The Impact of Business Schools

The BSIS Approach
Trade offs
BSIS – A way to balance two forces
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What is BSIS?

• BSIS – the Business School Impact System helps a Business School to identify, measure and assess its impact on the world around it
  ⇒ Measurement and assessment tool
  ⇒ (Change) Management tool
  ⇒ Communication tool
BSIS FOUNDING PURPOSE

- Mounting pressure on Business Schools to demonstrate their relevance and impact
  - Accountability for outcomes
- The business model of many schools is under threat
  - Need to justify their contribution to their local environment
- Need for a tool to help schools to communicate better with their stakeholders
- Beyond quality assessment, Impact Assessment is closely linked to strategic issues such as:
  - Perceived identity
  - Branding
  - Competitive positioning
  - Differentiation, etc.
The BSIS Process: Business School ➔ BSIS Team

1. Definition of the Impact Zone and Scope of the Business School
2. Collection of the data by the Business School following the BSIS Assessment Criteria Guide
3. Drafting of the School’s Impact Assessment Report
4. Two-day on-site visit by the two experts
5. Written Report by the BSIS team & Recommendations for the improvement of the School’s impact
6. Definition of a development plan based on the recommendations & a commitment to report annually on progress
7. Awarding of the BSIS label to schools that have been through the process and are engaged in a three-year development plan
BSIS IMPACT AREAS & CRITERIA

1. Financial Impact
   - Both direct (the budget) and indirect (cost of living expenditures by students and participants): Quantifiable statistical data regarding money spent in the region by the School, by its salaried employees, by its students, by visiting professors and by all those people who come to the campus in relation with the School’s activities.

2. Educational Impact
   - Student admissions flows into the School’s degree programmes from the region, from the country at large and from abroad.
   - Student flows into the job market within the region, within the country at large and into companies abroad
   - Managerial impact in the region of the School’s executive education programmes

3. Business Development Impact
   - Impact on the economic development of the region: new business creation, services to established companies
   - The students as valuable resources for the local economy during their studies (internships, special missions in the home country and abroad, apprenticeships)

4. Intellectual Impact
   - Impact upon the managerial community within the region through the intellectual output of the School’s faculty: Publications, Chairs, Dissemination of new ideas and new managerial methods.
   - Contribution to the cultural life of the community at large through conferences, public lectures, etc.

5. Impact within the regional ecosystem
   - Involvement of the faculty and students in public life within the community
   - Integration of the School into the regional ecosystem of higher educational institutions, professional associations, public bodies and local authorities

6. Societal Impact
   - Existence of explicit policies in the area of CSR, Sustainable Development etc.,
   - Integration of these concerns in teaching, research and management of the Business School.
   - Concern for diversity and equal access within all the School’s activities

7. Image Impact
   - Nature of the School’s local, national and international image
   - Contribution of the Business School to the Image of the impact zone
Two BSIS examples

**$329 million** annual contribution to the regional economy (Nova Scotia)

- Creation of 34 **businesses** and 156 **jobs**
- 447 **refugees helped**
- **Food distributed** to those in need
- 45% faculty members **involved in community organisations**
- 21 peer-reviewed **articles** and 4 **cases**
- 11 **reports**, 7 **book chapters**
- 39 conference **presentations and knowledge shared** with over 1,000 participants through research centres
- **Formal recognition** from regional authorities

**$290 million** annual contribution to the regional economy (Shanghai)

- High impact on business **development** in Shanghai
- 400 **foreign alumni** work in the city
- **Public management** impact: training of high-level civil servants
- **CEIBS and Shanghai benefit from each other’s image**
- **CEIBS makes Shanghai an even more attractive place** to live and work
- **Strong and positive image** among its stakeholders
- **Strong appreciation** by Shanghai public authorities
BSIS – OUTCOMES & BENEFITS

- The School’s own Impact Assessment Report
- The final report delivered by the BSIS team
  - Factual inventory of significant areas of impact
  - Distinctive impact profile
  - Recommendations for better management of the School’s relation with its local environment
- Creation of a data reporting system enabling the School to track impact in key areas
- Raising awareness among the school’s staff about impact measurement
- Support from the BSIS team in communicating the final conclusions
- BSIS Label - Awarding the successful completion of BSIS
- Renewal of the Label after 3 years
Accreditation < Synergies > BSIS

1. Main focus on quality assessment & improvement
2. Mostly academic internal criteria
3. Eligibility criteria at entry point. Selective entry
4. Criteria satisfaction for accreditation award
5. Accreditation: a form of certification

1. Main focus on measurable impact
2. Mostly non-academic external indicators
3. Access available to any school
4. No criteria satisfaction requirement at process end
5. The BSIS Label is awarded to schools that engage in an on-going improvement process
1. Pressure to conformity
2. Focus on the quality of inputs, processes and activities within the business school
3. An essentially judgemental process
4. End of Process: Accreditation or Non-accreditation

1. Innovation (even disruptive innovation) a major value
2. Focus on downstream outcomes and benefits to society
3. A process of co-construction in which BSIS works with the school to build the best case possible
4. No closure. BSIS is an on-going process of commitment to more effective impact assessment & management
• Schools that did BSIS (until 31/7/2018):
  • Total numbers of schools: 30
  • Countries: 11
  • Of which 21 went through their first BSIS and 9 already renewed
Obrigado!
Thank you!