OPPORTUNITIES AND CHALLENGES FOR BUSINESS SCHOOLS IN 2017/18: AN INTERNATIONAL PERSPECTIVE

CHARTERED ASSOCIATION OF BUSINESS SCHOOLS – PROFESSIONAL MANAGERS’ ANNUAL CONFERENCE 2016

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A Vision For Business Education

AACSB’s Mission and Vision

COMMUNITIES WE SERVE
- Americas
- Asia Pacific
- Europe, Middle East, & Africa
- B-Schools
- Students
- Business
- Society

MISSION
We foster engagement, accelerate innovation, & amplify impact in business education.

VISION
Transforming business education for global prosperity.

VALUES
- Quality
- Inclusion & Diversity
- Global Mindset
- Ethics
- Social Responsibility
- Community
Today’s Business Environment is...
A collective effort to envision the future for management education, and help b-schools find their way within that future.

- Shifting Roles of Management in Society
- Evolving Expectations of Management Education
- Emerging Opportunities for Business Schools
Business School SWOT Analysis
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5 OPPORTUNITIES TO THRIVE

- Catalysts for Innovation
- Co-Creators of Knowledge
- Enablers of Global Prosperity
- Hubs of Lifelong Learning
- Leaders on Leadership
Powering business creation and economic development through entrepreneurship and management innovation.
This initiative enabled 15 new growth hubs around England to create jobs and drive local economic growth. Brought together 17 local enterprise partnerships, 42 HEIs, and over 200 business representatives, chambers of commerce, and innovation organizations to establish the hubs. LUMS acted as a neutral intermediary to broker issues and achieve a balance of views among stakeholders. By March 2017, the hubs predict that 4,351 jobs will have been created.
Honors Degree Programs In Tax
Manchester Metropolitan University Business School

- Devised two unique honors degree programs in tax
  - One designed for students to graduate into the profession
  - One designed for senior policy staff
- Program participants are making an impact on UK tax policy
  - Her Majesty’s Revenue and Customs (HMRC) commissioned a second intake of the program.
  - A strong working relationship has been established with HMRC, with researchers sharing data from both sides.
2015 Innovations That Inspire Exemplar:

Free Online Learning Resources
Open University, Business School

- Every time an Open University team designs a new study module, at least five percent of the content is configured as a free online learning resource.
  - This content feeds the free learning platform OpenLearn but also feeds other channels such as iTunes U, YouTube, AudioBoo, Biblio, and Google Play.
- A partnership with the BBC involves coproduction of radio and television programs and design of related online learning materials.
- FutureLearn (a MOOC platform owned by the Open University) provides free custom-produced online courses on a wide range of topics.
NEW APPROACHES
INTERDISCIPLINARY COLLABORATION
FOSTERING INNOVATION
ALIGNING WITH COMMUNITY NEEDS
INNOVATING ECOSYSTEMS
EMBRACING RISK
CONNECTING PEOPLE AND IDEAS

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Convening and partnering at the intersection of academia and practice to reveal new insights

Co-Creators of Knowledge
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AACS B Blog

SmartPort: Fostering Local Research Impact Through an Innovation Ecosystem

Posted October 19, 2015 by Wilfred Mynhardt, Dan LeClair

Coauthored by Wilfred Mynhardt, policy director at Rotterdam School of Management, and Dan LeClair, executive vice president and chief operating officer at AAGSB International.

With total cargo throughput of 445 metric tons, it is the largest port in Europe and eighth largest in the world. It is the gateway to 350 million wealthy consumers in the European Union and, with recent expansions, is well-positioned to accommodate bigger ships and capitalize on growth in container handling. But below the surface at the Port of Rotterdam, the challenges are daunting.

Its workforce is aging and it is getting harder to compete for technical staff. Land costs are among the highest in the industry, making space productivity a major priority. Fifty percent of the port’s activities are fossil-fuel based, and it generates a whopping 16 percent of the CO2 emissions in the Netherlands; meanwhile the rest of Europe’s industrial sector is transitioning to alternatives. To be competitive, the port needs to double container throughput, but there are no plans to add new roads for transporting goods to the hinterland.

Addressing the challenges of the Port of Rotterdam is tough enough. But for local leaders, the concern is not only how to achieve sustainable growth at the port but how to do so in a way that realizes the economic and social ambitions of the region. Their answer, based on a belief that innovation is the key, was to create SmartPort, to provide a central hub for knowledge development, dissemination, and application. A world-class port “needs a world-class knowledge infrastructure in the region.”

SmartPort is a strategic alliance between the Port of Rotterdam, the association of mainport entrepreneurs (Deltalinqs), the city of Rotterdam, Erasmus Universiteit Rotterdam, Rotterdam School of Management, and the Delft University of Technology.
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KNOWLEDGE CREATION ECOSYSTEM
CONTEXUALIZING MANAGEMENT/LEADERSHIP INSIGHTS
PROBLEM-SOLVING PLATFORMS
AMPLIFYING IMPACT
CONVENERS AND PARTNERS
DEEP STRATEGIC CONNECTIONS
RIGOR IN THEORY AND APPLICATION
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Connecting expertise and experiences to create opportunities across career life cycles

Hubs of Lifelong Learning
Lifelong Learning: Business, Management, & Leadership

CORE UNDERGRADUATE LEARNING
Developing Broad Knowledge, Skills, & Abilities as well as Business Fundamentals

EARLY CAREER
Specialized and Functional Education: Specialty Graduate Degree, Certification, On-the-job Training

MANAGEMENT ROLES
Generalist Education: MBA, Executive Education, Professional Development

LEADERSHIP ROLES
Generalist Advanced Education: MBA, Executive Education, Professional Development, DBA, or other professional doctorate

THROUGHOUT CAREER
Keeping Current in Functional, Management, and Leadership Skills: Professional Development, Executive Education, Certification, Continuing Education

Education
BREADTH:
Generalist Education
(e.g., undergraduate, generalist master’s)

DEPTH:
Specialty Education
(e.g., specialized master’s, certification, PD, CPE)

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Enrollment Trends within AACSB Accredited Schools
Enrollment Distribution

Business School Enrollment Distribution – 2015-16 BSQ Accredited Participants, Global (n=664)

- Undergraduate: 73.1%
- Masters-Generalist: 14.8%
- Masters-Specialist: 10.6%
- Doctoral: 1.4%

Business School Enrollment Distribution – 2015-16 BSQ Accredited Participants, EMEA (n=91)

- Undergraduate: 51.0%
- Masters-Generalist: 24.5%
- Masters-Specialist: 22.1%
- Doctoral: 2.5%

Business School Enrollment Distribution – 2015-16 BSQ Accredited Participants, Americas (n=505)

- Undergraduate: 81.0%
- Masters-Generalist: 12.4%
- Masters-Specialist: 0.7%
- Doctoral: 6.0%

Business School Enrollment Distribution – 2015-16 BSQ Accredited Participants, Asia-Pacific (n=68)

- Undergraduate: 67.7%
- Masters-Generalist: 15.9%
- Masters-Specialist: 3.1%
- Doctoral: 13.2%
Specialty Certification Comparison

20% Growth 2011 to 2016
LEARNING LABORATORIES
NON-TRADITIONAL
COLLABORATIVE DEVELOPMENT
CUSTOMIZED COURSES
NEW WAYS OF FACILITATING KNOWLEDGE
INTERDISCIPLINARY
LEVERAGING TECHNOLOGY
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Discovering new insights into effective leadership, and creating environments that train and nurture leaders
Bloomberg Philanthropies and Harvard University Launch Bloomberg Harvard City Leadership Initiative

Bloomberg Committing $32 Million for New Leadership Program for Mayors and Senior Aides; University to Design Comprehensive Program of Support to Advance Public Sector Management and Innovation
DATA-DRIVEN INSIGHTS
EXPERTISE AND EXPERIENCES
LEADERSHIP PRINCIPLES
CAREER PROGRESSION
EVIDENCE-BASED FOUNDATIONS
ON-THE-JOB LEARNING
ETHICAL AND EFFECTIVE PRACTICES
Driving positive impact and encouraging students to use management skills for the greater good

Enablers of Global Prosperity
The Millennium Development Goals (MDGs)  

Goals for eradicating extreme poverty and disease

- In September 2000, leaders of 189 countries gathered at the United Nations headquarters and signed the historic Millennium Declaration. The eight MDGs form a blueprint agreed to by all the world’s countries and all the world’s leading development institutions.

- MDGs have galvanized unprecedented efforts to meet the needs of the world’s poorest.

What are the MDGs?

The goals range from halving extreme poverty rates to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015.
What’s next?

The UN has launched its next phase – the **Sustainable Development Goals (SDGs)**, with an eye on 2030.

Business plays a key role in the achievement of these goals.

**Business can help through:**
- Harnessing of innovation capacity
- Tackling of complex development challenges
- Filling funding gaps
- Diffusing good practice
- Philanthropic activities
- Partnerships
- Leveraging supply chains and the production process
Business as a Force For Good

- Business has an important role to play as a **force for good** in society.
- Trust in business at **highest level** since the Great Recession, per the 2016 Edelman Trust Barometer
- Business received the largest increase in trust among both informed public and larger population
GLOBAL MINDSET
DIVERSE AND INCLUSIVE WORKFORCE
BROADENED THINKING
HUMANISTIC PERSPECTIVE
ETHICAL LEADERSHIP
RESPONSIBLE INNOVATION
CORPORATE GOVERNANCE
How We’ll Get There ...
Cultivate a Position at the Intersection of Academia and Practice

Drive Innovation in Higher Education

Connect With Other Disciplines
WHAT YOU CAN DO NEXT

Visit www.aacsb.edu/vision

Download the report

Explore the resources to help you communicate about the Collective Vision

Share the visioning video with colleagues
www.aacsb.edu/vision

Join the conversation @ #AACSBenvisions
Q&A Session

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