

出國報告（出國類別：國際研討會）

參加  
國際商管教育認證聯盟(AACSB)  
2017 年會(ICAM 2017)之心得報告

服務機關：國立中正大學

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出國期間：2017/04/23-2017/04/29

報告日期：2017/05/05

## 摘要

本人於 2017 年 4 月 23 日至 4 月 29 日到美國休士頓市參加國際商管教育認證聯盟 2017 年會(AACSB International Conference and Annual Meeting, ICAM 2017)，此研討會之議程為 4 月 23 日至 4 月 25 日為期共三天，為了提升本校國立中正大學管理學院之教育品質和國際競爭力，本院除接受來自於教育部週期性大學評鑑和卓越教學的補助外，亦積極參與國際商管學院促進協會(AACSB International)的認證，並於 2016 年通過此一國際認可的商管教育認證。目前全球通過國際商管教育認證聯盟(AACSB)認證的學術機構已達上千個，而臺灣地區也有 21 所商管學院已通過國際商管教育認證聯盟(AACSB)認證。

此次會議是國際商管學院促進協會所主辦的年度重要會議，與會人士包含全球各地國際商管認證的世界各國大學的商管學院院長、副院長與其他教師等共一千四百多人，其中亦有五十七位來自臺灣學校的商管學院院長、副院長與其他教師，一同參與國際商管認證的學校每年一次的重要會議。本出國報告含參加該研討會之目的、參加過程、心得感想、以及相關建議事項。

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## 目的

國際商管教育認證聯盟年會(AACSB International Conference and Annual Meeting, ICAM)是國際商管教育認證聯盟(AACSB)的主要年度會議，AACSB 係針對世界各管理學學院認證的非政府組織，核心任務是推動全球管理教育品質的認證，廣為全球重視與推崇，本次 2017 的年會在美國休士頓市舉行，除透過全體會議討論互相學習激盪出不同的解決困難之道，並藉由各演講及分享了解最新的制度及工具，本人藉由參與此研討會以掌握最新資訊，並且與國際學者進行交流，藉由會議的參與取得相關的資訊。



## 過程

本人於 2017 年 4 月前往美國，參加由國際商管教育認證聯盟(AACSB) 主辦之 2017 國際商管教育認證聯盟年會(ICAM 2017)。而除了參與研討會外，也與來自於臺灣、美國、中國大陸等的世界各大學教師交換名片，並交流彼此進行 AACSB 認證的經驗。

在 4 月 24 日一早，本人先參與了第一場早餐會議：認證問答－持續改進，主要是在這個非正式的問答環節中，讓與會者提出他們關於持續改進評估的問題，這個行程讓人一邊享用美好的早餐，一邊聆聽許多關於持續改進的問題，既放鬆又有收穫。接著是第一場的集體會議：大膽的領導－勇氣的四大支柱，在這個演講中，Dr. Brené Brown 將探討她所認識的勇氣，為什麼她認為這是一個技能的集合可以進行教學，開發和學習。基於 15 年研究，Brown 將側重於勇氣的四大支柱－脆弱性、信任、價值觀的清晰度和技能的提升。她寫道：“勇氣是一個成功戰略和文化變革努力的不可避免因素，這是任何有意義和持久領導的先決條件發展方式。無論組織如何衡量成功，你不能讓沒有勇敢的領導人去那裡。”經過一段休息與社交的時間後，開始今天的同時會議，第一場本人選擇參與（A1）定義和衡量影響，這場會議提供概念概述的影響由 AACSB 在 2013 年標準中定義和擬定的影響概念，其中討論用於確定和衡量影響的因素，並將影響與 AACSB 認證機構的機構使命聯繫起來。此場會議讓人能夠更好地了解其重要性“影響”作為一個概念，確定相關措施對其機構的影響。早上行程結束後，開始享用當地的特色午餐與第二場的集體會議：文化與客戶，Aylwin Lewis 帶領大家討論他如何打破人為障礙確保他的公司的領導者與他們服務的客戶相匹配，其中討論 Potbelly 如何利用其文化和價值觀並作出回應增加消費者對食品信譽和真實性的要求。這時間也開放了展覽廳，在閒暇之餘可以去走走參觀。今天第二場的同時會議本人參與（B1）記錄學院對參與、創新和影響的貢獻，會議中主持人分享對主題的想法，因為所有教師都有不同的才能，為機構的使命作出貢獻，這就是

為什麼商學院正在採用更加正式，靈活的方式全面的框架，增強和獎勵所有的優勢。同時會議結束後，開始今天最後一個會議：AACSB 官員備註和年度業務會議，AACSB 國際領導人向會員介紹該協會的年度報告，在聖地亞哥的主席年會上 Iñiguez de Onzoño 將會談論成功與持續對組織的挑戰，總裁首席執行官 Thomas R. Robinson 告訴會員們關於協會狀態，副主席當選人 Soumitra Dutta 將會討論他對 AACSB 的看法。這個會議為今日做一個總結，讓人更期待明日的議程。

第二天 4 月 25 日一早先參與早餐會議：利用新的 AACSB 品牌，在過去幾個月，AACSB 與董事會密切合作，一直在為該組織開發新品牌，包括進一步提升 AACSB 認證和會員資格的策略。在本屆會議中將看到 AACSB 如何處理這一重要舉措，市場研究在定義品牌方面的作用以及新品牌戰略如何實現，還將了解將向獲得認證的學校以及教育和商業成員提供的新營銷手段，以利用新的 AACSB 品牌，放大會員的故事，團結一致，倡導全球商業教育。接著是第三場的集體會議：影響支撐，主要談論商業教育是否仍然相關？是什麼和誰為誰？企業應該對世界各地主要機構負責法律、財務和道德上的失敗，他們應該如何制定答覆？世界各個組織正在面對這些適應和轉型的問題，這不僅僅是表面的變化：在不同的環境中是一個新的挑戰。公司的領導和學校的教育現在必須準備重新審視他們以前相信的一切，在即將到來的轉型中，誰將是領導者，誰將被留下來？會議結束後，有一段休息和社交的時間，接著開始今天的同時會議，第三場本人選擇 University of Queensland 的 A Year for 'Pitching Research'，此場會議展示 AACSB 創新啟發選擇，介紹了一個功能強大的多用途工具，適用於新手研究人員和研究導師。演講者旨在解釋和說明簡單、結構化但靈活、適應性強的“Pitching Research”模板工具，幫助學生或新手研究人員自信地收集，評估和傳達研究文章的基本要素或提出未經測試的學術觀念。這場精彩的演講為此次會議行程畫下美好的句點，讓人回味難忘。

## 心得

此次能夠參與 2017 商管認證年會(ICAM 2017)，與來自世界各地的國際學者互動，和不同學校商管學院院長、副院長與其他教師之間的交流是難能可貴的經驗，並且經由參與不同主題的研討會，了解最新的制度與工具，學習通過認證之學校經驗，再藉著茶敘或午晚宴的時機，與各國學者交流互相分享經歷，收穫十分豐富。

感謝教育部及學校對於國內學者參與國際研討會所給予的支持與補助，才能讓人有機會前往休士頓參與此年度盛會，與來自全球各地的學者齊聚一堂，進行經驗的交流與分享。

## 建議事項

建請教育部及學校持續爭取預算，鼓勵國內大專院校之商學院參與 AACSB 認證或相似認證，讓臺灣的商學教育、研究能與國際接軌及交流，並站上國際舞台。鼓勵國內學者或學校能夠在未來踴躍參加各種性質的國際性研討會，這不僅可以為臺灣打開學術知名度，同時也能夠讓學界與業界了解目前全球趨勢與潮流。

商管認證的年會為該組織之年度主要活動，全世界各地參與商管認證之學校皆派教師與加，不少學校甚至派遣多位教師參與，顯現出其重要性，由於本校今年只有院長與本人參加，大會採多場會議平行進行，致使本人無法全部參與，實非常可惜，建議日後可以考慮加派數名教師一同參與，以達到完整學習和深入的了解。

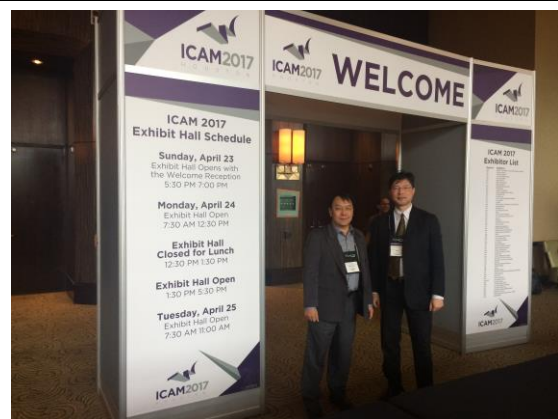
## 照片



與院長合影於會議現場



與院長合影於會議現場



與院長合影於會議現場



4/24 Breakfast Bonus



4/24 Plenary I



4/24 (A1) Defining and Measuring Impact




4/25 Luncheon



4/25 Plenary II



	
<p>4/24 (B1) Documenting Faculty Contributions in Engagement, Innovation, and Impact</p>	<p>4/25 Breakfast Bonus&amp; Plenary III</p>
	
<p>4/25 (C7) Exhibitor Session—University of Queensland: A Year for 'Pitching Research'</p>	<p>AACSB 大會服務處</p>
	
<p>休士頓大學城區校區參訪</p>	<p>休士頓大學城區校區參訪</p>
	
<p>與台灣其他學校教授們合影</p>	



會議間交流時間



會議資料袋



會議手冊



會議名牌

附件一 ICAM 2017 大會網站

<http://www.aacsb.edu/events/conference/2017/icom>

附件二 ICAM 2017 大會手冊暨議程













## GENERAL CONFERENCE INFORMATION

### GENERAL CONFERENCE REGISTRATION/INFORMATION


Hilton Americas-Houston—Ballroom of the Americas Prefunction Area

 Saturday, April 22	 12:30 p.m.–6:00 p.m. — Affinity Group Registration
 Sunday, April 23	 7:30 a.m.–7:00 p.m.
 Monday, April 24	 7:30 a.m.–5:30 p.m.
 Tuesday, April 25	 7:30 a.m.–1:00 p.m.

### THE MEETING PLACE

Hilton Americas-Houston—Ballroom of the Americas Prefunction Area








The Meeting Place is a convenient location for discussion, conversation, and reflection during the conference. There are no formal presentations here—just plenty of opportunities to discuss issues and address questions of common interest with your peers. Organize an informal group dialogue, meet with colleagues between educational sessions, or simply enjoy The Meeting Place for quiet conversation.

 Sponsored by: University of North Texas, College of Business

### 2017 ICAM EXHIBIT HALL

Hilton Americas-Houston—Ballroom of the Americas

The ICAM Exhibition will open on Sunday, April 23, at 5:30 p.m. with the Welcome Reception and will feature more than 60 exhibitors showcasing new technology, research tools, strategic planning resources, and more. This is the perfect opportunity to network one-on-one with exhibitors and colleagues. For the Exhibitor Directory, see page 60.

 Sunday, April 23	 5:30 p.m.–7:00 p.m.
 Monday, April 24	 7:30 a.m.–12:30 p.m.  1:30 p.m.–5:30 p.m.
 Tuesday, April 25	 7:30 a.m.–11:00 a.m.

### THE CHARGING STATION

Hilton Americas-Houston—Ballroom of the Americas

For your convenience, AACSB is providing a mobile charging station inside the Exhibit Hall for cell phones, smartphones, and iPads, which will allow attendees to keep their devices fully charged and operating.

 Sponsored by: Rochester Institute of Technology, Saunders College of Business

## GENERAL CONFERENCE INFORMATION

### WELCOME RECEPTION

Hilton Americas-Houston—Ballroom of the Americas


 Sunday, April 23  5:30 p.m.–7:00 p.m.

Reconnect with old friends, make new ones, and network with the exhibitors. Relax and enjoy the company of your colleagues before the conference gets underway.

Sponsored by: Texas A&M University, Mays Business School

### EVENING RECEPTION

Hilton Americas-Houston—Grand Ballroom A-F

 Monday, April 24  5:30 p.m.–7:00 p.m.

Connect with colleagues at this informal reception and enjoy the full ICAM experience. Get a preview of ICAM 2018 in Honolulu, Hawaii, USA.

Evening Reception Sponsored by: Rice University, Jesse H. Jones Graduate School of Business

Entertainment Sponsored by: Temple University, The Fox School of Business



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## GENERAL CONFERENCE INFORMATION

### AACSB OFFICERS' REMARKS & ANNUAL BUSINESS MEETING

Hilton Americas-Houston—Grand Ballroom G-I

 Monday, April 24

 4:30 p.m.–5:30 p.m.

Officers of AACSB International will present the annual report to membership. Thomas R. Robinson, president and CEO, will update members on the organization's strategic change agenda and AACSB's new brand; Santiago Iñiguez de Onzoño will present the Chair's Annual Address; and vice chair-chair elect, Soumitra Dutta, will discuss the vision for business education. Official representatives will be asked to vote on a proposed increase to membership dues as well as proposed amendments to the AACSB Articles and Bylaws.

### THE CYBER CAFE

Hilton Americas-Houston—Ballroom of the Americas

Need to access a computer? Visit the Cyber Cafe in the Exhibit Hall, booth 128. Please limit your time as a courtesy to others.

Sponsored by Kent State University, College of Business Administration

### TWEET ABOUT YOUR CONFERENCE EXPERIENCE

Use #ICAM2017 to interact with other participants and share your conference-related feedback, thoughts, and photos. Follow @AACSBEvents and @AACSB for the latest news and updates.

### TWO APPS ARE BETTER THAN ONE!

Visit [aacs.edu/apps](http://aacs.edu/apps) for specific instructions and details.

- **AACSB Events App**

Designed to provide additional value to participants attending AACSB conferences, this app provides access to all the up-to-date information you need at the event, including attendee directory, session and speaker information, the capability to take notes from sessions, and easy-to-access links that go directly to the AACSB Exchange. Visit the Apple or Android App Store and download the AACSB Events app free of charge!

- **AACSB Exchange App**

This app enhances the AACSB Events app, providing access to the AACSB Exchange communities, discussions, event resources, and more. Need to meet with a member while at the event? Send a message and connect with peers from AACSB member schools worldwide. Visit the Apple or Android App Store and download the AACSB Exchange app to engage with your global b-school network today!

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS


📅 SATURDAY, APRIL 22	
🕒 12:30 p.m.–6:00 p.m.	<p><b>Affinity Group Registration</b>  <i>Hilton Americas-Houston—Ballroom of the Americas Prefunction Area</i></p>
🕒 12:45 p.m.–5:00 p.m.	<p><b>Responsible Management Education Affinity Group Learning Journey</b>  <i>Hilton Americas-Houston—Meeting Room 337 A/B</i></p> <p>Join the Responsible Management Education Affinity Group Learning Journey to discuss a sustainable award-winning business: Nation Waste. This learning journey to a top Houston business engaged with an innovative business model will illustrate the integration of accountability, corporate social responsibility, and sustainability in Nation Waste's core values and actions.</p> <p><b>Affinity Group Chair:</b></p> <ul style="list-style-type: none"> <li>› <b>Maling Ebrahimpour</b>, Dean, College of Business Administration, University of Rhode Island</li> </ul>
🕒 4:00 p.m.–6:00 p.m.	<p><b>Online Learning Affinity Group Meeting</b>  <i>Hilton Americas-Houston—Meeting Room 336 A/B</i></p> <p>Join the inaugural meeting of the Online Learning Affinity Group. We aim to be a highly participative forum for sharing ideas and expertise on online and blended learning. For our first meeting, we will be agreeing to terms of reference, how we organize as an affinity group, and future activities. We will also host World Café-style discussion groups to share expertise on issues and challenges in online and blended learning as proposed by group members. The topics you bring will be the ones we discuss.</p> <p><b>Affinity Group Co-chairs:</b></p> <ul style="list-style-type: none"> <li>› <b>Mark Fenton-O'Creevy</b>, Associate Dean and Professor, Open University Business School</li> <li>› <b>Darin Kapanjie</b>, Academic Director, Fox Online MBA   Part-Time MBA   Online BBA, Fox School of Business, Temple University</li> <li>› <b>Tawnya Means</b>, Director, Teaching and Learning Center, Warrington College of Business, University of Florida</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>SUNDAY, APRIL 23</b>	
 7:30 a.m.–7:00 p.m.	<b>Conference Registration/Information</b> <i>Hilton Americas-Houston—Ballroom of the Americas Prefunction Area</i>
 8:00 a.m.–10:00 a.m.	<b>Asia Pacific Affinity Group Meeting</b> <i>Hilton Americas-Houston—Meeting Room 336 A/B</i>  Join the Asia Pacific Affinity Group for knowledge sharing among Asia Pacific business schools. The group's agenda includes updates on key group objectives, a presentation on social responsibility by group co-chair Jacky So, and case sharing among Asia Pacific member schools. The group will also plan internal and external linking among Asian business schools for important collaborative initiatives.  <b>Affinity Group Co-chairs:</b> <ul style="list-style-type: none"> <li>&gt; <b>Renee Kim</b>, Associate Vice President, International Cooperation, School of Business, Hanyang University</li> <li>&gt; <b>Jacky Yuk-chow So</b>, Dean and Chair Professor, Finance, Faculty of Business Administration, University of Macau</li> </ul>
 8:00 a.m.–10:00 a.m.	<b>European Affinity Group Meeting</b> <i>Hilton Americas-Houston—Meeting Room 335 A-C</i>  <i>Double Degrees and Education Cooperation: The Role of International Accreditation in Business School Cooperation</i>  Collaborative degree programs (double degree or joint degree programs), multi-campus, and other educational cooperation between institutions are common practice in the European landscape of business schools. All these types of collaboration impose difficult challenges during the accreditation process, especially concerning curriculum management and assurance of learning (Standard 8) and faculty qualification (Standard 15). Issues such as the scope of accreditation, differences between AACSB-accredited and non-accredited partner institutions, the accreditation requirements and existing and long-lasting cooperation with non-accredited schools, and what is to be considered in curriculum management/AoL and faculty qualifications are contents of the European Affinity Group meeting. Five best-practice examples will be presented, followed by group work.  <b>Affinity Group Chair:</b> <ul style="list-style-type: none"> <li>&gt; <b>Thomas Cleff</b>, Dean, Pforzheim University</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

### SUNDAY, APRIL 23

 8:30 a.m.–10:00 a.m.


#### **Technology in Business Schools Roundtable Affinity Group Meeting**

*Hilton Americas-Houston—Meeting Room 339 A/B*

Technology, from the classroom podium to the high-performance computing cluster (and all the websites, databases, and laptops in between), is an essential part of any business school. The Technology in Business Schools Roundtable (TBSr) was formed by representatives from AACSB-accredited business schools and colleges to foster collaboration and help each of us meet the unique information technology challenges we face. TBSr exists to help improve the overall quality of the technology efforts of our schools and colleges, share best practices and experiences, and increase collaboration among technology leaders at peer institutions. Attend this affinity group meeting to learn more about the benefits of participating as a member of TBSr and how this group works to help business schools address the challenges and opportunities technology brings.

#### **Affinity Group Chair:**

**Connie Buechele**, Carlson School IT Director, University of Minnesota

 10:30 a.m.–12:30 p.m.

#### **Marketing and Communications Council Affinity Group Meeting**

*Hilton Americas-Houston—Meeting Room 339 A/B*

*Is My Team Normal? Results of the AACSB/MaCC Survey of Business School Marketing & Communications*


This session shows the results of a benchmarking survey done by AACSB and the Marketing and Communications Council Affinity Group (MaCC). In 2008, AACSB and MaCC teamed up to do the first survey targeted at getting information about business school public relations, media, marketing, communications, and allied functions. In 2016, the survey was updated and redeployed. The results are a touchstone for you to use in comparing your own marketing and communications function with those of other business schools. Data includes size, benchmarks, structure, responsibilities, funding models, and tools.

#### **Affinity Group Co-chairs:**

- > **Sheri Irwin-Gish**, Executive Director, Communications and Marketing, College of Business Administration, University of Nebraska-Lincoln
- > **Cynthia (CJ) Jackson**, Director, Communications and Marketing, Hankamer School of Business, Baylor University

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

### SUNDAY, APRIL 23

 10:30 a.m.–12:30 p.m.

#### **MBA for Working Professionals Affinity Group Meeting**


*Hilton Americas-Houston—Meeting Room 336 A/B*

*Innovative Ways Business Schools Are Advancing Working Professionals*

Part-time MBA programs have been the dominant way business schools have helped working professionals accelerate their career advancement for many years. In this session, Barbara Singer Cheng will review new and innovative programs beyond the MBA that business schools are offering to ensure emerging leaders advance their careers through greater impact. Participants will leave this session with ideas for new programs and how to facilitate better alignment between key strategic corporate partners and their high-potential employees.

#### **Affinity Group Co-chairs:**

- > **Richard Phillips**, Dean, J. Mack Robinson College of Business, Georgia State University
- > **O. Ray Whittington**, Dean, Richard H. Driehaus College of Business, DePaul University

 10:30 a.m.–12:30 p.m.

#### **Women Administrators in Management Education Affinity Group Meeting**

*Hilton Americas-Houston—Meeting Room 335 A-C*

Join an experienced group of search firm executives who will share valuable insights and perspectives on preparing for a business deanship or advancing to their next deanship. Panelists will present their first-hand experiences with search processes, reviewing application materials, working with search committees, and examples of do's and don'ts for candidates. This will be a dynamic session with interaction from the audience and an opportunity to follow-up with questions of the panelists and peers.

#### **Affinity Group Chair:**

- > **Rama Yelkur**, Dean, School of Business, St. John Fisher College

#### **Sponsored by**

- > **St. Mary's University, Greehey School of Business**






## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>SUNDAY, APRIL 23</b>	
 <b>10:30 a.m.–1:00 p.m.</b>	<p><b>New Deans Learning Community Affinity Group Meeting</b>  <i>Hilton Americas-Houston—Meeting Room 343 A/B</i></p> <p>Join the New Deans Learning Community to hear from two experienced and highly successful deans on how to navigate what can, at once, be a rewarding, challenging, and demanding role. Time will be allocated for questions and answers with these deans as well as for roundtable discussions of key challenges affecting business schools.</p> <p><b>Affinity Group Co-chairs:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Charles Iacovou</b>, Dean, School of Business, Wake Forest University</li> <li>&gt; <b>Susan McTiernan</b>, Dean, Mario J. Gabelli School of Business, Roger Williams University</li> <li>&gt; <b>Joy Turnheim Smith</b>, Chair, Department of Business and Economics, Elizabeth City State University</li> </ul>
 <b>1:00 p.m.–3:00 p.m.</b>	<p><b>Associate Deans Affinity Group Meeting</b>  <i>Hilton Americas-Houston—Meeting Room 335 A-C</i></p> <p><i>Navigating Multiple Accreditations</i></p> <p>An associate dean's accreditation responsibilities are not limited to the five-year continuous improvement review cycle as outlined by AACSB. Most business and management schools are involved annually in multiple accreditation efforts at the school and university levels. This interactive session explores strategies for developing a robust process that is seamless (and thus effective and efficient) across different accrediting bodies. The panel discussion and subsequent question-and-answer period focus on best practices and the central role an associate dean plays in successfully navigating multiple accreditations.</p> <p><b>Affinity Group Chair:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Paul Schwager</b>, Associate Dean and Associate Professor, East Carolina University</li> </ul>




## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>SUNDAY, APRIL 23</b>	
 <b>2:00 p.m.–4:00 p.m.</b>	<p><b>Minorities Affinity Group Co-chair Meet and Greet</b>  <i>Hilton Americas-Houston—3rd Floor Common Area</i></p> <p>Take this opportunity to meet the founding leadership of the new Minorities Affinity Group. Share your thoughts on topics and activities that the group should engage in, and learn about opportunities to volunteer and get involved in charting the future of this group and leading global engagement efforts.</p> <p><b>Affinity Group Co-chairs:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Earl Avery</b>, Special Assistant to the President/Ombudsman, Bentley University</li> <li>&gt; <b>Edward Davis</b>, Interim Dean, Clark Atlanta University</li> <li>&gt; <b>Barron Harvey</b>, Dean and KPMG Endowed Professor, Howard University</li> </ul>
 <b>3:00 p.m.–5:30 p.m.</b>	<p><b>Middle East and North Africa Affinity Group Meeting</b>  <i>Hilton Americas-Houston—Meeting Room 339 A/B</i></p> <p><i>Key Success Factors for MENA Business Schools in the 21st Century</i></p> <p>Join your peers from MENA business schools for a facilitated discussion on key success factors for your b-school in the 21st century and continue the work of this peer group in elevating collaborative opportunities within the region.</p> <p><b>Affinity Group Co-chairs:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Jacob Chacko</b>, Dean, College of Business Administration, Abu Dhabi University</li> <li>&gt; <b>Thami Ghorfi</b>, Dean, ESCA Ecole de Management</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

### SUNDAY, APRIL 23

 3:00 p.m.–5:30 p.m.


#### **Small Schools Network Affinity Group Meeting**

*Hilton Americas-Houston—Meeting Room 336 A/B*

Business schools practice engagement activities with a variety of stakeholders. Students, campus colleagues, alumni, and the business community benefit from our efforts. Join us for this interactive session that will begin with ideas some business schools have implemented in this area. And we want you to bring ways YOUR school engages with your stakeholders. We will discuss how these activities are assessed regarding the success, quality, and/or impact of the activity. And if the activity is innovative, we will want to understand why! The goal is for each attendee to take away one good idea for future use.

#### **Affinity Group Co-chairs:**

- > **Lynne Richardson**, Dean, College of Business, University of Mary Washington
- > **Denise Rotondo**, Dean, School of Business, State University of New York at Geneseo

 3:30 p.m.–5:30 p.m.

#### **Entrepreneurship Programs Affinity Group Meeting**

*Hilton Americas-Houston—Meeting Room 335 A-C*

There is a surge of interest and activity in developing “innovation ecosystems” as a catalyst for economic and societal development, and universities are progressively playing a vital role. Industry, government, and university collaborations comprise a vital role in the progression of these ecosystems. Translational research—the commercialization of university inventions and innovations—is traditionally an integral component of these partnerships. More recently, the role of entrepreneurship and business education stands as a fundamental pillar of economic development and innovation ecosystems. Entrepreneurship and business schools contribute curricula, programs, and expertise. This session describes how entrepreneurship and business programs enhance innovation ecosystems, drawing from current activities at Drexel University and Ohio University.





#### **Affinity Group Co-chairs:**

- > **McRae Banks**, Dean, Joseph M. Bryan School of Business and Economics, University of North Carolina at Greensboro
- > **Donna De Carolis**, Dean, Charles D. Close School of Entrepreneurship, Drexel University

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS


📅 SUNDAY, APRIL 23	
🕒 5:30 p.m.–7:00 p.m.	<b>Exhibit Hall Open</b> <i>Hilton Americas-Houston—Ballroom of the Americas</i>
🕒 5:30 p.m.–7:00 p.m.	<b>Welcome Reception</b> <i>Hilton Americas-Houston—Ballroom of the Americas</i> <p>Reconnect with old friends, make new ones, and network with the exhibitors. Relax and enjoy the company of your colleagues before the conference gets underway.</p> <p><b>Sponsored by:</b>            &gt; Texas A&amp;M University, Mays Business School</p>
📅 MONDAY, APRIL 24	
🕒 7:30 a.m.–5:30 p.m.	<b>Conference Registration/Information</b> <i>Hilton Americas-Houston—Ballroom of the Americas Prefunction Area</i>
🕒 7:30 a.m.–12:30 p.m.	<b>Exhibit Hall Open</b> <i>Hilton Americas-Houston—Ballroom of the Americas</i>
🕒 7:30 a.m.–8:30 a.m.	<b>Continental Breakfast and Networking</b> <i>Hilton Americas-Houston—Ballroom of the Americas</i>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>MONDAY, APRIL 24</b>	
 7:30 a.m.–8:30 a.m.	<p><b>Breakfast Bonus Session: Initial Accreditation Q&amp;A</b>  <i>Hilton Americas-Houston—Grand Ballroom J</i></p> <p>In this informal Q&amp;A session, attendees are invited to bring their questions about the initial accreditation process and strategies.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Maria Baltar</b>, Senior Director, Accreditation Services, AACSB International</li> <li>&gt; <b>Robert Dixon</b>, Professor of Management Accounting, Durham University Business School, Durham University</li> </ul>
 7:30 a.m.–8:30 a.m.	<p><b>Breakfast Bonus Session: Accreditation Q&amp;A—Continuous Improvement</b>  <i>Hilton Americas-Houston—Grand Ballroom K</i></p> <p>In this informal Q&amp;A session, attendees are invited to bring their questions about the continuous improvement review.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>McRae C. Banks</b>, Margaret &amp; Harrell Hill Distinguished Professor and Dean, Joseph M. Bryan School of Business and Economics, The University of North Carolina at Greensboro</li> <li>&gt; <b>Robert D. Reid</b>, Executive Vice President and Chief Accreditation Officer, AACSB International</li> </ul>
 8:45 a.m.–9:00 a.m.	<p><b>Conference Welcome</b>  <i>Hilton Americas-Houston—Grand Ballroom A-I</i></p>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

### MONDAY, APRIL 24

 9:00 a.m.–10:30 a.m.

#### **Plenary I: Daring Leadership—The Four Pillars of Courage**

*Hilton Americas-Houston—Grand Ballroom A-I*


In this keynote address, Dr. Brené Brown will explore what she has learned about courage and why she believes it is a collection of skills that can be taught, developed, and learned. Based on 15 years of research, Brown will focus on the four pillars of courage—vulnerability, trust, clarity of values, and rising skills. She writes, “Courage is an irreducible element of successful strategy and culture change efforts, and it’s a prerequisite for any meaningful and lasting leadership development approach. Regardless of how an organization measures success, you can’t get there without brave leaders.”

#### **Session Presenter:**

- › Brené Brown, Research Professor and Huffington Brené Brown Endowed Chair, C.T. Bauer College of Business, University of Houston

#### **Sponsored by:**

- › Baruch College-The City University of New York, The Zicklin School of Business

 10:30 a.m.–11:15 a.m.

#### **Refreshment Break and Networking**

*Hilton Americas-Houston—Ballroom of the Americas*

#### **Sponsored by:**

- › North Carolina State University, Poole College of Management

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>MONDAY, APRIL 24</b>	
 <b>11:15 a.m.–12:30 p.m.</b>	<b>Concurrent Sessions</b>
	<p><b>(A1) Defining and Measuring Impact</b> (also offered as C1)  <i>George R. Brown Convention Center—Meeting Room 361</i></p> <p>This session will provide attendees with an overview of the concept of impact as defined and intended by AACSB in the 2013 standards. The session will entail a discussion of the factors used to determine and measure impact and link impact to the institutional mission of an AACSB-accredited institution. At the conclusion of the session, participants should be able to better appreciate the importance of “impact” as a concept and be able to identify relevant measures of impact in their institutions.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; Sarah F. Gardial, Dean, Tippie College of Business, The University of Iowa</li> <li>&gt; Amine Nehari Talet, Associate Professor, Management Information Systems, College of Industrial Management, King Fahd University of Petroleum and Minerals</li> </ul>
	<p><b>(A2) Advancing Diversity &amp; Inclusion: Challenges and Strategies</b>  <i>George R. Brown Convention Center—Meeting Room 362</i></p> <p>In this session, presenters will engage the attendees in sharing diversity and inclusion challenges at business schools and business practices around the world. Presenters will discuss initiatives and share effective practices they and other business peers are utilizing to enhance diversity and inclusion. Similarities and differences across regions and between academia and business will be explored, along with ways business stakeholders can work together to enhance diversity and inclusivity in the business ecosystem.</p> <p><b>Session Moderator:</b></p> <ul style="list-style-type: none"> <li>&gt; Christine L. Clements, Executive Vice President, Chief Membership Officer, Chief Diversity and Inclusion Advocate, AACSB International</li> </ul> <p><b>Session Panelists:</b></p> <ul style="list-style-type: none"> <li>&gt; Alexander Triantis, Dean, Robert H. Smith School of Business, University of Maryland</li> <li>&gt; Lynn Roseberry, Managing Director, On The Agenda</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 MONDAY, APRIL 24

 11:15 a.m.–12:30 p.m.

### Concurrent Sessions

#### **(A3) Online Education: Challenges and New Business Models** *George R. Brown Convention Center—Meeting Room 370*

This session will explore the potentially disruptive power of online education. The two contributions by Kate Cruz and Yusuf Sidani will highlight how online education can bridge distances and therefore disrupt the current (business) models in higher education. Together we discuss how online education can bridge geographical distance, social distance, language distance, and institutional distance to create impact in a novel way. This challenges those higher education organizations that still operate a delivery model based on proximity.

#### **Session Moderator:**

- › **Bernd Ebersberger**, Professor, Head Research, Innovation & Entrepreneurship, MCI Management Center Innsbruck

#### **Session Panelists:**

- › **Kate Cruz**, Executive Assistant and Project Manager, ANSR Source Content U.S. LLC
- › **Yusuf Sidani**, Convenor and Professor, Suliman S. Olayan School of Business, American University of Beirut



Congratulations to the honorees of the 2017  
**Entrepreneurship  
Spotlight Challenge**

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 MONDAY, APRIL 24

 11:15 a.m.–12:30 p.m.

### Concurrent Sessions

#### **(A4) Innovating Curriculum Through Interdisciplinary Collaborations**

*George R. Brown Convention Center—Meeting Room 371*

The Business School at East China University of Science and Technology (ECUST) and the Mays Business School at Texas A&M University have each developed innovative, award-winning, cross-disciplinary programs. Each school has leveraged the business side of the house with technical disciplines including engineering, chemistry, and medicine. The session will tell each school's story as well as provide a behind-the-scenes glimpse of the myriad challenges they faced (including funding). While both of these innovative programs aim to inspire interdisciplinary learning, each school has a loftier ultimate goal: ECUST's is to transform and upgrade China's economy; Texas A&M's is to advance world prosperity.

#### **Session Panelists:**

- › **Anthony Bahr**, President, WildHorse Resource Development
- › **Mary Lea McAnally**, Director of Innovation and Strategic Planning, and Phillip W. Ljungdahl Chaired Professor of Accounting, Mays Business School, Texas A&M University
- › **Yan Zhao**, Deputy Director of Economics Department, School of Business, East China University of Science and Technology

To learn more about the contributions AACSB-accredited schools are making to accelerating innovation and empowering global entrepreneurs, visit:

[aacsb.edu/esc](http://aacsb.edu/esc)





## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>MONDAY, APRIL 24</b>	
 <b>11:15 a.m.–12:30 p.m.</b>	<b>Concurrent Sessions</b>
	<p><b>(A5) Pursuing Funded Grant Research</b>  <i>George R. Brown Convention Center—Meeting Room 372</i></p> <p>Given the changing financial landscape for many business schools, many faculty and administrators are considering the possibility of securing funding for research programs through research grants. Although commonplace in other areas of the academy, business schools are less experienced in this domain in comparison to counterparts in other disciplines. In this session, presenters from three types of schools will discuss their experiences and perspectives on securing sponsored funding for research in the business school context.</p> <p><b>Session Moderator:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Todd J. Maurer</b>, Professor and Associate Dean for Research Strategy, J. Mack Robinson College of Business, Georgia State University</li> </ul> <p><b>Session Panelists:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Roy Green</b>, Dean, UTS Business School, University of Technology Sydney</li> <li>&gt; <b>Valerie Suslow</b>, Vice Dean, Faculty and Research, Johns Hopkins Carey Business School</li> </ul>
	<p><b>(A6) Exhibitor Session—Ivy Software: Solving the Prereq Dilemma</b>  <i>Hilton Americas-Houston—Grand Ballroom J</i></p> <p>This session discusses the prerequisite dilemma and how it was solved at Troy University using Ivy Software prereq courses. Also, assessment testing prior to and following course completion is discussed.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>William L. Hamby</b>, Director, Accreditation, Sorrell College of Business, Troy University</li> <li>&gt; <b>Rob Holt</b>, Creative Director, Ivy Software, Inc.</li> </ul>


## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS


📅 MONDAY, APRIL 24	
🕒 11:15 a.m.–12:30 p.m.	Concurrent Sessions
	<p><b>(A7) Exhibitor Session—Peregrine Academic Services: Let's Talk About Assessment Result Response Distractors</b>  <i>Hilton Americas-Houston—Grand Ballroom K</i></p> <p>Institutions of higher education conduct programmatic assessments of student learning and use the results for improving the quality of academic programs and curriculum content. Understanding why students are selecting incorrect responses will aid program and course managers with additional information to make any needed course or program adjustments.</p> <p><b>Session Presenter:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Olin O. Oedekoven</b>, President and CEO, Peregrine Academic Services, LLC</li> </ul>
	<p><b>(A8) Exhibitor Session—Perkins+Will: A Catalyst for Community Engagement and Transformation</b>  <i>Hilton Americas-Houston—Grand Ballroom L</i></p> <p>We will explore programmatic opportunities supporting the transformation of a business school within a unique urban environment. A strategic planning process shaped the physical resources needs supporting a business school's strategic mission focused on community engagement. We will discuss how these concepts align with the AACSB pillars of engagement, innovation, and impact.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Brent A. Hathaway</b>, Dean, Lee Business School, University of Nevada, Las Vegas</li> <li>&gt; <b>Jeff Ziebarth</b>, Principal, National Higher Education, Perkins+Will</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>MONDAY, APRIL 24</b>	
 12:30 p.m.–2:00 p.m.	<p><b>Beta Gamma Sigma International Honoree Luncheon and Plenary II: Culture and Customers</b>  <i>Hilton Americas-Houston—Grand Ballroom A-I</i></p> <p>Aylwin Lewis will discuss how he is breaking down artificial barriers and making sure his company's leaders match the customers they serve. He will discuss how Potbelly leverages its culture and values and responds to increasing consumer demands for food credibility and authenticity.</p> <p><b>Session Presenter:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Aylwin B. Lewis</b>, President and Chief Executive Officer, Potbelly Sandwich Works</li> </ul> <p><b>Sponsored by:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Beta Gamma Sigma</b></li> </ul>
 1:30 p.m.–5:30 p.m.	<p><b>Exhibit Hall Open</b>  <i>Hilton Americas-Houston—Ballroom of the Americas</i></p>
 2:15 p.m.–3:30 p.m.	<p><b>Concurrent Sessions</b></p> <p><b>(B1) Documenting Faculty Contributions in Engagement, Innovation, and Impact</b>  <i>George R. Brown Convention Center—Meeting Room 361</i></p> <p>All faculty have different talents to contribute to an institution's mission. That is why business schools are adopting more formal, flexible, and comprehensive frameworks that enhance and reward all the strengths they bring to the table. In this session, presenters will share ideas for documenting faculty contributions in engagement, innovation, and impact.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Marielle G. Heijltjes</b>, Executive Director and Associate Dean, School of Business and Economics, Maastricht University</li> <li>&gt; <b>Mike Wilkins</b>, Jesse H. Jones Professor, Chair of Accounting and Director of Accreditation, School of Business, Trinity University</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 **MONDAY, APRIL 24**

 **2:15 p.m.–3:30 p.m.**

### Concurrent Sessions

#### **(B2) Neuroscience and Learning**

*George R. Brown Convention Center—Meeting Room 362*

As neuroscience provides more information to businesses, more business schools are providing neuroscience-themed coursework. Graduates with deep understanding in this field will be in high demand, as neuroscience also has applications in leadership. In this session, find out how neuroscience and learning go hand in hand when developing future leaders.

#### **Session Presenters:**

- › **Adriane B. Randolph**, Executive Director, BrainLab and Associate Professor of Information Systems, Coles College of Business, Kennesaw State University
- › **Janée N. Burkhalter**, Associate Professor of Marketing, Haub School of Business, Saint Joseph's University

#### **(B3) Analytics Curriculum Dilemma and Challenges**

*George R. Brown Convention Center—Meeting Room 370*

Davenport and Patel labeled the data scientist the sexiest job of the 21st century, but skeptics posit that nothing lasts forever. Data science tools are becoming easier to use, so some believe focusing on data science unicorns will give way to a citizen data scientist model. This distinction is important for business schools where specialized data analytics concentrations and degrees are proliferating, yet there are fewer efforts to incorporate analytics training into core business curriculum. This session will address the shifting landscape of data analytics education in business schools with an eye toward the unicorn-versus-citizen debate.


#### **Session Presenters:**

- › **Michelle Cheong**, Associate Dean, Postgraduate Professional Education and Associate Professor, Information Systems (Practice), School of Information Systems, Singapore Management University
- › **Michael Goul**, Associate Dean for Research, W. P. Carey School of Business, Arizona State University





## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

📅 MONDAY, APRIL 24	
🕒 2:15 p.m.–3:30 p.m.	Concurrent Sessions
	<p><b>(B4) Business Schools as Hubs of Learning</b>  <i>George R. Brown Convention Center—Meeting Room 371</i></p> <p>Business schools could serve as potentially vital hubs, connecting academia and industry, theory and practice, and varied stakeholder groups. Whether in the classroom, via events, or through eclectic partnerships, facilitated interactions can enable powerful insights and collaborative learning. This session will provide a forum to explore how we might find innovative ways to further tap this potential. Through opening presentations and an interactive format, we invite colleagues to share their perspectives, insights, and examples.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Marianne W. Lewis</b>, Dean, Cass Business School, City, University of London</li> <li>&gt; <b>Balaji Rajagopalan</b>, Dean, College of Business, Northern Illinois University</li> </ul>
	<p><b>(B5) Small-Size Schools: Strategies for Growth in a Highly Competitive Market</b>  <i>George R. Brown Convention Center—Meeting Room 372</i></p> <p>This session offers strategies for small schools for growth in a highly competitive market. Small schools often struggle to find a strategic balance between focus, strengths, and resources. As such, they end up with missions and strategic plans that are either overly ambitious or incapable of fostering sustainability or growth.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Sylvia Maxfield</b>, Dean, School of Business, Providence College</li> <li>&gt; <b>Enase Felicia Okonedo</b>, Dean, Lagos Business School</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>MONDAY, APRIL 24</b>	
 2:15 p.m.–3:30 p.m.	Concurrent Sessions
	<p><b>(B6) Exhibitor Session—Cabell's International: Predatory Publishing: Problems and Solutions</b>  <i>Hilton Americas-Houston—Grand Ballroom J</i></p> <p>We will be discussing the ever-increasing threat that predatory publishing poses to the academic industry and solutions offered to combat the threat, including a standardized resource for identifying predatory journals and several analytical tools for empowering authors to choose the best outlet for their research.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Kathleen Berryman</b>, Senior Projects Manager, Cabell's International</li> <li>&gt; <b>Lucas Toutloff</b>, Production Manager, Cabell's International</li> </ul>
	<p><b>(B7) Exhibitor Session—GMAC®: Increasing Relevance to Candidates Through Segmentation</b>  <i>Hilton Americas-Houston—Grand Ballroom K</i></p> <p>GMAC® partnered with Ipsos, a leading market research firm, to carry out a global segmentation study designed to differentiate segments of graduate management education candidates based on their motivations to pursue a graduate business degree. This session will unpack the study's findings and teach schools how to implement the segmentation framework to impact the b-school experience for candidates and students.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Shelby Colby</b>, Strategy Analyst, Graduate Management Admission Council®</li> <li>&gt; <b>Betty Su</b>, Vice President and Chief Marketing Officer, Graduate Management Admission Council®</li> </ul>

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>MONDAY, APRIL 24</b>	
 2:15 p.m.–3:30 p.m.	<b>Concurrent Sessions</b> <p><b>(B8) Exhibitor Session—Peregrine Academic Services: Exploring Your Potential, Preparing Students for the Global Workforce</b>  <i>Hilton Americas-Houston—Grand Ballroom L</i></p> <p>As a billion young people enter the global workforce and opportunities for employment and entrepreneurship continue to evolve, how can we best prepare students for the future? Opportunity is everywhere. Armed with a broader context, an international perspective, greater self-efficacy, and a more enthusiastic outlook, students can leverage their academic experiences for ultimate success and sustainability in the real world.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>&gt; Jennifer Kushell, CEO and Founder, YSN (Your Success Now)</li> <li>&gt; Steven Pietsch, Director, B-School Connection, Peregrine Academic Services, LLC</li> </ul>
 3:30 p.m.–4:30 p.m.	<p><b>Refreshment Break and Networking</b>  <i>Hilton Americas-Houston—Ballroom of the Americas</i></p> <p><b>Sponsored by:</b></p> <ul style="list-style-type: none"> <li>&gt; University of Hawaii at Manoa, Shidler College of Business</li> </ul>
 4:30 p.m.–5:30 p.m.	<p><b>AACSB Officers' Remarks and Annual Business Meeting</b>  <i>Hilton Americas-Houston—Grand Ballroom G-I</i></p> <p>Leaders of AACSB International will present the association's annual report to the membership. In the Chair's Annual Address, Santiago Iñiguez de Onzoño will speak about the successes and ongoing challenges for the organization. Thomas R. Robinson, president and CEO, will update members on the state of the association, and vice chair-chair elect Soumitra Dutta will discuss his vision for AACSB.</p>


## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

 <b>MONDAY, APRIL 24</b>	
 5:30 p.m.–7:00 p.m.	<p><b>Evening Reception</b>  <i>Hilton Americas-Houston—Grand Ballroom A-F</i></p> <p>Connect with colleagues at this informal reception and enjoy the full ICAM experience. Get a preview of ICAM 2018 in Honolulu, Hawaii.</p> <p><b>Evening Reception Sponsored by:</b></p> <ul style="list-style-type: none"> <li>&gt; Rice University, Jesse H. Jones Graduate School of Business</li> </ul> <p><b>Entertainment Sponsored by:</b></p> <ul style="list-style-type: none"> <li>&gt; Temple University, The Fox School of Business</li> </ul>
 <b>TUESDAY, APRIL 25</b>	
 7:30 a.m.–1:00 p.m.	<p><b>Conference Registration/Information</b>  <i>Hilton Americas-Houston—Ballroom of the Americas Prefunction Area</i></p>
 7:30 a.m.–11:00 a.m.	<p><b>Exhibit Hall Open</b>  <i>Hilton Americas-Houston—Ballroom of the Americas</i></p>
 7:30 a.m.–8:30 a.m.	<p><b>Continental Breakfast and Networking</b>  <i>Hilton Americas-Houston—Ballroom of the Americas</i></p> <p><b>Sponsored by:</b></p> <ul style="list-style-type: none"> <li>&gt; Rutgers-The State University of New Jersey-Newark/New Brunswick, Rutgers Business School</li> </ul>



## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

### TUESDAY, APRIL 25


 7:30 a.m.–8:20 a.m.

#### **Breakfast Bonus Session: Leveraging the New AACSB Brand** *Hilton Americas-Houston—Grand Ballroom J*

Over the past several months, and in close collaboration with the board of directors, AACSB has been developing a new brand for the organization, including strategies to further promote the value of AACSB accreditation and membership. In this session, you will see how AACSB approached this important initiative, the role market research played in defining our brand, and how the new brand strategy will come to life. You will also learn about the new marketing tools that will be made available to accredited schools—and education and business members—to leverage the new AACSB brand, amplify the stories of our members, and unite together to advocate for business education worldwide.

#### **Session Presenters:**

- > **Sarah Ham**, Director, Marketing and Communications, AACSB International
- > **Al Renshaw**, Vice President, Marketing and Communications, AACSB International

 8:30 a.m.–10:00 a.m.

#### **Plenary III: Brace for Impact** *Hilton Americas-Houston—Grand Ballroom A-I*

Is business education still relevant? What and whom is it for? How far should business be held accountable for the legal, financial, and ethical failings of major institutions around the world, and how will they craft their response? Every organization in the world is confronting these issues of relevance, adaptation, and transformation. This is about more than change with pumped-up rhetoric: it is a new challenge in a different environment. Companies, their leaders, and the schools that educate the workforce have to be prepared now to re-examine everything they used to believe. In the coming transformation, who will be leaders—and who will be left to follow?

#### **Session Presenter:**

- > **Margaret Heffernan**, Entrepreneur, Chief Executive, Author

#### **Sponsored by:**

- > **University of Tennessee, Knoxville, Haslam College of Business**

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

📅 TUESDAY, APRIL 25	
🕒 10:00 a.m.–10:45 a.m.	<b>Refreshment Break and Networking</b> <i>Hilton Americas-Houston—Ballroom of the Americas</i>
🕒 10:45 a.m.–12:00 p.m.	<b>Concurrent Sessions</b>
	<p><b>(C1) Defining and Measuring Impact (A1 Repeat)</b>  <i>George R. Brown Convention Center—Meeting Room 361</i></p> <p>This session will provide attendees with an overview of the concept of impact as defined and intended by AACSB in the 2013 standards. The session will entail a discussion of the factors used to determine and measure impact and link impact to the institutional mission of an AACSB-accredited institution. At the conclusion of the session, participants should be able to better appreciate the importance of “impact” as a concept and be able to identify relevant measures of impact in their institutions.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>› Sarah F. Gardial, Dean, Tippie College of Business, The University of Iowa</li> <li>› Amine Nehari Talet, Associate Professor, Management Information Systems, College of Industrial Management, King Fahd University of Petroleum and Minerals</li> </ul>
	<p><b>(C2) Preparing Leaders of Tomorrow Through Cross-Sector Affiliations</b>  <i>George R. Brown Convention Center—Meeting Room 362</i></p> <p>Business schools should offer solutions to students pursuing a broad range of career paths, including in the corporate, public, and social sectors. Presenters will share how to prepare students to capture the career-accelerating benefits of multi-sector experiences so they can make a positive social and economic impact as future business leaders.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>› Nora Silver, Director, Haas School of Business, University of California, Berkeley</li> </ul> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>› Ellen J. Glazerman, Executive Director, EY</li> <li>› Yeda Swirski de Souza, Dean, Escola de Gestão e Negócios, Unisinos Business School</li> </ul>

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## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

🕒 10:45 a.m.–12:00 p.m.

### Concurrent Sessions

#### **(C3) In the Spotlight: Accelerating Innovation Through Entrepreneurship**

*George R. Brown Convention Center—Meeting Room 370*

AACSB-accredited schools are transforming the way students, faculty, and business practitioners think about entrepreneurship—are you? AACSB's recent Entrepreneurship Spotlight Challenge (ESC) created a platform for entrepreneurship centers or entrepreneurial-specific programs at AACSB-accredited schools to demonstrate leadership in creating (and incubating) cutting-edge business innovations through enriched student learning and experiential education. Join us in an interactive panel discussion featuring ESC honorees as they share how they are preparing the next generation of entrepreneurial business leaders, and the impact they are having on business and society.

#### **Session Moderator:**

- › **Mike McCracken**, Chairman and CEO, McCracken Alliance

#### **(C4) Emerging Faculty Models in Today's Competitive Business Environment: Future Scenarios**

*George R. Brown Convention Center—Meeting Room 371*

The pressure on higher education is greater than ever and has resulted in business schools reconsidering their financial model and overall quality and performance. These pressures impact faculty models in support of the school's mission and strategic positioning. La Rochelle Business School conducted a survey for the French Union of Independent Schools to identify policies, processes, and practices of faculty models across 20 business schools in nine countries. The survey identified a range of models, challenges, and emerging trends to enable schools to propose alternative models. The panel will bring together examples of emerging trends from Europe and the United States.

#### **Session Presenters:**

- › **Kathleen J. Barnes**, Associate Dean and Professor, Management, Cotsakos College of Business, William Paterson University
- › **Sarah Vaughan**, Associate Dean, Strategy, Accreditations & Internationalization, Groupe Sup de Co La Rochelle

## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

<p>🕒 10:45 a.m.–12:00 p.m.</p>	<p><b>Concurrent Sessions</b></p> <p><b>(C5) The Future of the MBA</b>  <i>George R. Brown Convention Center—Meeting Room 372</i></p> <p>We live in an age of disruption. Universities and churches are the oldest institutions in society and perhaps the slowest to change. This session will explore disruptive changes that need to happen so the MBA does not go the way of Blockbuster. From innovative delivery models to changes in content and curriculum, the session will share best practices currently in place and offer a glimpse of what the future might look like. Be prepared to think outside your comfort zone and to offer your suggestions on out-of-the-box ideas for the MBA of the future.</p> <p><b>Session Presenters:</b></p> <ul style="list-style-type: none"> <li>› <b>Jeffrey Brown</b>, Dean, College of Business, University of Illinois at Urbana-Champaign</li> <li>› <b>Latha Ramchand</b>, Dean and Professor, Finance, C.T. Bauer College of Business, University of Houston</li> </ul> <p><b>(C6) Exhibitor Session—Bloomberg for Education: Finance Laboratories 101</b>  <i>Hilton Americas-Houston—Grand Ballroom J</i></p> <p>Today, there are over 800 finance laboratories on university campuses worldwide. In this session, we will share some of the best tips and tricks we have observed to measure and maximize value from finance laboratories. Attendees will receive an overview of a forthcoming enhancement to Bloomberg Market Concepts for the next academic year.</p> <p><b>Session Presenter:</b></p> <ul style="list-style-type: none"> <li>› <b>John Fox</b>, Head of University Sales, Bloomberg for Education</li> </ul>
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## CONFERENCE SCHEDULE & SESSION DESCRIPTIONS

⌚ 10:45 a.m.–12:00 p.m.	Concurrent Sessions
	<p><b>(C7) Exhibitor Session—University of Queensland: A Year for 'Pitching Research'</b>  <i>Hilton Americas-Houston—Grand Ballroom K</i></p> <p>Showcasing an AACSB Innovation That Inspires selection, this session presents a powerful multipurpose tool useful for both novice researchers and research mentors. The presenter aims to explain and illustrate simple/structured yet flexible/adaptable “pitching research” template tools to help students and/or novice researchers confidently collect, evaluate, and communicate the essential elements of a research article or proposed untested scholarly idea.</p> <p><b>Session Presenter:</b></p> <ul style="list-style-type: none"> <li>&gt; <b>Robert Faff</b>, Professor of Finance and Research Director, UQ Business School, The University of Queensland</li> </ul>
⌚ 12:00 p.m.–1:00 p.m.	<p><b>Networking Luncheon</b>  <i>Hilton Americas-Houston—Grand Ballroom A-I</i></p>
P R O G R A M   C O N C L U D E S	

# Defining and Measuring Impact

ICAM 2017 – Houston, TX April 23-25

4/21/2017



## Presenter Profiles



**Sarah F. Gardial,**  
Dean, Tippie College of Business,  
University of Iowa

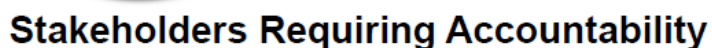


**Amine Nehari Talet**  
Associate Professor of MIS  
Assit. Assessment & Accreditation  
Coordinator, CIM  
KFUPM, Dhahran, Saudi Arabia

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4/21/2017





Stakeholders	Accountability Concerns
Accrediting Organizations (college- and campus-level)	<ul style="list-style-type: none"> <li>• Student learning outcomes</li> <li>• Quality of offerings</li> <li>• Impact of programming on stakeholders</li> </ul>
Students/Parents/Alumni	<ul style="list-style-type: none"> <li>• Placement, career potential</li> <li>• Earnings power</li> </ul>
Business Community (Practice)	<ul style="list-style-type: none"> <li>• Student preparation for success</li> <li>• Workforce diversity and pipeline</li> <li>• Life-long training education</li> <li>• Consulting and identification of best-practice solutions</li> </ul>
Governing bodies (public and private) and media	<ul style="list-style-type: none"> <li>• Fiduciary responsibility</li> <li>• Retention and graduation rates</li> <li>• ROI (tuition, student debt, earnings potential)</li> </ul>

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“AACSB focuses on continuous quality improvement in management education through *engagement*, *innovation*, and **impact**.”

## 2013 Accreditation Standards





“Impact also has a broader meaning in that the business school, through the **articulation** and **execution** of its mission, should make a difference in business and society as well as in the global community of business schools and management educators.”

– 2013 Accreditation Standards [emphasis added]

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## Impact



Schools are expected to

- Have a **strong effect** on something or stakeholder groups
- **Make a difference**
- Change that can be attributed to a particular **intervention**
- Focus on **outcomes**, not input factors or processes



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## Types of Impact *Standards Appendix*

- Mission alignment impact
- Intellectual contributions impact
- Academic impact
- Teaching & instructional impact
- Academic program impact
- Practice & community impact
- Executive education impact
- Research center impact

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## Differentiating Quality and Impact: A Research Example

### Quality Indicators

- Peer review process
- Reputation of journal/outlet – ranking (e.g., “A” level)
- Acceptance rate, other

### Impact Indicators

- External use and application; to guide policy or practice
- Faculty invitations to present, train or consult
- Citations – academic and practitioner publications
- Distribution and engagement – attendance, readership, circulation, reprints, downloads, saves, etc.

Source: Livingstone, Tang, and Russell, “Beyond Counting: Making an Impact with Intellectual Contributions”, ICAM 2014

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## Differentiating Inputs and Outcomes

- *Inputs... such as*

- Student profiles and enrollment data
- Organizational structure
- Programs, centers, and other initiatives
- Finances and budgeting
- Faculty composition and productivity
- Facilities and other resources

- *Outcomes... such as*

- Student placement, career opportunities, accomplishments, and advancement
- Influence of faculty scholarship on academe, thought leadership, industry/practice, public policy, and society
- Benefits to campus, community, state, and country

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## Survey to AACSB Members on Impact

- *Launched Spring 2014*
- *Sent to all member schools*
- *530+ Responses*
- *62 Countries participated*
- *61% AACSB-accredited*

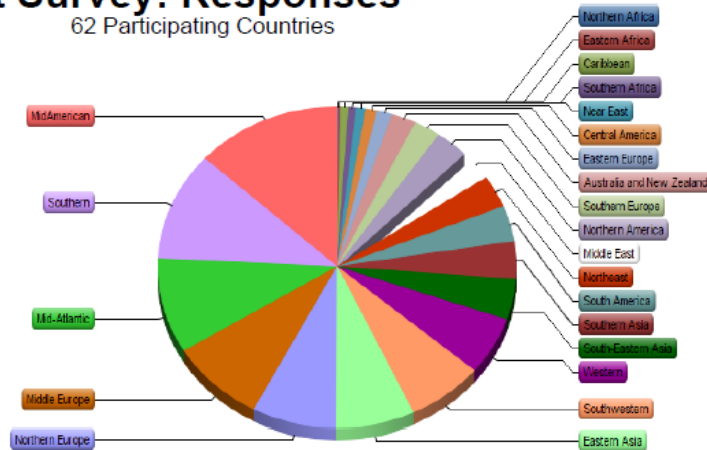
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## Impact Survey: Responses

62 Participating Countries



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**Survey Q5: Overall, how well do you feel your school's actual impact aligns with its intended impact?**

• Average Response = 3.60/5.00

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**Survey Q6: In five years, do you anticipate that the relative importance of your school's intended impact will change significantly?**

- Yes – 61% (314)
- No – 39% (200)

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**Survey Q7: How do you think it will change? (most mentions)**

- Greater executive education, non-degree/certificate, and life-long learning
- More partnerships, collaboration, and engagement
  - with industry, community, alumni
- Stronger research focus
- More applied research
- More use of technology (blended programs, online)
- More international/regional/local focus

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## Survey Q8: Top three impact metrics heavily relied upon

- Number of degrees granted
- Research quality and quantity
  - Publications in specified journals (peer reviewed, "A", highly ranked, etc.)
  - Number of citations
- Student placement success

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## Survey Q9: Second most important impact metrics

- Previous list plus...
  - Number of consulting projects and applied research
  - Rankings
  - Surveys/feedback from key stakeholder groups
  - Community engagement and student projects

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### Survey Q10: Third most important impact metrics

- All of the others plus...
- “Societal impact,” “social responsibility,” “policy impact”
- “Effective learning,” AoL, “teaching impact,” “student performance in experiential opportunities,” “curriculum-based competence profiles”
- “Alumni engagement”

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### Q14: Overall, to what extent do you believe your school effectively measures impact along important dimensions?

- 6% - Very effectively across dimensions
- 66% - Some dimensions more effectively than others
- 28% - Room to improve across most or all important dimensions

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4/21/2017







# Documenting Faculty Contributions in Engagement, Innovation and Impact

**Marielle Heijltjes**

Maastricht University School of Business and Economics

**Mike Wilkins**

Trinity University School of Business

## Agenda

- Exploring different points of view
- Two examples in more depth:
  - Marielle Heijltjes, Maastricht University School of Business and Economics
  - Mike Wilkins, Trinity University School of Business



## Engagement, Innovation and Impact

- Engagement
  - Meaningful intersection of academic and professional engagement in line with school's mission
- Innovation
  - Pursuit of innovation and continuous improvement in educational programs and other mission based activities.
    - Recognition that this requires creativity and experimentation and entails risk of failure
- Impact
  - The difference the school makes through its educational programs, intellectual contributions and engagement with business and society



## Your point of view

- How do you define Engagement, Innovation and Impact in your school?
- How does faculty contribute to this and how do you document their contributions?



# An example from Europe: Maastricht University School of Business and Economics

Marielle Heijltjes



## The development journey

1. Diverse strategic working groups on key pillars of the school
2. Faculty leadership development program 'Fast Forward'
3. Documenting contributions



Mariëlle G. Heijltjes

## Strategic working groups

Implementation: concrete projects, changes in governance and HR strategy

### Education

Balanced growth, continuous quality improvement driven by student experience, value exchange with stakeholders and needs of society

### Research

Increasing quality of research by increasing impact on society

### Postgraduate Development

Serving needs of professionals and organizations through co-creation of programs and projects with diverse stakeholders

### Students

Community at the core of the school's functioning

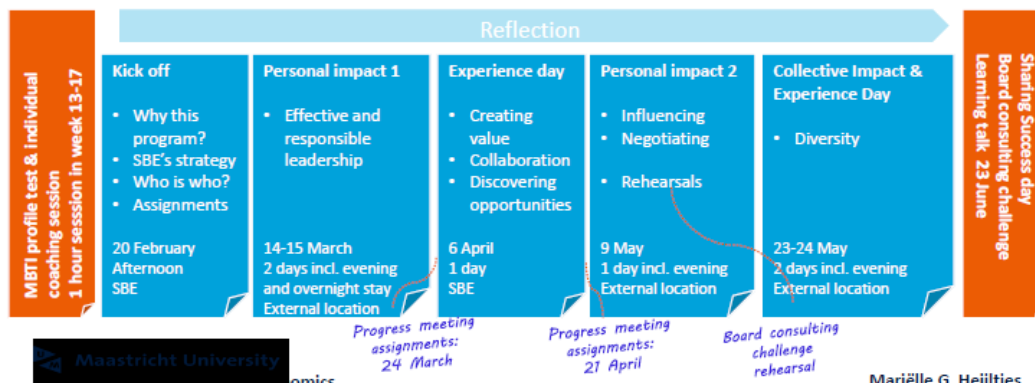
Engagement, Innovation, Impact

### SBE Mission

To educate and train undergraduates, graduates and professionals to function effectively and responsibly in careers in international business and economics and to generate ideas that advance scientific economics and management knowledge and practice. Through this, SBE aims to add value to the society to which it belongs.

## Faculty Leadership Development program 'Fast Forward'

Building individual and collective competences to define, create and assess engagement, innovation and impact



## Documenting contributions

### Result-responsible units

RRU outline of contribution to the mission

Management contracts

Mandates, targets, resources

Periodic interactive and participative dialogue between Board and RRU

Quantitative KPI's

Qualitative agreements on contribution

Input for HR processes

Contributions of individual faculty and staff



Mariëlle G. Heijltjes

## Some examples of work in progress (1)

SBE strategy- Research	Objective	Examples of performance indicators	Fact sheet	KPI
Talent development	HR	Attract and retain talented research faculty	X	
Visibility: Academic excellence	Quality	Ranking of publications (individual target per 5 yrs) Count of awards, grants (per type grants) Accreditation (monitoring milestones)	X X	X
	Relevance/ productivity	Counts of publications, citations #PhD completed (dissertations)	X	X
	Impact	Research relevance within education	X	
Adequacy: Relevant research	Innovation	Agreements on innovation	X	
	Outreach to community	Contract revenues over time # Contract partners	X X	
	Multi- disciplinarity	Strategy specific agreements (research themes) Generated revenues in partnerships # research publications in partnerships # policy and practice publications # industry and policy conferences/workshops	X X X X	X



Mariëlle G. Heijltjes

## Some examples of work in progress (2)

SBE strategy - Postgraduate Development	Objective	Examples of performance indicators	Fact sheet	KPI
Strengthen individuals and organizations' capabilities to responsibly and successfully create progress.....	Quality	Client/participant evaluations AoL	X	X
	Relevance	Loyalty of clients (#recurring programs) Turnover, profit and reserves (whole unit)	X	X
	Impact	# participants Diversity of clients (% regional, national, international)	X	X
...by breaking conventions, taking different perspectives and pushing boundaries.	Innovation	# and type of programs in relevant research themes (# of participants) # of BSc/MSc/PhD students in PGD bus.	X	X
To move from education to a comprehensive package of individual and organizational development.....	Collaboration	% internal and external faculty in programs # and type of crossovers established within SBE	X	X
...in which practice-oriented transformational learning, consultancy, coaching and co-creation are combined in multidisciplinary settings.	Multi-disciplinarity	# programs that require collaboration across disciplinary boundaries		X

## Lessons learned

- Careful design of mission-driven content matters
  - Designing relevant quantitative measures
  - Developing qualitative agreements on contribution
  - Zoom out to assess behavioral impact of collection of measures chosen
- Investing in a culture of continuous improvement pays off
  - Enabling meaningful conversations on what engagement, innovation and impact mean in the context of the school

# Some background info on Maastricht University SBE

[to be included in on-line library of  
slides but not to be projected during  
presentation]



Mariëlle G. Heijltjes

## Maastricht University School of Business and Economics (SBE)

- Founded in 1983
- Student centered, small scale international learning environment
- Compulsory semester abroad in virtually all BSc programs
- An international exchange network of nearly 130 partners
- One of only 1% of business schools worldwide to be triple-crown accredited (AACSB, EQUIS, AMBA)





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### SBE – Fast Facts

Education	2016/2017
Enrolled BSc and MSc students	± 4200
# of nationalities	65
# of Bachelor's programs	4
Enrolled BSc students	3080
Foreign students (%)	66% EU (non Dutch) 5% non EU
# of Master's programs	10 (1 year) 2 (2 years)
Enrolled MSc students	1066
Foreign students (%)	53% EU (non Dutch) 6% non EU
Alumni	± 15000
Staff	2016/2017
Faculty and staff	± 500
International (%)	45



Mariëlle G. Heijltjes



# **“Pitching Research<sup>®</sup>”**

## **2016 Innovation that Inspires**

### **ICAM2017**

**Professor Robert Faff**  
**University of Queensland**

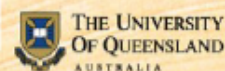
based on **V13** of SSRN paper at:

<http://ssrn.com/abstract=2462052>

**Latest Download Count : > 9,400 downloads & all-time rank = 330**  
**(out of > 500,000 papers)**

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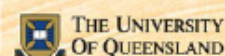


## **Presentation #182 & #37 & #36**



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## AACSB “Innovations that Inspire”

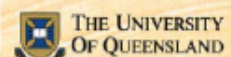
[AACSB webpage](#)

70 second video:

<https://www.youtube.com/watch?v=oe8hpIw9gUU>

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## AACSB International Innovations that Inspire



### University of Queensland, UQ Business School

Category: Create - Research and Scholarship

Location: Brisbane, Queensland, Australia

Accreditation Status: Business

#### Innovation Statement

An innovative two-page template provides novice researchers with a simple, methodical tool to confidently "pitch" a new research proposal to an academic expert.

#### Call to Action

The hardest aspect of doing research is starting it. Finishing research is also very difficult, but unless you begin, finishing is irrelevant. Fundamentally, the "pitching research" concept is all about starting, and, in this context, a common scenario is the novice-mentor relationship. Indeed, novice researchers and researcher mentors share a critical bilateral relationship that has a long-lasting impact on the skills development of and learning by budding researchers.

The common challenge presented by such a situation can be expressed in terms of a mirror pair of questions: (1) How can we help novice researchers overcome the despair of feeling totally clueless and utterly lost at the beginning of their research journey? and (2) How can help time-poor and heavily over-committed research mentors overcome the

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AUSTRALIA

## Goals

### TODAY

- (1) Brief Overview of "PR" framework
- (2) Pitch you a simple worked example (subject to time)
- (3) "PR" Resources & Help
- (4) PR Engagement & Impact
- (5) PR Future Plans
- (6) Q&A/ FAQ

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## Call to action ...

### Question:

How can we help **NOVICE RESEARCHERS** overcome the *despair* of feeling totally clueless and utterly lost at the **beginning** of their research journey?

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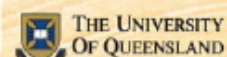
## Call to action ...

### Question:

How can we help time poor and heavily over-committed (& grumpy) **RESEARCH MENTORS** overcome the *despair* of feeling totally confused and mentally swamped by excessive, random and disconnected ideas created by their junior research partners?

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## Call to action ...

### Answer:

... provide a simple **2-page template** tool, SO THAT a novice researcher can confidently and succinctly convey all the essential elements of a new research proposal to an academic expert.

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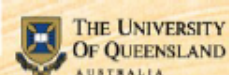


## A simple template tool

Pitcher's Name	For category	Date Completed
(A) Working Title		
(B) Basic Research Question		
(C) Key paper(s)		
(D) Motivation/Puzzle		
THREE	Three core aspects of any empirical research project i.e. the "IDioTs" guide	
(E) Idea?		
(F) Data?		
(G) Tools?		
TWO	Two key questions	
(H) What's New?		
(I) So What?		
ONE	One bottom line	
(J) Contribution?		
(K) Other Considerations		

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## “Cued” version

<b>Fischer's Name</b>	Your name here	<b>For category</b>	<b>Field of Research</b>	<b>Date Completed</b>	<b>Insert date here</b>
<b>(A) Working Title</b>	Succinct/informative title here				
<b>(B) Basic Research Question</b>	2-3 one sentence, define the key features of the research question.				
<b>(C) Key paper(s)</b>	Identify the key paper(s) which most critically underpin the topic (just standard reference details). Ideally one paper, but at most 3 papers. Ideally, by "gurus" in the field, either recently published in Tier 1 journal(s) or recent working paper e.g. on SSRN.				
<b>(D) Motivation/Puzzle</b>	2-3 one short paragraph (say a max of 100 words) capture the core academic motivation – which may include identifying a “puzzle” that you hope to resolve.				
<b>THREE</b>	Three core aspects of any empirical research project i.e. the “Three T’s” guide				
<b>(E) Idea?</b>	Identify the “core” idea that drives the intellectual content of this research topic. If possible, articulate the central hypothesis(es). Identify the key dependent (“explained”) variable and the key independent (“explanatory”) variable(s). Is there any serious threat from endogeneity here? If so, what is the identification strategy? Is there a natural experiment or exogenous shock that can be exploited? Is there any theoretical “leverage” that can be exploited?				
<b>(F) Data?</b>	<p>(1) What data do you propose to use? e.g. country-level, firm, individual, firm, portfolio, industry, country ...? sample period, sampling interval? Daily, weekly, monthly, quarterly, annual, ... Type of data: firm specific vs. industry vs. macro vs. ...?</p> <p>(2) What sample size do you expect? Cross-sectionally? Is Time-series/longitudinal?</p> <p>(3) Is it a panel dataset?</p> <p>(4) Data sources? Are the data commercially available? Any hand-collecting required? Are the data to be created based on your own survey instrument? Or by interview? Time-series? Research assistance needed? Funding/grants? Are they novel new data?</p> <p>(5) Will there be any problem with missing data/observations? Database merge issues? Data manipulation/cleaning issues?</p> <p>(6) Will your “key” variable exhibit adequate (“meaningful”) variation to give good power? Quality/reliability of data?</p> <p>(7) Other data obstacles? E.g. external validity/ construct validity?</p>				
<b>(G) Tools?</b>	Basic empirical framework and research design? Is it a regression model approach? Survey instrument issues/design? Interview design? Econometric software needed/appropriate for the job? Accessible through normal channels? Knowledge of implementation of appropriate or best statistical/econometric tests? Compatibility of data with planned empirical framework? Is statistical validity an issue?				
<b>TWO</b>	Two key questions				
<b>(H) What's New?</b>	Is the novelty in the idea/data/tools? Which is the “driver”, and are the “passengers” likely to pull their weight? Is this “Mickey Mouse” (i.e. can you draw a simple Venn diagram to depict the novelty in your proposal)?				
<b>(I) So What?</b>	Why is it important to know the answer? How will major decisions/behaviour/activity etc be influenced by the outcomes of this research?				
<b>ONE</b>	One bottom line				
<b>(J) Contribution?</b>	What is the primary source of the contribution to the relevant research literature?				
<b>(K) Other Considerations</b>	<p>Is Collaboration needed/desirable? – data/data/tools? (either internal or external to your institution)</p> <p>Target Journal(s)? Realistic? Sufficiently ambitious?</p> <p>“Risk” assessment (“low” vs. “moderate” vs. “high”): “no result” risk; “competitor” risk (is being beaten by a competitor); risk of “obsolescence”; other risks? Are there any serious challenge(s) that you face in executing this plan? What are they? Are they related to the Idea? The Data? The Tools? Are there ethical considerations? Ethics clearance?</p> <p>Is the scope appropriate? Not too narrow, not too broad.</p>				

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AUSTRALIA

## Underlying Principles

- Meaningful
- Simple
- Brief
- Methodical
- Focused
- Intuitive
- Familiar(ity)
- Instinctive/ 2<sup>nd</sup> nature

18

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AUSTRALIA

## What pitching research is “about”:

- ☐ About starting
- ☐ Specialist academic audience/technical feedback
- ☐ ~~Mentor~~: time poor/over-committed/grumpy
- ☐ Written/oral
- ☐ Private (but can be public)
- ☐ Timeframe = 30 minutes
- ☐ Words = 1,000 (approx.)
- ☐ Iterative/non-linear
- ☐ Ongoing/long term
- ☐ Not just thesis research
- ☐ No such thing as a wrong pitch
- ☐ Starting a conversation
- ☐ Connectivity
- ☐ TOOL: 2-page template

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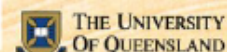


Main message?

Structured Less  
is More!

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BUT ... that's just a “taste test” ...

For full details and advice and “one stop shop”, go to SSRN:

**“Pitching Research<sup>®</sup>”**

<http://ssrn.com/abstract=2462059>

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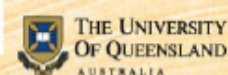
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**(2) Pitch you a simple worked example**

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## Once upon a time ...

.... its way back in 2007

- We are colleagues at XYZ University
- We are in Orthopaedic Medical research cluster
- I am young, fresh, naïve & passionate!
- I am looking for a research mentor/advisor
- You are a highly-successful research professor
- You are “old”, super over-committed & grumpy!
- You have reluctantly given me a 30 minute meeting ... to discuss my latest research idea ...

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(A) Working Title	Head and neck injury risks: the link between head banging and heavy metal
(B) Research Question	Is there a measurable injury risk in rhythmic head-snapping dance?
(C) Key paper(s)	<p>Ferrario, V. F., Sforza, C., Serrao, G., Grassi, G. and Mossi, E. (2002). Active range of motion of the head and cervical spine: a three-dimensional investigation in healthy young adults. <i>Journal of Orthopaedic Research</i> 20, 122-9.</p> <p>Kunin, M., Osaki, Y., Cohen, B. and Raphan, T. (2007). Rotation axes of the head during positioning, head shaking, and locomotion. <i>Journal of Neurophysiology</i> 98, 3095-108</p>

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ITY  
ND

<b>(D) Motivation/ Puzzle</b>	Head banging is a <b>violent dance</b> form associated with hard rock and heavy metal music. Because it involves <b>moving the head rapidly</b> and <b>rhythmically</b> , head banging enthusiasts may be at <b>risk</b> of <b>head and neck injury</b> . Several musicians within the genre have experienced such injuries, e.g. <b>Jason Newsted</b> (Metallica) and <b>Terry Balsamo</b> (Evanescence). Head banging is frequently associated with <b>severe headache</b> symptoms, for which enthusiasts <b>rarely seek treatment</b> as they typically resolve naturally. However, it is possible that head banging may lead to <b>serious, silent damage</b> that goes unnoticed. There has been <b>no prior</b> examination of the <b>risks</b> of <b>mild traumatic brain and neck injury</b> from head banging activities in the literature. Considering the <b>ubiquitous nature</b> of this dance form and its popularization in the media, a comprehensive study is desirable.
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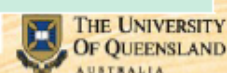
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<b>THREE</b>	<b>Three core aspects of any empirical research project i.e. the “iDioTs” guide</b>
<b>(E) Idea?</b>	By examining the range of motion typically achieved in head banging, it should be possible to <b>model the process</b> and derive <b>threshold levels</b> to <b>minimize injury risk</b> .
<b>(F) Data?</b>	<ul style="list-style-type: none"> <li>- <b>Observational studies</b>: identify <b>popular</b> head banging <b>techniques</b> by attending various heavy metal <b>concerts</b>.</li> <li>- <b>Focus groups</b>: work with heavy metal <b>musicians</b> to identify key head banging <b>songs</b> and their <b>tempos</b>.</li> <li>- <b>Biomechanical analysis</b>: Create a theoretical head banging <b>model</b> based on <b>angular displacement</b> of the head (sinusoidal motion) to enable the definition of parameters defining head and neck injury risk (Head Injury Criterion, HIC; Neck Injury Criterion, NIC).</li> </ul>
<b>(G) Tools?</b>	Funding for concert tickets, participating heavy metal musicians for focus groups, modeling software

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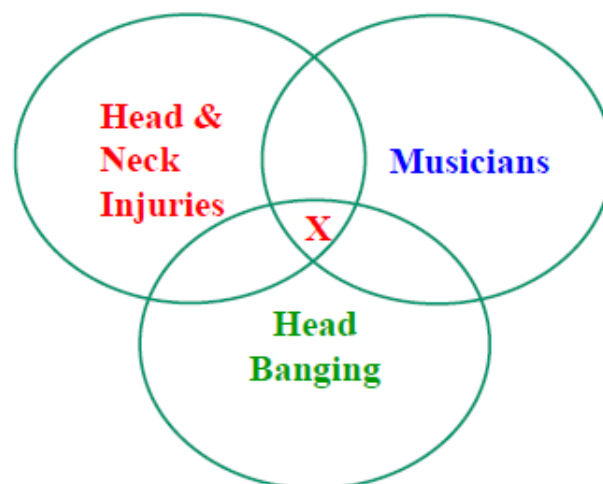
<b>TWO</b>	Two key questions
<b>(H) What's New?</b>	While <b>case studies</b> indicate that head banging might cause brain and neck injury, this will be the <b>first study</b> to <b>explicitly</b> examine this link via <b>biomechanical</b> methods.
<b>(I) So What?</b>	This study will identify exactly <b>why</b> heavy metal fans are often <b>dazed</b> , <b>confused</b> or <b>incoherent</b> at festivals and provide <b>safe tolerance thresholds</b> for head banging activities.

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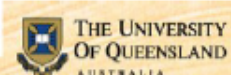


## What's New Mickey Mouse?



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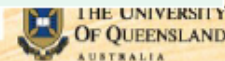
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ONE	One bottom line
(J) Contrib	This study will provide <b>safe head banging guidelines</b> so as to <b>minimize</b> the <b>risk</b> of head and neck <b>injury</b> .
(K) Other consids	<p>Is <b>Collaboration</b> needed/desirable?</p> <p>-Idea: <b>no</b>;</p> <p>-Data; <b>yes</b> –will need input from musicians in the genre</p> <p>-Tools; <b>yes</b> – funding for concert attendance and software</p> <p><b>Target journals</b> – Journal of Neurophysiology, Journal of Orthopaedic Research</p> <p><b>“Risk” assessment:</b></p> <p>-“no result” <b>risk: low</b>. The case study history of injuries suggests there will be a link between head banging and head/neck injury.</p> <p>-“competitor risk”(i.e. being beaten by a competitor): <b>low</b>. This is not a typically defined “hot topic” area.</p> <p>-risk of “obsolescence”: <b>Low</b>. The outcomes of this study will be extremely important for the general public, especially heavy metal enthusiasts who regularly engage in head banging.</p>

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## And now the Truth ...

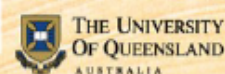
This pitch is reverse engineered from the paper [(A) in RE template]:

**Patton, D. and McIntosh, A., (2008), “Head and neck injury risks in heavy metal: head bangers stuck between rock and a hard bass”, BMJ 2008; 337 doi: <http://dx.doi.org/10.1136/bmj.a2825> (Published 18 December 2008)**

This pitch is Internet Appendix [A55](#) linked to Faff (2015, SSRN).

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## And now the Truth ...

### Key Results [(K) in RE template]:

- (1) An average head banging song has a tempo of about 146 beats per minute, which is predicted to cause mild head injury when the range of motion is greater than 75°.
- (2) At higher tempos and
- (3) greater ranges of motion there is a risk of neck injury.

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## And now the Truth ...

**Conclusion** To minimise the risk of head and neck injury, head bangers should:

- (a) decrease their range of head and neck motion,
- (b) head bang to slower tempo songs by replacing heavy metal with adult oriented rock,
- (c) only head bang to every second beat, or
- (d) use personal protective equipment.

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# PR Resources & “Proof of Concept”

- Faff’s UQ [webpage](#)
- [Online Library](#)
- [PitchMyResearch.com](#) – web portal
- [YouTube](#) Videos/Webinars
- PhD coursework: “Research Process in Business”
- [UQBS Research Digest](#)
- [SSRN papers](#)
- [PoW](#)

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<http://www.business.uq.edu.au/staff/robert-faff>

Home About Study Students Connections Research Contact

Home > Staff > Robert Faff

**Professor Robert Faff**  
Professor in Finance | Director of Research

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MSc, Economics (Monash University)  
PhD, Finance (Monash University)

[r.faff@business.uq.edu.au](mailto:r.faff@business.uq.edu.au)  
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Fax: +61 7 3361 8188  
Room 343, Colin Clark Building, St. Leonie Campus

Robert Faff is Professor of Finance and Director of Research at the UQ Business School. He has an international reputation in empirical finance research, securing 13 ARC grants (funding exceeding \$4 million), more than 200 refereed journal publications, career citations exceeding 8,200, and a h-index of 47 (Google Scholar). His particular passion is nurturing and developing the career trajectories of early career researchers. Robert has supervised more than 30 PhD students to successful completion and examined 50 PhD dissertations. Robert's research interests include asset pricing, risk modeling, managed fund performance, behavioural finance, corporate governance and market efficiency.

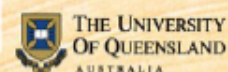
**Signature Work in Progress: "Pitching Research"**

**Abstract**

Building on Faff's (2015) pitching template, the current paper further explores a methodical approach to pitching a new research proposal. Emphasis is given to providing general advice to both "pitchers" and "pitchers". Moreover, the current paper provides an update on an extensive array of supplementary online resources, most notably, to demonstrate that the pitch template is readily adaptable to many fields, a library of completed examples currently spans SEVENTY TWO alternative research areas, including: (1) corporate finance, (2) accounting, (3) corporate sustainability, (4) inter-disciplinary, (5) qualitative, (6) management, (7) chemistry, (8) mechanical engineering, (9) computer science.

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# PitchMyResearch.com

## PitchMyResearch.com

... a pitching template for researchers

Have you ever struggled to assess whether a research project is even worth starting? Or been daunted by how to outline your research ideas to a potential supervisor or colleague? Then this template for pitching research is for you.



[Sign In](#) [Register](#) [FAQ \(frequently asked questions\)](#)

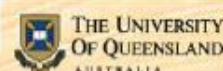
[afaanz](#) [INNOVATION](#) [Opportunities](#) [My applications](#)

Pitch of the week #1:



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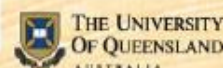


### SSRN Papers

- (1) Faff, R., (2016a), "Pitching Research", Available at SSRN: <http://ssrn.com/abstract=2462059> or <http://dx.doi.org/10.2139/ssrn.2462059>
- (2) Faff, R., (2016c), "The 'Pitching Research' Concept: 2015, a Year in Review", Available at SSRN: <http://ssrn.com/abstract=2721528> or <http://dx.doi.org/10.2139/ssrn.2721528>
- (3) Faff, R., (2016b), "Mapping 'Pitching Research' Tasks into the RSD? Framework: A Pedagogic Perspective", Available at SSRN: <http://ssrn.com/abstract=2724451>
- (4) Faff, R. and Godfrey, K. and Teag, J., (2016), "Pitching Research Evolution: An Illustrative Example on the Topic of 'Innovation and Financial Dependence' (May 7, 2016). Available at SSRN: <http://ssrn.com/abstract=2776940> or <http://dx.doi.org/10.2139/ssrn.2776940>
- (5) Faff, R., Ali, S., Anif, M., Brenner, M., Choudhury, H., Cruick, L., Foubet, A., Malik, I., Nagar, V., Mi, L., Pollen, T., Siegrist, M., Smythe, S., Stephenson, J., Zhang, B., and Zhang, K., (2016), "Fantasy Pitching", Available at SSRN: <http://ssrn.com/abstract=2782778> or <http://dx.doi.org/10.2139/ssrn.2782778>
- (6) Faff, Robert W. and Kestelle, Tim, (2016), "Pitching Research for Engagement and Impact" (July 22, 2016). Available at SSRN: <http://ssrn.com/abstract=2814096> or <http://dx.doi.org/10.2139/ssrn.2814096>
- (7) Faff, Robert W. and Li, Ya and Nguyen, Bao Hoang and Ye, Qiaozhi, (2016), "Pitching Research: A Pilot Experiment with UQ Winter Scholars" (July 30, 2016). Available at SSRN: <http://ssrn.com/abstract=2816233>
- (8) Robert Faff, Ann Wallin, Mark Brosnan, Naiara Camillo, Dhani Danuwari, Alan Dorris, Martin O'Brien, Nadia Listiani, Victor Maxwell, Felix Orole, Auli Phua, Imran Salehuddin, Matt Simons, Duy To, Jeannine Tsoi, Charlene Wong, Keegan Woods, Nanna Yossa, Kate Zhomerechky, (2016), "Fantasy Pitching II: Star Wars vs. Pokemon vs. R&D vs. Uber" (August 22, 2016). Available at SSRN: <http://ssrn.com/abstract=2817425>

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## SSRN Papers

**SSRN#2:** Faff, R. (2016b), "The "Pitching Research" Concept: 2015, a Year in Review": <http://ssrn.com/abstract=2721528>

**SSRN#3:** Faff, R., (2016c), "Mapping "Pitching Research" Tasks into the RSD7 Framework: A Pedagogic Perspective" <http://ssrn.com/abstract=2724451>

**SSRN#4:** Faff, Godfrey and Teng (2016), "Pitching Research Evolution: An Illustrative Example on the Topic of "Innovation and Financial Dependence"" <http://ssrn.com/abstract=2776959>

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## SSRN Papers

**SSRN#5:** Faff, Ali, et al. (2016) "*Fantasy Pitching*" <http://ssrn.com/abstract=2782778>

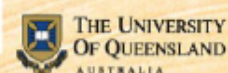
**SSRN#6:** Faff & Kastle (2016) "Pitching Research for Engagement and Impact" <http://ssrn.com/abstract=2813096>

**SSRN#7:** Faff, Li, Nguyen & Ye (2016) "Pitching Research: A Pilot Experiment with UQ Winter Scholars" <http://ssrn.com/abstract=2816233>

**SSRN#8:** Faff, Wallin, et al. (2016) "*Fantasy PitchingII: Star Wars vs. Pokemon vs. R&D vs. Uber*" <http://ssrn.com/abstract=2782778>

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**SSRN#10: Faff, Lay & Smith (2017)**

**“PoW!**

**Using Social Media to Leverage Research Visibility –  
“Pitch of the Week” Posts in LinkedIn**

<https://ssrn.com/abstract=2894069>

**Abstract**

“... if I create high quality research, readers and other interested researchers will beat a path to my door”. **WRONG**. Such an approach worked well in the 19<sup>th</sup> century and seemingly for much of the 20<sup>th</sup> century. However, the way of the 21<sup>st</sup> century is for smart “consumers” of new information to massively filter and strategically skim – and this puts the onus heavily back on the “producers” of research to market their “wares” in clever/honest ways that attract attention and gain visibility. Striving to keep up with the latest trends, the PitchDoctor (first author), has embraced this challenge through a series of “pitch of the week” posts on LinkedIn – focused on the “pitching research” framework of Faff (2015, 2016a). The current paper reviews the PoW series, showcasing a dozen of the more prominent LinkedIn posts.

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**SSRN#14: Faff, Carrick, et al. (2017)**

***“Fantasy Pitching III:***

***UQ Summer Research Scholars – the Role of “Money” in the 21<sup>st</sup> Century”***

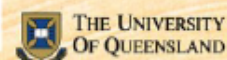
<https://ssrn.com/abstract=2906617>

**Abstract**

This paper provides a narrative record of a fantasy research pitching exercise conducted in the 2016-7 Summer Scholar Research Program at the University of Queensland (UQ). As such, “Fantasy Pitching III” extends upon Faff, Ali, et al. (2016) – “Fantasy Pitching” and Faff, Wallin et al. (2016) – “Fantasy Pitching II”. For this task, the six UQ Research Scholars are paired up into 3 teams. Specifically, using Faff’s (2015, 2017) pitching research template, the teams pitch fictitious projects related to: (a) “dirty money”; (b) “cashless society”; (c) “digital currency”. Such a fantasy application of the “pitching” approach provides a low stress setting for appreciating and exploring the underlying philosophy of the pitching research tool.

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## In the PR pipeline ...

- **SSRN#20:** Faff, ... et al (2017): "Pitching Research as a tool for reading scholarly papers"
- **SSRN#21:** Faff, ... et al (2017): "Fantasy Pitching V: ..."
- **SSRN#22:** Faff, Ali, et al. (2017): "3"
- **SSRN#23:** Faff, Godfrey, ... et al (2017): "Pitching Research using a Web Portal: Insights and Reflections from a Doctoral Course Exercise"
- **SSRN#24:** Faff, Wee, ... et al (2017): "Streamlining the Research Funding Process using the Pitching Research Template Tool: The AFAANZ experience"
- **SSRN#25:** Faff, Wee, Ali, Menzies, et al (2017) "Learning from Published Pitchers"
- **SSRN#26:** Faff, ... et al (2017): "Pitching Research as a tool for writing scholarly paper introductions"
- **SSRN#27:** Faff, Kastle, ... et al (2017): "PR4EI II"

## (4) PR Engagement & Impact

- PR downloads > **9,400**
- PR stable downloads > **10,700**
- PR SSRN stable = **19** papers
- PR talks/seminars/workshops = **182**
- PR talks: countries = **37**
- PR talks: AUS Unis = **36 (/40)**
- PR online library examples = **160**
- PoWs = **79** LinkedIn posts
- PR Webinars = **6**

## CERTIFICATE OF REGISTRATION OF TRADE MARK

No. 1694403

The Registrar of Trade Marks hereby certifies -

That the trade mark represented on this certificate was filed as Trade Mark No. 1694403 on 18 May 2016. It is due for renewal on 18 May 2026 and Robert Faff of UQ Business School ST LUCIA QLD 4072 AUSTRALIA and Retschelt Woodward of UQ Business School ST LUCIA QLD 4072 AUSTRALIA has been entered in the register of Trade Marks as the owner of the trade mark.

The trade mark is registered in the following class(es): 36, 41, 42

*Pitching Research*

Search online:  
SSRN Faff

SUBSTITUTE goods and/or services for which the trade mark is registered, plus an endorsement, SUBSTITUTE owners or other information relating to the registration, are listed on the attached pages.



Given under my hand and the seal of the Trade  
Marks Office on 23 February 2017

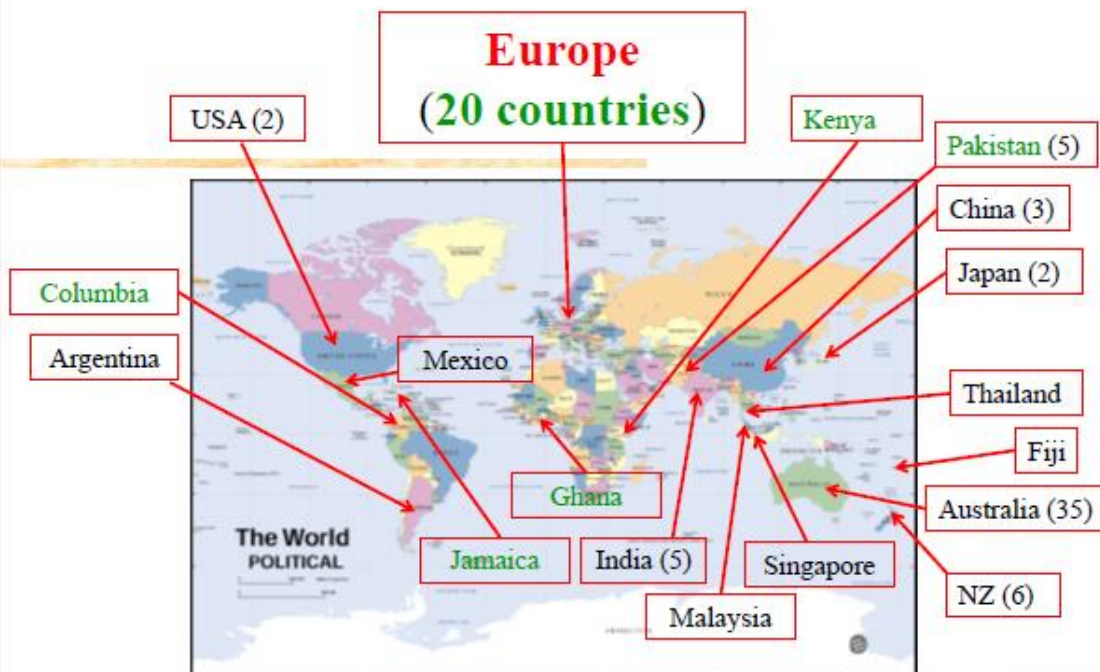
REGISTRAR OF TRADE MARKS

The Australian Trade Marks Register is a legal record and should be referred to for mark details in connection to this IP Right

TRADE MARKS ACT 1995

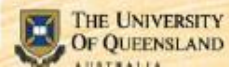
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<b>Day 1: Wednesday 5<sup>th</sup> April 2017</b>			
<b>Module #1: Challenges and Strategies for Starting Research</b>			
#	Time	Session Style	Topic
#1.1	9-10.30am	Seminar	Generating research ideas
<b>10.30am-11am Morning Break</b>			
#1.2	11am-12.30pm	Group Work	Interactive exercises relating to Topic #1.1
<b>12.30pm-1.30pm Lunch Break</b>			
#1.3	1.30pm-3pm	Seminar	Pitching Research
<b>3pm-3.30pm Afternoon Break</b>			
#1.4	3.30pm-5pm	Group Work	Interactive exercises relating to Topic #1.3
<b>Day 2: Friday 7<sup>th</sup> April 2017</b>			
<b>Module #2: Challenges and Strategies for Progressing Research</b>			
#	Time	Session Style	Topic
#2.1	9-10.30am	Seminar	Pitching Research – part II
<b>10.30am-11am Morning Break</b>			
#2.2	11am-12.30pm	Group Work	“Fantasy Pitching” exercise
<b>12.30pm-1.30pm Lunch Break</b>			
#2.3	1.30pm-3pm	Seminar	Writing craft in academic research
<b>3pm-3.30pm Afternoon Break</b>			
#2.4	3.30pm-5pm	Seminar	Pitching Research for Engagement and Impact (PR4EI)
<b>Day 3: Monday 10<sup>th</sup> April 2017</b>			
<b>Module #3: Challenges and Strategies for Finishing Research &amp; Beyond</b>			
#	Time	Session Style	Topic
#3.1	9-10.30am	Seminar	What are examiners, journal editors & referees looking for?
<b>10.30am-11am Morning Break</b>			
#3.2	11am-12.30pm	Presentations	Pitching presentations
<b>12.30pm-1.30pm Lunch Break</b>			
#3.3	1.30pm-3pm	Seminar	Essential strategies for research career success
<b>3pm-3.30pm Afternoon Break</b>			
#3.4	3.30pm-5pm	Presentations	Pitching presentations

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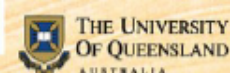


## (5) PR Future?

- ... more of the same, plus ...
- Discoverability
- Pitching Digest Journal
- Registered Pitches
- PR “exchange” platform
- Standalone Modules/Teaching pack & materials – for Business Schools

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# Will this work for **qualitative** research too?

**YES! ...**

there are > 30 examples in my online library

...

66

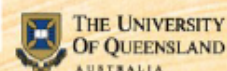
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App #	Topic Area	Pitch Title
A8.2	Taxation	"Understanding the emergence, adoption and perceived impacts of corporate tax practices in Australia"
A11	Theoretical Physics	"Going Around the Loop: Modelling fermions in a Sagnac Interferometer"
A12	Healthcare	"Negotiating role identities of Thai and Japanese healthcare interpreters at Thai private hospitals"
A17	Energy Policy	Expediting the transition to low-carbon electric power systems in developing economies: A comparative study of China and India using a Sectoral Systems of Innovation (SSI) framework approach
A19	Research Policy	"How do universities engage with controversial industries? A case-study of onshore/unconventional gas research programs funded by industry"
A29	Management Accounting	"The role of heteroglossic dialogue in performance evaluation: a case study of a non-government organization"
A32	Accounting History	"The gap between just price and fair value"
A38	Public Sector Accounting	"Public Sector Financial Accountability: Reforms for Improved Accountability"
A42	Philosophy	"Ethical theory for business ethics: can it be both unified and practical?"
A47	Education for Sustainability	"Systems Thinking Approach to Education for Sustainability: A Case Study of University Kebangsaan Malaysia"
A48	Public Health	"Psycho-social Early Childhood Development (ECD) and public health: a health systems approach"
A50	Sociology	"From a normative discourse to contextualised practices: A case study of a Human Rights-Based Approach (HRBA) in Bangladesh"
A65	Financial Literacy	"Forex Retail Online Trading: Why does this business continue to grow?: A Pitch"
A76	Sustainability Practice	"Understanding the Practise of Sustainability in Organisations"
A80	Virtual Learning	"Nature of Formative Assessment in Virtual Learning Environments"
A103	Consumer Research	Dolbec, P.-Y. & Fischer, E. (2015). Refashioning a field? Connected consumers and institutional dynamics in markets. <i>Journal of Consumer Research</i> . 41 (6), 1447-1468. (reverse engineered)
A107	Impact Investing	Höchstädter, A. K. & Scheck, B. 2015, 'What's in a Name: An Analysis of Impact Investing Understandings by Academics and Practitioners', <i>Journal of Business Ethics</i> , vol. 132, iss. 2, pp. 449 - 475. (Reverse Engineered Paper)
A109	Glocalisation	Gond, J.-P., & Boxenbaum, E. (2013). The glocalization of responsible investment: Contextualization work in France and Quebec. <i>Journal of Business Ethics</i> , 115(4), 707-721. (Reverse Engineered)

67

**UQ BUSINESS SCHOOL**



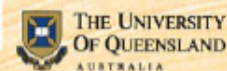
## Internet Appendix A12: Healthcare

### Negotiating role identities of Thai and Japanese healthcare interpreters at Thai private hospitals

(E) Idea?	Previous research suggests that as Japanese healthcare interpreters having various role expectations, their role identities are conflicted and overlapped between that of provider proxy and patient's voice. It is interesting to investigate whether similar phenomenon applies to Thai healthcare interpreters for Japanese patients in two differently located chain hospitals.
(F) Data?	<ul style="list-style-type: none"> <li>▪ <b>Setting:</b> Samitivej Sriracha Hospital (SSH) as it is strongly promoted as a Japanese hospital in the east of Thailand, and Samitivej Bangkok Hospital (SBH)</li> <li>▪ <b>Sample size:</b> 40 Thai and Japanese healthcare interpreters (around half from each of hospital)</li> <li>▪ <b>Control variables:</b> pay structure (salary level between that of Thai and Japanese interpreters, and between two hospitals), gender</li> <li>▪ <b>Scoping interview</b> done with head of Japanese interpreters at SSH (August 2014)</li> </ul>
(G) Tools?	<ul style="list-style-type: none"> <li>▪ Semi-structured interview &amp; focus group discussion</li> <li>▪ Content analysis; thematic analysis (NVivo or Atlast.Ti software)</li> </ul>

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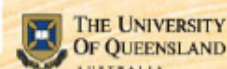
**UQ BUSINESS SCHOOL**



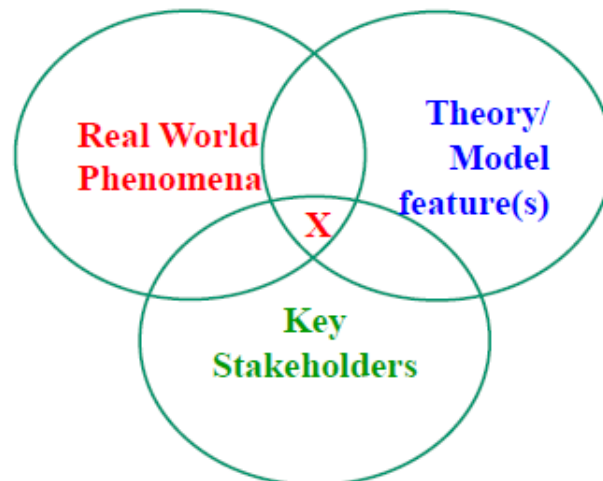
## What's the difference between **Motivation** and "So What?"?

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## (D) Motivation

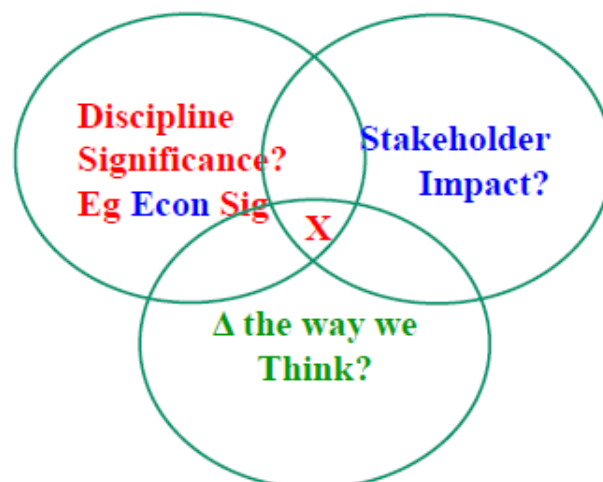


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## (I) So What?

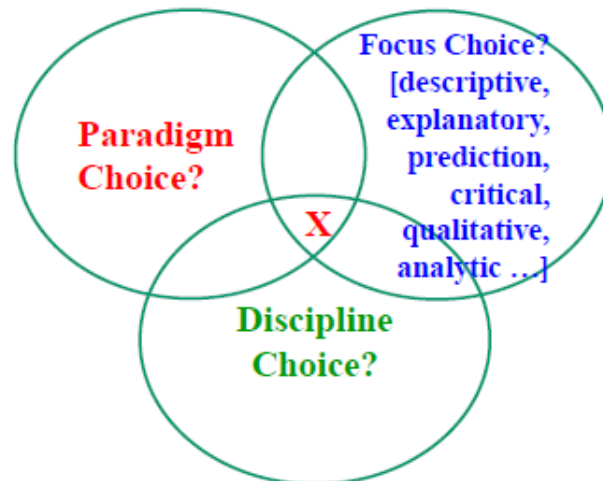


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## (B) Key Research Question

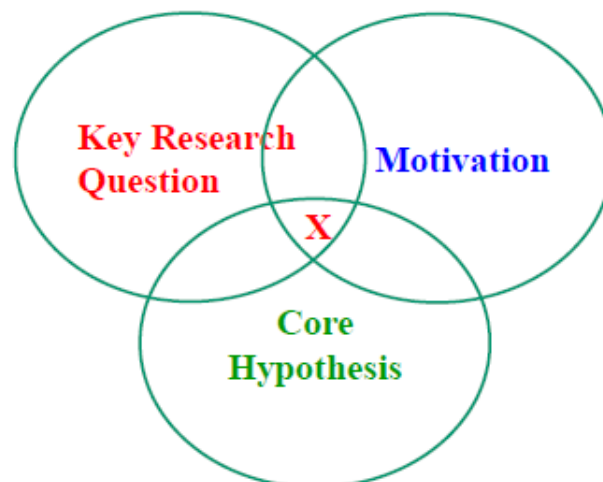


74

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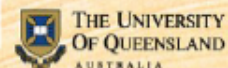


## (E) Idea



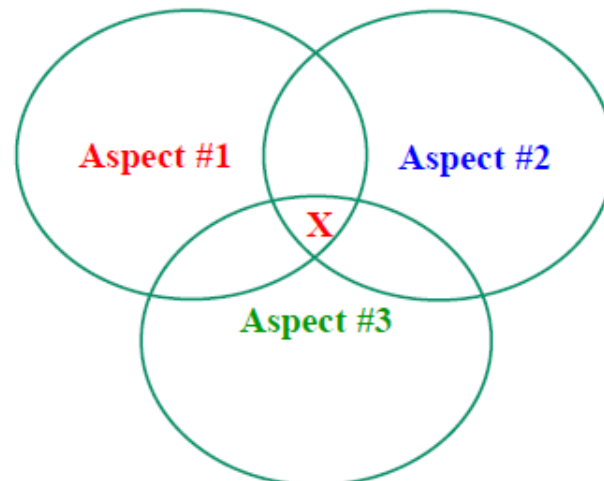
75

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## (H) What's New?

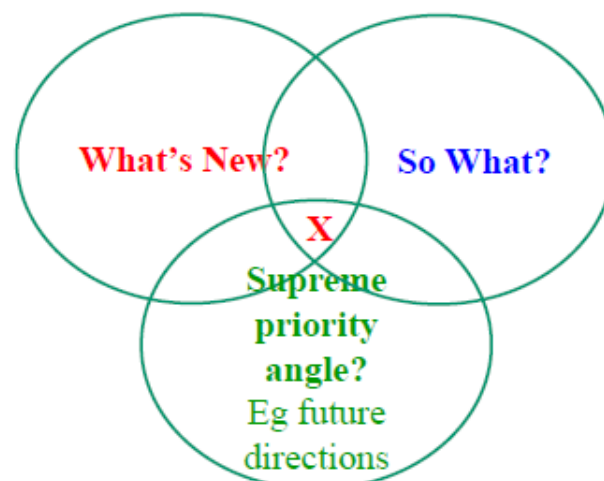


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## (J) Contribution



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## Leveraging the New AACSB Brand

Al Renshaw, VP, Marketing and Communications

Sarah Ham, Director, Marketing and Communications



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## Why the New AACSB Brand Matters

- Brings the AACSB mission to life.
- It's our **collective personality and voice**.
- Creates **connection** to our purpose.
- **Inspires** broader stakeholder audiences to become part of a movement.
- **Energizes and unites** members as brand ambassadors where we advocate together...locally and globally.
- Creates "brand moments" and a platform to **amplify member success stories**.



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## A brand built on market feedback



## Discovery Phase Highlights

- We are heading in the right direction with our mission/vision
- The AACSB name has equity and high value
- AACSB is viewed as more global and should acknowledge its US-based heritage without being US-centric
- Awareness is low among business but businesses know AACSB-Accredited schools well
- Businesses see AACSB adding value in leadership, executive education, research insights, and sharing best practices
- Students understand value of accreditation, AACSB accreditation awareness is highest in global markets

AACSB

5



## Brand Building Blocks

Brand essence  
The compelling core  
idea of your brand

Brand personality  
Traits evident in all  
you say and do

Brand pillars  
Key strengths that  
form the foundation  
of your promise

Champion  
Business  
Education

What We Do

Collective  
Strength

How We Do It

Inspire  
Transformation

Why We Do It



10

## Brand Personality

Visionary

Open

Bright

Empowering



11

## Brand Building Blocks

**Brand essence**  
The compelling core idea of your brand

Business Education. Connected.

**Brand personality**  
Traits evident in all you say and do

Visionary Open Bright Empowering

**Brand pillars**  
Key strengths that form the foundation of your promise

Champion  
Business  
Education

Collective  
Strength

Inspire  
Transformation

What We Do

How We Do It

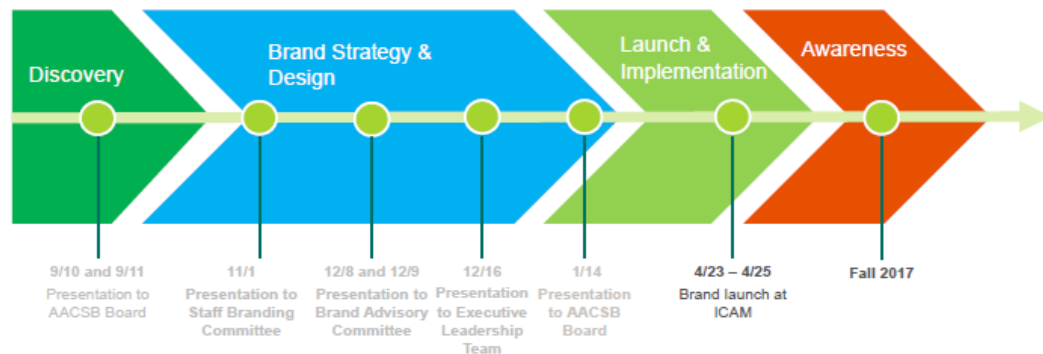
Why We Do It



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## Next Stage: Building Brand Awareness



15

## Global Digital Awareness Campaign

- Increase awareness and perception among businesses
- Inspire, educate, and connect prospective students to AACSB Accredited schools through BestBusinessSchools.com
- Attract prospective members and partners in education and business to join the Business Education Alliance through content, conversation, and events.



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## Customer Journey – Prospective Students



### Awareness

- Google PPC
- Paid Social Media
- Organic Social Media
- Digital Advertising
- SEO
- Exhibit/Present
- Influential Leaders
- Networking



### Consider

- Visit BestBusinessSchools.com
- Compare AACSB Accredited Schools
- Why Accreditation Matters Brochure
- Selecting a Business School Workbook



### Decide

- Contact AACSB Accredited Schools
- Apply to Business School
- Pursue continuing education (Undergrad, MBA, PhD)

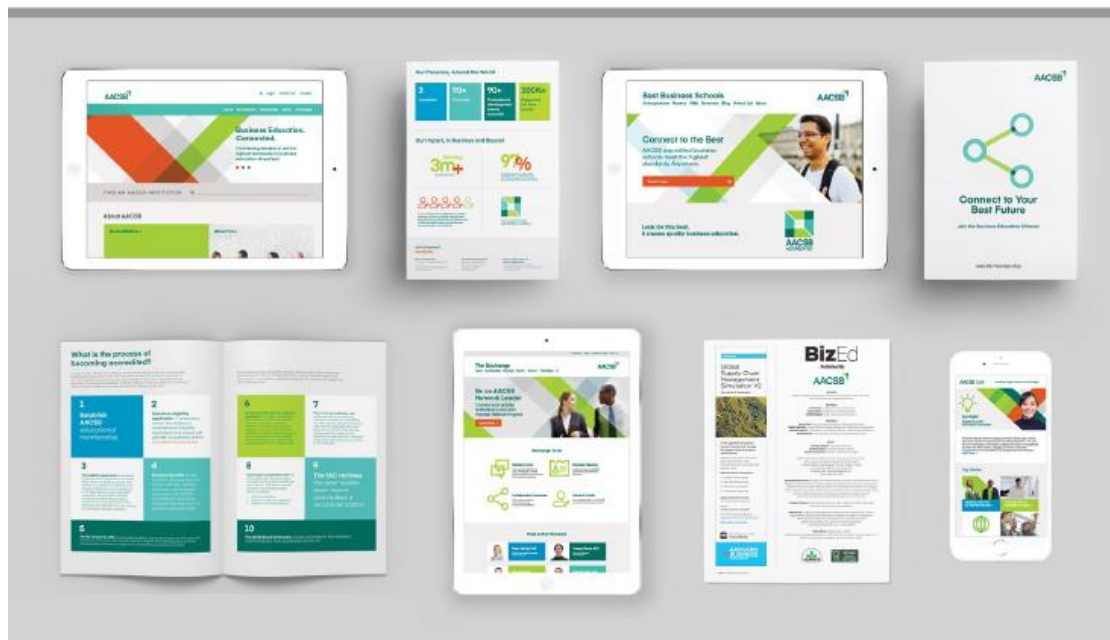


### Engage

- Recommend BestBusinessSchools.com to friends
- Hire from AACSB Accredited Schools
- For those pursuing education, engage with AACSB at faculty/adjunct level



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## Incorporating AACSB Brand Assets

### Define Stakeholder Groups

- Internal (faculty, staff, leadership)
- External
  - Business partners, donors, recruiters
  - Prospective students

### Amplify Awareness

- Website
  - Seal, link
  - Dedicated webpages
- Print and traditional media
- Social media
- AACSB Challenges
  - Innovations that Inspire (FA17)
  - Influential Leaders (FA17)
  - Entrepreneurship Spotlight Challenge



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## Brand Assets – AACSB Accreditation



20

## Brand Tracking and Management

- Encouraging accredited and member schools to leverage the new AACSB brand assets
- Expanded use brings increased risk
- Implementing technology to monitor and manage online presence
- Measures brand proliferation and growth
- 'Take down' procedures



24

Upload or enter Image URL

**682 results**  
Searched over 18.4 billion images in 4.0 seconds.

☐ Show only the 1 result found in collections.

Best match Filter by domain/collection

**wcba.yzu.edu**  
Filename: aacsb\_logo\_blue\_in\_vectors.png  
Found on: wcba.yzu.edu/  
Page crawled on Sep 11, 2015

**www.yzu.edu**  
Filename: aacsb\_logo\_blue\_in\_vectors.png  
Found on: dc/  
Page crawled on May 30, 2015

PNG, 617x617, 189.6 KB  
Compare Match

**AACSB**  
INTERNATIONAL  
JPG, 468x139, 14.7 KB

**105 results**  
Searched over 18.4 billion images in 4.3 seconds.  
for: Logo 3.jpg

☐ Show only the 1 result found in collections.  
☐ Show only the 1 result found in stock.

Best match Filter by domain/collection

**www.shutterstock.com**  
pic-182672441/stock-photo-january-ber...  
Page crawled on Mar 24, 2014

JPEG, 450x327, 27.8 KB  
Compare Match

**AACSB**  
INTERNATIONAL  
JPG, 400x111, 22.7 KB  
Compare Match

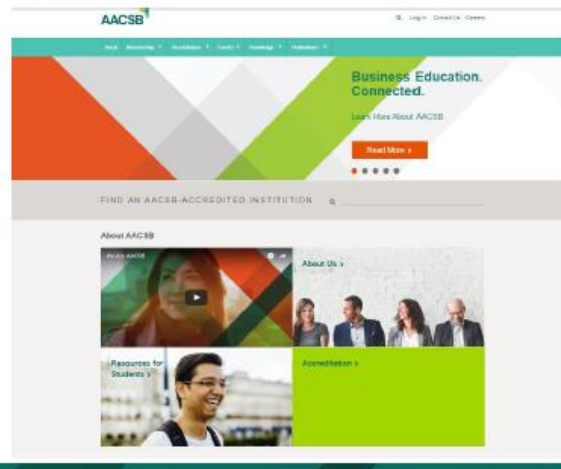
**ceo.ca**  
Filename: 388301LOGO  
Found on: @newswire/aacsb-initiative-reveals-fl...  
Page crawled on Mar 22, 2017

**AACSB**  
INTERNATIONAL  
JPG, 400x111, 22.8 KB

**oknation.nationtv.tv**  
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Found on: www.oknation.nationtv.tv/388301LOGO.jpg

## Our New Home(page): aacsb.edu

- More visual, direct navigation
- Quicker access to information
- Coming soon: enhanced UX and restructured navigation



## Rebranded: BestBusinessSchools.com

- Current awareness campaign = over 800k visits and 1.2m page views



## Watch for...

- Brand implementation toolkit
- Access to Accreditation seal and Business Education Alliance logo
- Tips and suggestions on where to place the seal and/or logo
- Brand standards guidelines on proper usage



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## Questions?

Al Renshaw, VP, Marketing and Communications  
[al.renshaw@aacsb.edu](mailto:al.renshaw@aacsb.edu)

Sarah Ham, Director, Marketing and Communications  
[sarah.ham@aacsb.edu](mailto:sarah.ham@aacsb.edu)





## Leveraging Culture to Engage Customers

Aylwin Lewis, Potbelly

### Fast Food Facts

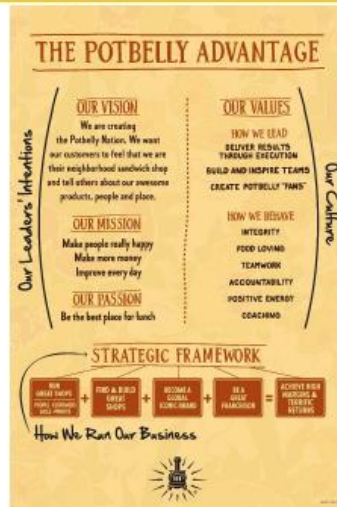
Global Sales	\$570B
US Sales	\$220B
US Fast Food Establishments	232,000
US Employment	4M
Sandwich Segment Sales	\$4.9B

#### Potbelly

Sales	Over \$400M
Units	450-500
Employees	7,506
Number of Sandwiches Sold	38,000,000



## The Potbelly Advantage



One page document that defines the company.

## How Is It Used

- ◆ Hire and select people
- ◆ Values are 40% of Annual Rating
- ◆ Values are taught down to front line employees
- ◆ Framework is how we organize, execute, and measure the business

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## Why Potbelly

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- ◆ Cookie on the straw
- ◆ Live music
- ◆ Hand dipped ice cream
- ◆ Celebrate neighborhoods
- ◆ We hire nice people and teach them the Potbelly Way
- ◆ Food loving as a value and as an operating reality
- ◆ Give 25% of sales for fund raising events
- ◆ Train our values multiple times a year
- ◆ Bonuses to hourly managers
- ◆ Potbelly is a lifestyle



5

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## Industry Issues

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- ◆ Disruptions due to digital age
  - ◆ Regulatory Impact
  - ◆ People
- } Uber Convenience



6

## 附件四 與會人員名單(部分)

AACSB 2017 International Conference and Annual Meeting  
Participant Roster  
As of April 14, 2017

Participant	Title	Organization
Teri Chadwick	Director, Advancement	Beta Gamma Sigma
Keryn Chalmers	Dean, Swinburne Business School	Swinburne University of Technology
Bao-Taa Chang	Director, International Affairs	National Tsing Hua University
She-I Chang	Associate Dean and AACSB Executive Officer	National Chung Cheng University
William Shu-Lien Chang	Vice Director	School of Management, Ming Chuan University
Brigitte Chanoine	Rector	Groupe ICHEC - ISC Saint-Louis - ISFSC
Danuvasin Charoen	Associate Professor and Associate Dean	NIDA Business School
Sharmishta Chatterjee-Banerjee	Head, External Relations	Newcastle University
Atish Chattopadhyay	Director	Institute of Management Technology, Ghaziabad
Saibal Chattopadhyay	Director and Professor, Operations Management	Indian Institute of Management Calcutta
Sandrine Chauvet	Head of Accreditations, Quality and Rankings	ESCP Europe
Supoj Chawawiwat	Associate Professor	Thammasat University
Todd M. Chaykosky	Director, Assessment and Accreditation	University of Houston
Charles Chen	Associate Dean and EMBA Director	China Europe International Business School (CEIBS)
Cheng Kang Chen	Director of EMBA, Associate Dean, and Professor	National Taiwan University of Science and Technology
Cheng-Hsui Chen	Dean	National Yunlin University of Science and Technology
Huei-Fang Chen	Associate Dean	Soochow University
Jianbin Chen	Executive Dean	Business College, Beijing Union University
Kai Ying Chen	Associate Dean, and Professor	National Taipei University of Technology
Shu-Ling Chen	Associate Professor	Southern Taiwan University of Science and Technology
Song Chen	Deputy Dean	Tongji University
Xiaoying Chen	Director, Foreign Affairs Office	South China University of Technology
John Chenoweth	Dean	University of Wisconsin-Whitewater
**Michelle Cheong	Associate Dean, Postgraduate Professional Education and Associate Professor, Information Systems (Practice)	Singapore Management University
Laju Chidambaram	Associate Dean for Academic Programs and Engagement	University of Oklahoma
Asda Chintakananda	Assistant Professor	NIDA Business School
Anukal Chiralaksanakul	Associate Professor	NIDA Business School
William Chittenden	Associate Dean, Graduate Programs	Texas State University
Chui Yu Chiu	Dean	National Taipei University of Technology
Hao-Wen Chiu	Professor	College of Management, National Taiwan Normal University
Hermia Chiu	College Secretary	City University of Hong Kong
Alfredas Chmieliauskas	President	ISM University of Management and Economics
Jongsawas Chongwatpol	Professor	NIDA Business School
Marc Chopin	Dean	University of Idaho
Te-Kuang Chou	Dean	Southern Taiwan University of Science and Technology
Jeff Christensen	Territory Manager	Certiport, Inc.
Tawhid Chtioui	Dean Africa	EMLYON Business School
Betty Chung	Executive Director	Association of Asia Pacific Business Schools - AAPBS
Maria Cifuentes	Director	Universidad Peruana de Ciencias Aplicadas-SAC, Escuela de Postgrado-UPC
Terry Clark	Dean	Southern Illinois University Carbondale
Ian Clarke	Dean	Australian National University
Thomas Cleff	Dean	Pforzheim University