

Business School Impact: AACSB Perspective

October 23, 2018

7th International Business School Shanghai Conference

Tom Robinson, President and CEO, AACSB



Agenda

- Focus on Impact
- Impact Metrics
- A Collective Vision for Business Education

Focus on Impact

AACSB's Mission



We foster engagement,
accelerate innovation,
and amplify **impact** in
business education.

Delivering Relevant & High-Quality Business Education



Engagement

Schools are expected to:

- Demonstrate academic and professional engagement by students and faculty
- Identify desired characteristics of engagement, aligned with the school's mission and strategies

Schools can consider:

- Integration of professionally qualified faculty
- Faculty/student engagement with business and/or government communities
- Faculty/student engagement with broader academic community

Innovation

Schools are expected to:

- Pursue continuous improvement
- Be entrepreneurial and experiment
- Be innovative. Innovations include both the potential for success and risk of failure
- Innovations should be well-developed and aligned with mission and strategy
- Report most significant activities and results

Schools can consider:

- Adding online or distance delivered courses and/or degrees
- New areas of programming
- Unique service/outreach projects
- Unique collaborative or partnerships with business, government, other schools or institutions, etc.
- New student engagement activities
- New research initiatives

Impact

Schools are expected to:

- Focus on high quality inputs and documented outcomes that have impact, deliver high value
- Produce intellectual contributions that have a positive impact on theory, teaching and practice
- Linked to mission and strategic plan

Schools can consider:

- Translation of research outcomes into consulting, executive education/continuing education programming
- Participation in policy development
- Success of graduates
- Impact on professional/academic societies/practice
- Journal quality/citations
- Successful educational materials
- Community/professional/academic service

How to Assess Impact

Purpose of Accreditation

- Promote *high quality and continuous improvement* supported by engagement, innovation, and impact.
- Use *internal self-assessment and external peer review* to confirm delivery of high quality management education and overall mission achievement.

Framework of a Quality Business School

- Expectations: Stability, strategic mindset, collegial environment
- Derive from: Good processes and systems, leadership, organization, institutional support and resources
- Essential elements: Quality teaching, evidence of learning, relevant curriculum, impactful research, engagement with the business community

AACSB Accreditation Standards

Strategic
Management and
Innovation

Participants—
Students, Faculty,
and Professional
Staff

Learning and
Teaching

Academic and
Professional
Engagement

So, how do we know if a school is making an impact?

- Success/impact of students, graduates, faculty
- Thought leadership outcomes (research, other intellectual contributions)
- Community/business community supporting events, outcomes
- Can be localized



Assurance of Learning (AoL)

Three Steps in an AoL/Assessment System

Step 1: Development

- Define learning goals and objectives
- Develop measures or metrics
- Map the curriculum
- Data collection plan

Assurance of Learning (AoL)

Step 2: Measurement

- Measure and collect data
- Analyze data
- Results

Assurance of Learning (AoL)

Step 3: Closing the Loop

- Faculty engagement
 - Review results
 - Identify improvements
 - Implement improvements
 - Review results
- Evaluate AoL/assessment system

International Organization for Standardization (ISO)

- Just as members leverage the AACSB accreditation process to improve their programs, AACSB also recognizes the value of reviewing its own continuous improvement processes. a
- AACSB is pursuing certification through the International Organization for Standardization (ISO) to reinforce a commitment to business standards that work for all of our members across the globe.
- AACSB has been working with ISO consultants since January 2017.



Impact Metrics

Impact Metrics

Mission
Alignment
Impact

Academic
Impact

Teaching
Impact

Program
Impact

Practice &
Community
Impact

Research
Center Impact

A Collective Vision For Business Education

Journey To A Collective Vision



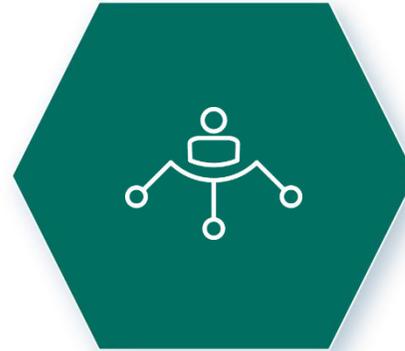
100+

articles, reports and
other resources
synthesized



2,000+

business school
representatives
convened in vision-
related sessions



6,000+

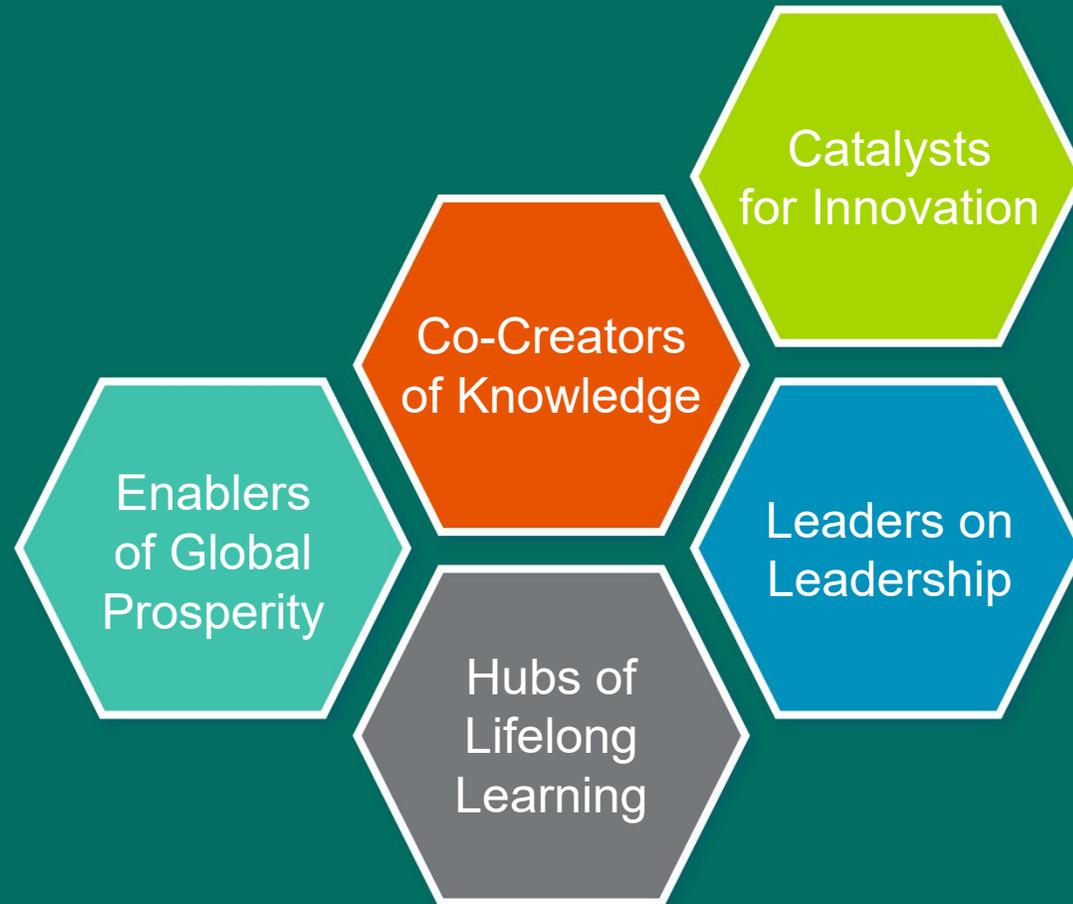
researchers, scholars,
thought leaders and
executives engaged



15,000

visits to the
[aacsb.edu/vision](https://www.aacsb.edu/vision)
website

Five Opportunities To Thrive



Three Critical Success Factors

Cultivate a
Position at
the Intersection
of Academia
and Practice

Drive Innovation
in Higher
Education

Connect With
Other Disciplines

Impact in the Vision of International Organizations in Business Education Industry