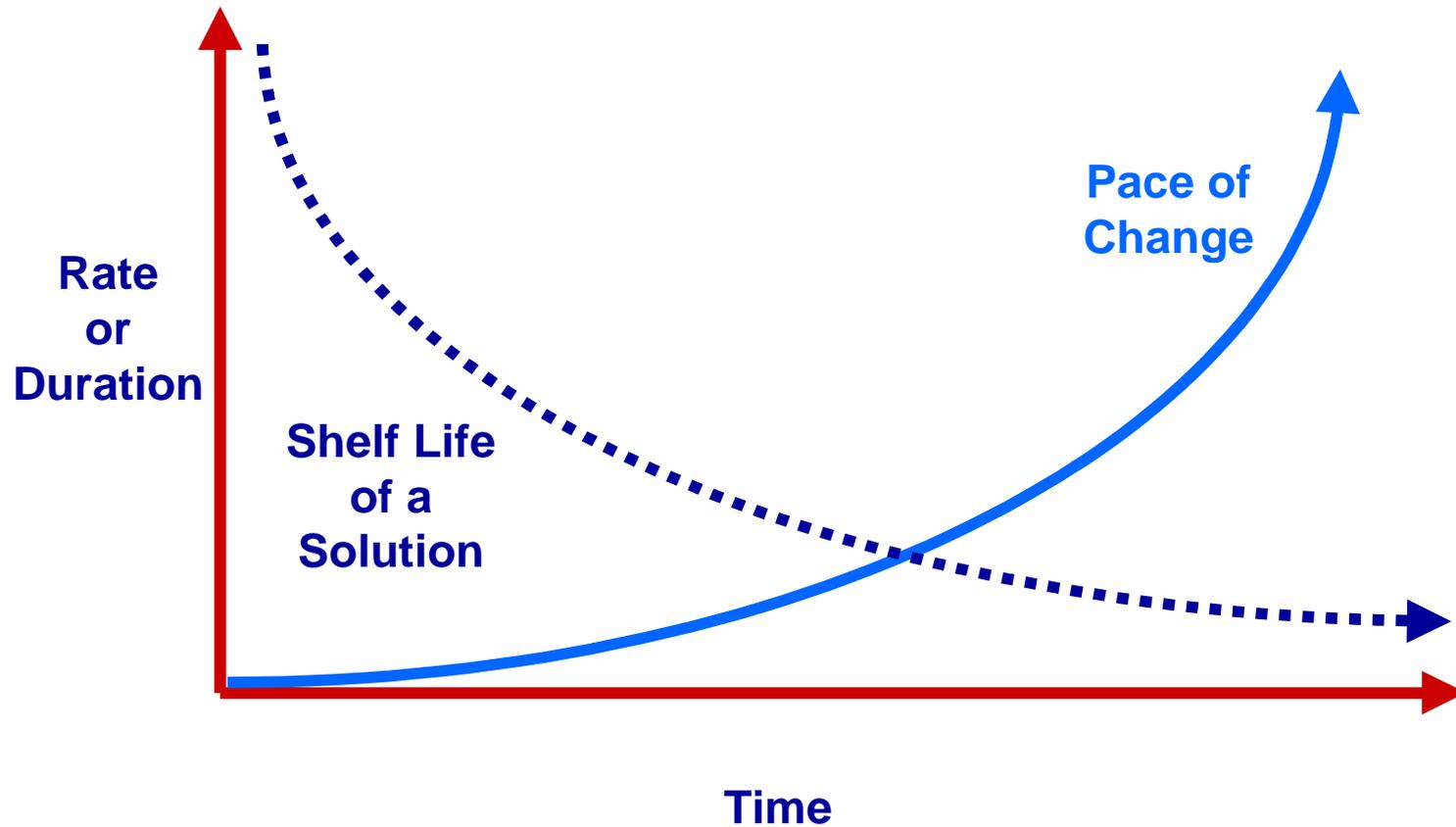
- Foster quality, but not at the expense of **creativity, experimentation, and innovation.**
- **Innovation is encouraged** and should lead to improvements and high quality.

# Accreditation Themes

## Impact

- Environment of increasing accountability.
- Must focus on high quality inputs and resulting outcomes.
- Show how the school is making a difference and having impact.
- Areas of impact: mission, assurance of learning, curriculum, degree programs, research, teaching, students, and community.

# B Schools- (Re)Inventing the Future: Shift Happens



# Change is the Norm



# Shift Happens: Need for Constant Reinvention

- Apple iPod and MP3 (portability strategy)
  - July 07, 1994- The Fraunhofer Society (**Germany**)
  - 2015, Apple global share of MP3 market- **72%**
- Square Inc. and the Dongle
  - Jack Dorsey and the entrepreneur's dilemma
- Re-emergence of Volvo
  - Zhejiang Geely Holdings Group -**China**
- Jaguar Land Rover
  - Tata Group- **India**
- Tesla
  - Gigafactory- lithium ion batteries



# Today's Global B School Landscape

- Working outside the lines
  - Global partnerships/alliances/programs (QTEM Solvay, CFAI, CEMS, Yale Global Network for Advanced Management)
  - Internships- GE brings in 3,200 interns/year, 70-80% hires from internships
- Competitive industry/Competitive Positioning
  - Corporate universities, partners and/or competitors? (IE, IMD, Porto, Saïd)
- Very strong performance in challenging times
  - Growth of MIM (St. Gallen, HEC Paris, ESSEC) and now MBA (HBS, LBS, Wharton, Stanford, INSEAD)
- The buzz about “execution” & “creativity”
  - \$100 million gift for FL State entrepreneurship program
- Innovation and launch, successes & failures
  - Face-to-face, online, blended
- No resting on your laurels
  - Big Data/Analytics- (Imperial, RSM, BI, IE, NC State, Judge)
- Landscape: **Change is the norm, not the exception**



# Leadership Challenges: B School Opportunities Never So Great

- Permanent whitewater, turbulence
- Leaders drive change
- Today it's about strategic agility
  - Fast
  - Focused
  - Ferocious
  - Agility
- Execution

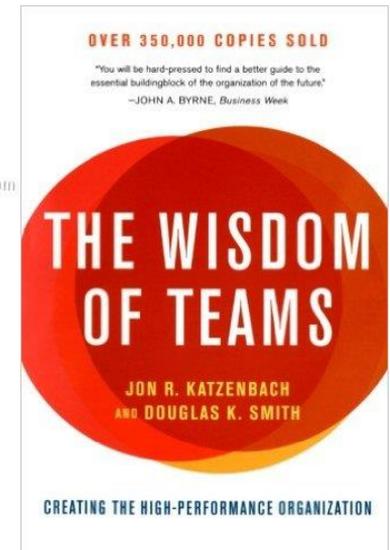


# New Wave B School Leadership:

- 1. Innovation & Creativity drive great b schools**
- 2. Status Quo/Stasis is Terminal**
- 3. Old Model: Big beats Small**
- 4. New Model: Fast beats Slow**
- 5. Institution Centered to Client Centered**
- 6. Be a skill builder (demanded by Gens Y & Z)**
- 7. The Call for Transformational Leadership**
- 8. Power of Teams/Cross functional solutions**
  - students/professors/corporate/NGO/government**

# The Wisdom of Teams

- team building
- team development
- team deployment
- team ethos
- cross-functional training
- the power of mentoring
- getting stakeholders to work together
- easier said than done



# Innovations that Inspire:

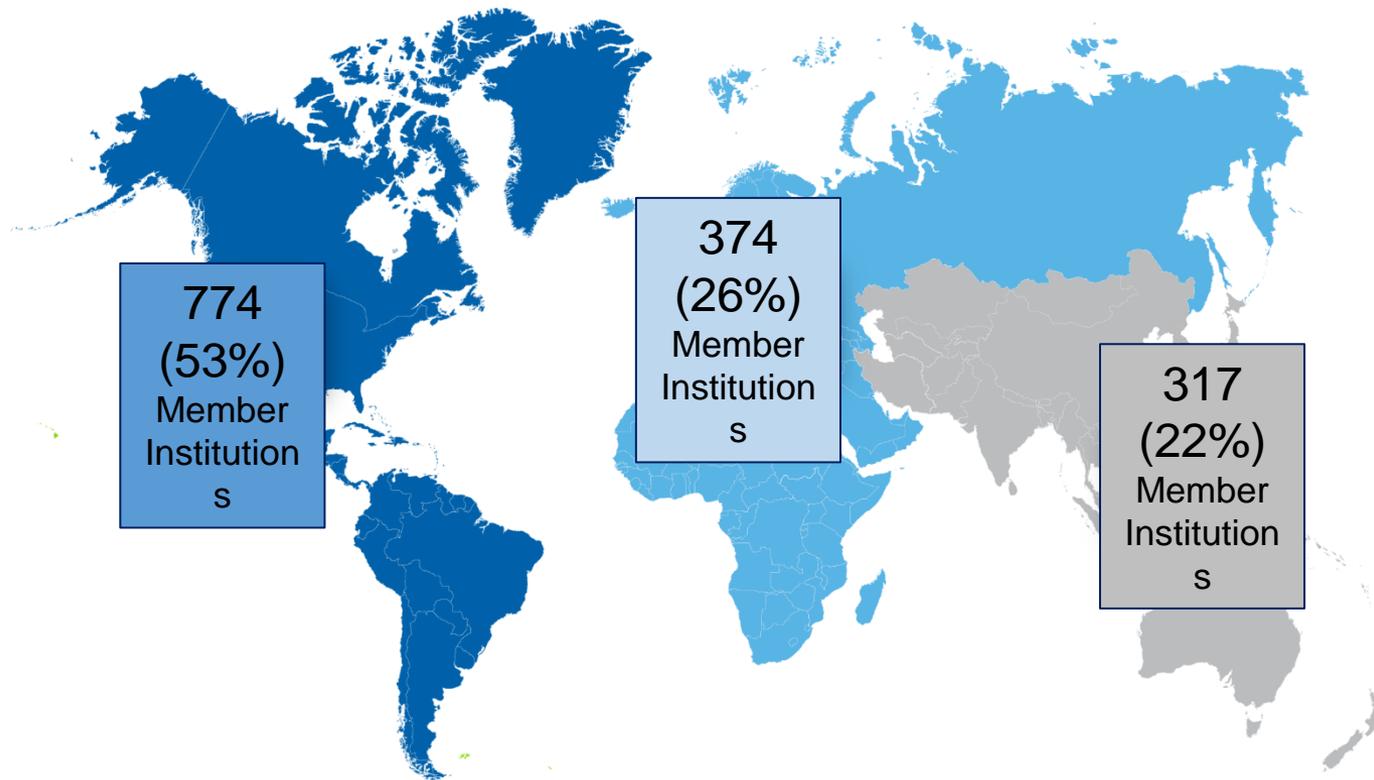
## A Showcase of Continuous Advances and Ingenuity

- The way we create- Research & Scholarship
- The way we teach- Pedagogy & Learning
- The way we connect- Outreach & Engagement
- The way we lead- Strategy & Administration



# State of the Membership-

1465 members in 91 countries





## Europe, Middle East & Africa

- **Total educational AACSB members: 374**

- 185 private institutions
- 189 public institutions

*20% - 76 AACSB educational members in the AACSB accreditation process.*

*30% - 111 AACSB educational members hold AACSB accreditation.*

- **Since January 2015**

- **14 Newly accredited schools in over 10 different countries.**
- **74 New educational memberships in over 35 countries.**

# New Members Since January 2016

JAMK University of Applied Science	Finland
Caucasus	Georgia
IST	Greece
Interdisciplinary Center Herzliya (IDC)	Israel
Universita Cattolica del Sacro Cuore	Italy
Al-Ahliyya Amman University	Jordan
Al-Zaytoonah U of Jordan	Jordan
Nyenrode Business Universiteit	Netherlands
College of Economics and Political Science- Sultan Qaboos U	Oman
East Arab Colleges	Saudi Arabia
Linnaeus University	Sweden
Ecole hoteliere de Lausanne (EHL SA)	Switzerland
SBS Swiss Business School	Switzerland
Avicenne Private Business School	Tunisia
American U Ras Al Khaimah	UAE
Emirates College of Technology	UAE
Lincoln University	UK
Great Zimbabwe University	Zimbabwe

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