

Embracing Change and Agility:

How AACSB is Evolving
with (and for) Business
Education

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AACSB

The Connector and Convenor of Business Education

Inspiring Transformation



Mission

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



Vision

Transforming business education for global prosperity.



Values

Quality • Diversity and Inclusion • Global Mindset • Ethics
• Social Responsibility • Community

We Are Here to Support You



3
global
offices

80+
employees

20+
languages
spoken

100+
learning and
development
opportunities
annually

The Reach of Our Relationships



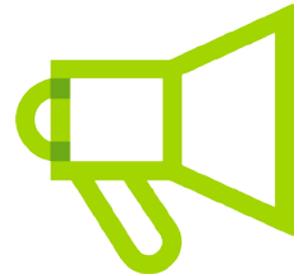
Members are Empowered To:

- **Build** strong relationships through a global network
- **Collaborate** with industry leaders
- **Enhance** the quality of business education
- **Learn** and grow through professional development



Members are Empowered To:

- **Advocate** for business education
- **Access** knowledge, data, and insights for decision-making
- **Volunteer** and support the network





2020 GUIDING PRINCIPLES AND STANDARDS FOR BUSINESS ACCREDITATION

ENGAGEMENT • INNOVATION • IMPACT

Strategic Management and Innovation

1. Strategic Planning

2. Physical, Virtual, and Financial Resources

3. Faculty and Professional Staff Resources

Learner Success

4. Curriculum

5. Assurance of Learning

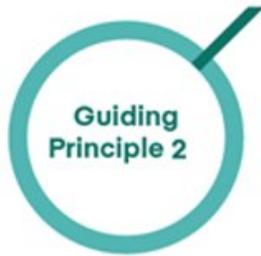
6. Learner Progression

7. Teaching Effectiveness and Impact

Thought Leadership, Engagement, and Societal Impact

8. Impact of Scholarship

9. Engagement and Societal Impact



Societal Impact

Guiding Principle 2

Reflected in AACSB's vision that business education is a force for good, all accredited schools are expected to make a positive contribution to society, as identified in the school's mission and strategic plan.

Standard 1: Strategic Planning

The school demonstrates a commitment to positive societal impact as expressed in and supported by its focused mission and specifies how it intends to achieve this impact.

Standard 4: Curriculum

The school's curriculum promotes and fosters innovation, experiential learning, and a lifelong learning mindset. Program elements promoting positive societal impact are included within the curriculum.

Standard 8: Impact of Scholarship

The school's portfolio of intellectual contributions contains exemplars of basic, applied, and/or pedagogical research that have had a positive societal impact, consistent with the school's mission.

Standard 9: Engagement and Societal Impact

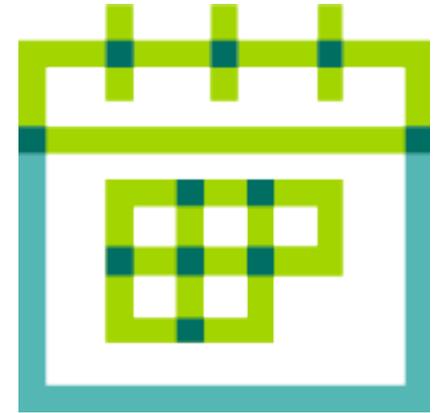
The school demonstrates positive societal impact through internal and external initiatives and/or activities, consistent with the school's mission, strategies, and expected outcomes.

Embracing Agility

AACSB's Reaction to COVID-19

Impact: Accreditation Visits

- Enhanced volunteer training
- Emphasis on relationship building and consultative connections



Impact: Learning & Development

- Technology shifts
- Designing a new networking experience



Impact: AACSB Staff

- Staying connected and cross-functional
- Agile roles and responsibilities
- Focus on member needs
- Exploring new ways to connect and support each other



Leading Others



Influence
Communication
Coaching for Performance
Conflict Resolution



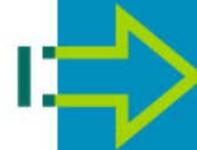
Leading Organization

Member Value

Member Focused
Market Driven
Financial Performance
Strategic Thinking

Agility
Collaboration
Innovation
Creativity

Leading Change



Self-Awareness
Drive and Purpose
Empathy
Integrity

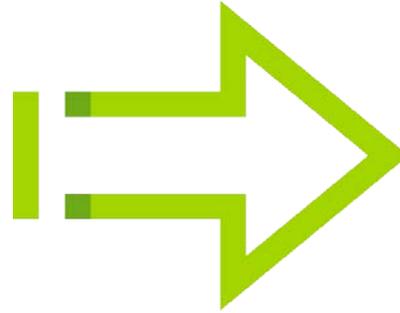


Leading Self

The Future Arrived Early

From a Sprint to a Marathon

The Shift



2019-2020 Academic Year

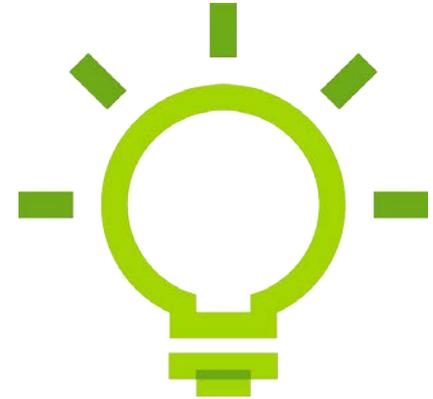
- **23%** offer one (or more) **blended/hybrid** MBA's
- **49%** offer one (or more) in a **primarily or exclusively online** format

2020 and beyond

- **87%** preparing to offer **online options**
- **11%** preparing to **solely offer online learning** in lieu of any in-person options

Our Opportunities

- ‘Emergency teaching’ shift to online format
- Creating enriched online learning experience
- Impacts to experiential learning and internships



Meet the New Professor

Mentor

Friend

Confidante

Technology

Change-
maker

Expert

Mediator

Changing Together

The 2020 Business Accreditation Standards

Here We Go!

- Change is bringing us together
- Emphasis on consultative collaboration and positive societal impact



Reimagining Business Accreditation

“We are so fortunate to have had the team that we had. All three reviewers came with the best interest of our **growth and development** in mind. They were **genuine, caring, encouraging**, yet also thorough in their review. They left the College feeling **optimistic about our future**, feeling **energized to find solutions** to the challenges we face, and feeling appreciated for the work that they are doing and its importance to our mission.” --*A school with a March 20 visit*

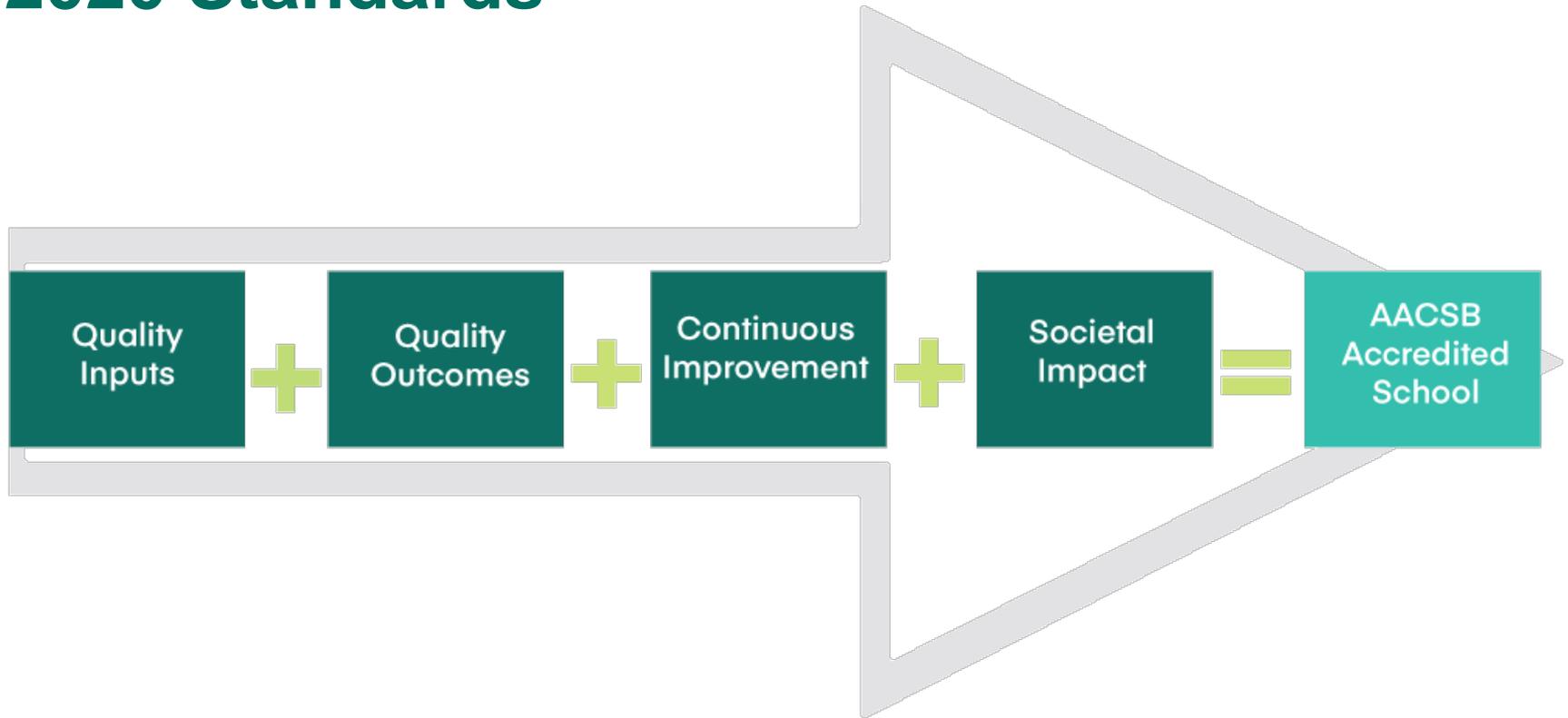
Three Components of Accreditation Reimagined: 2020



2020 Accreditation Standards

Principles-based, outcomes focused

Principles-based Decision Making Under the 2020 Standards



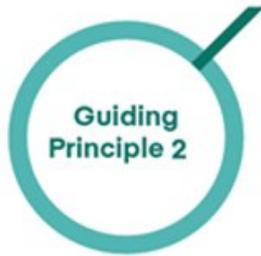
Alignment with Accreditation Standards and Guiding Principles

Principles-based, Outcomes Focused

- Key question for peer review teams: Is the school sufficiently **aligned with the spirit and intent** of the standard?
- Peer review evaluations are based on **the quality of the learning experience and outcomes**, not rigid interpretations of standards.
- Emphasis is the **holistic view** of the accredited unit taken together. Is this a quality business school that is continuously improving?

Behavioral and Attitudinal Shifts

- A collaborative, collegial relationship between the school and the peer review team
- Continuous Improvement Review (CIR) visits – NOT a standard-by-standard review.
- Heavy **consultative** emphasis.
- Are **not an audit**; are not approached with a compliance mindset.
- CIR visit – determines whether the school shows commitment to continuous improvement and, demonstrating high quality outcomes aligned with a clear and focused mission.



Societal Impact

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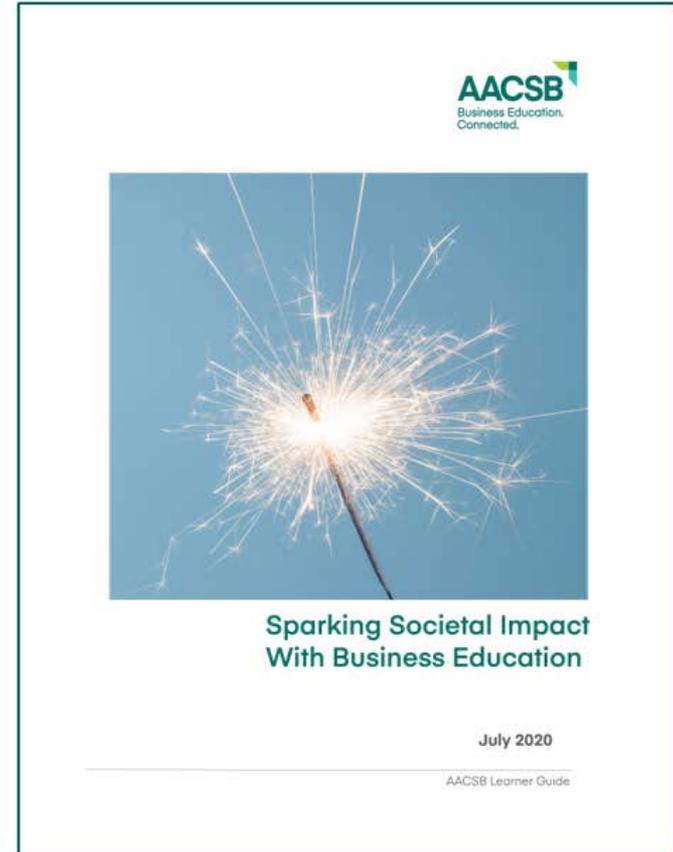
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Call for Societal Impact



Accreditation Process Improvements

myAccreditation

- Streamlined process
- Central, collective portal
- Reduces repetition
- Provides flexible way to tell the story
- Historical access to documents



Leveraging Data for Member Value

Mock-Up of Initial Profile for Use in Accreditation Reviews

University of X, School of Business
 Location A, Location B
 URL

Undergraduate/Masters *(see program list)*
 URL Student Success

Mission: to create tomorrow's business leaders and business insights, with an emphasis on...

Operating Budget: XX,XXX,XXX

Total Enrollment: X,XXX
 (XX% of university enrollment)

Full Time Faculty Headcount: XX
 Faculty FTE: XX

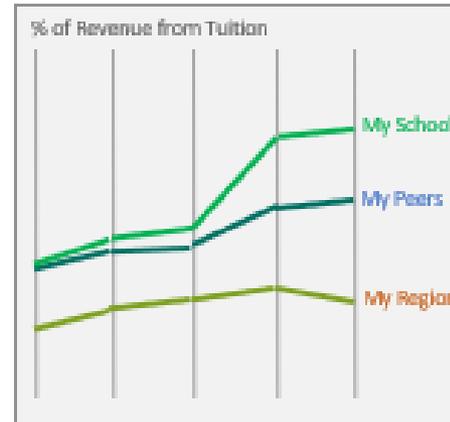
Points of Pride:

- Locally recognized business accelerator
- High first-generation student population with increasing graduation rate
- Etc.

Faculty



Finances



- Additional data/categories as relevant to accreditation review:
- Enrollment UG M
 - FTE faculty
 - Budget, Budget/FTE, etc.

Volunteer Training

Volunteer Training Journey

Roles & responsibilities

Accreditation processes

Overview of the 2020 standards

Immersive virtual classroom - live

Thank you!

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