# Trends in Business Education Worldwide and their Impact on Canadian Business Schools

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Trends in Business & Society What's Coming?

## The Impact of Automation

The New Normal

99%

Tax Preparers

.03%

Mental Health Workers



## The Impact of Automation

The New Normal

5%

of occupations consist of activities that are 100% automatable.

60%

of occupations consist of activities that are at least 30% automatable.



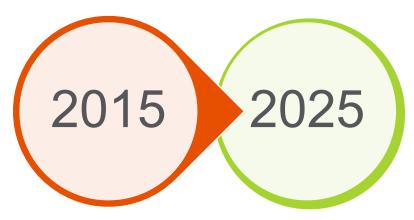
Source: McKinsey Global Institute, A Future That Works: Automation, Employment, and Productivity, January 2017





## **UN Population Projections** (in thousands)

#### World



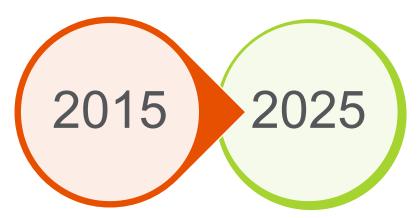
- **Age 15-24:** 1,194,505
- Age 25-59: 3,351,969

- Age 15-24:
  - 1,243,830
- Age 25-59:
- 3,703,359

Age 15-24: 4.13% Growth

Age 25-59: 10.48% Growth

#### **Northern America\***



- Age 15-24:
- 48,876
- **Age 25-59**: 166,056

- Age 15-24:
- 47,893
- Age 25-59:
- 169,928

**Age 15-24:** -2.01% Growth

Age 25-59: 2.33% Growth

\*Canada -5.88% and 1.03%



## **Population Forecasts**

## Countries With Greatest Percent Projected Growth, Age 15-24

44% Democratic Republic of the Congo

41% Uganda

40% United Republic of Tanzania

36% Nigeria

34% Afghanistan

30% Kenya

28% Sudan

**27%** Iraq

22% Ethiopia

13% Egypt

(min. projected population of 20 million)

## Countries With Greatest Percent Projected Decline, Age 15-24

-28% Republic of Korea

-17% Poland

-14% Malaysia

-13% Vietnam

-13% Germany

-12% Thailand

-12% China

-12% Ukraine

-10% Brazil

-9% Uzbekistan

(min. projected population of 20 million)



Trends in Business Education
What's next for business schools?

## Business School Trends Identified in Visioning Process – SWOT Style





## Lifelong Learning: Business and Leadership Education

## Core Undergraduate Learning

Developing broad knowledge, skills, and abilities as well as business fundamentals.

#### **Early Career**

Specialized and functional education: specialty graduate degree, certification, on-the-job training.

#### Team Leadership

Generalist education: MBA, executive education, professional development.

#### Organizational Leadership

Generalist advanced education: MBA, executive education, professional development, DBA, or other professional doctorate.

#### **Throughout Career**

Keeping current in functional, management, and leadership skills: professional development, executive education, certification, continuing education.

#### **Education "T"**



#### **Breadth**

Generalist education (e.g., undergraduate, generalist master's)

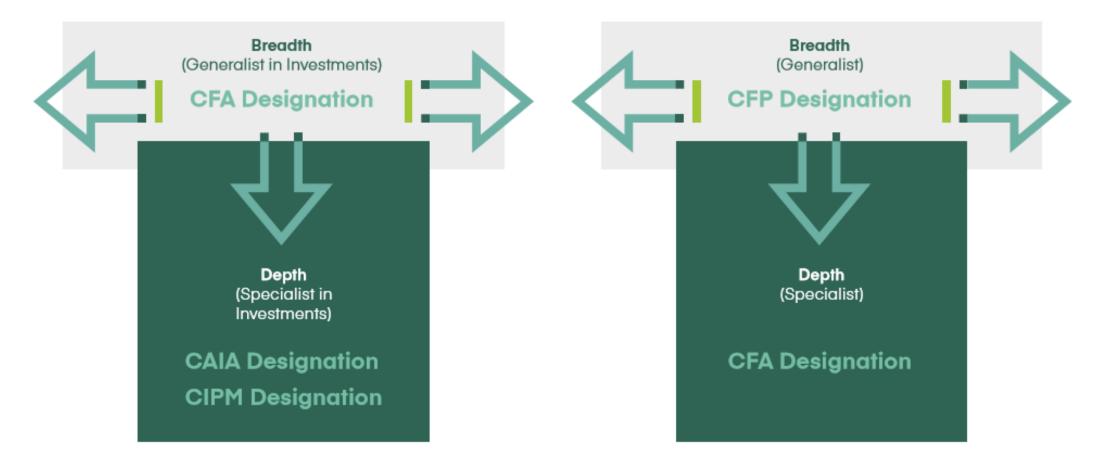


#### Depth

Specialty education (e.g., specialized master's, certification, professional development, continuing professional education)



## The Education "T"



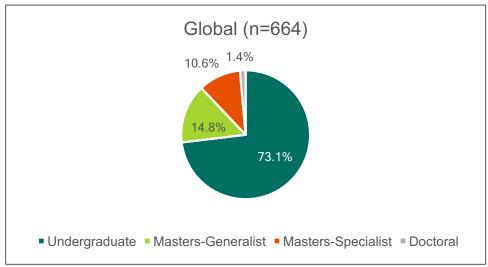


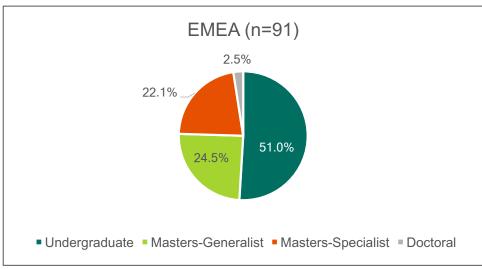
## **Stackable Qualifications**

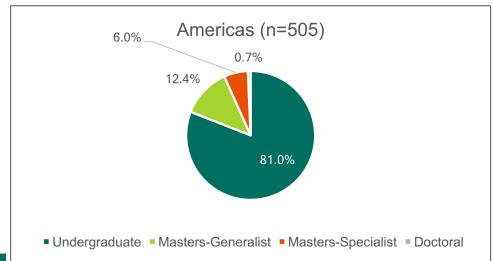
**CIPM CFA Designation Designation CIPM Expert CFA Level 3** Exam **CFA Level 2** Passed all **CFA CIPM** Charterholder or three levels **Principles** or of CFA Exam Exam **CFA Level 1 Bachelor's Bachelor's** Degree Degree

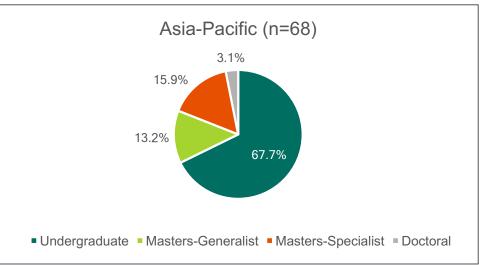


### **AACSB Accredited Enrollment Distribution – 2015-16**







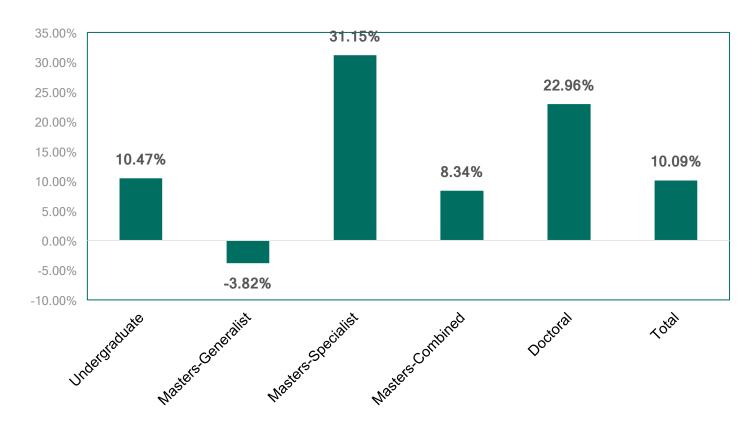




Source: AACSB Business School Questionnaire

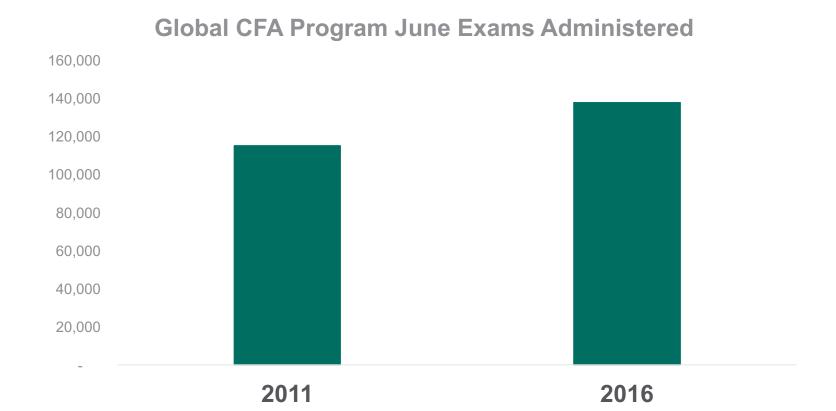
### **AACSB Accredited Enrollment Growth**

Enrollment Growth 2010-11 to 2015-16, Controlled Set of AACSB-Accredited Schools (n=565)





## **Specialty Certification Comparison**





20% Growth 2011 to 2016

## **All Faculty By Subcomponents**

2013-14 (n=573)

	SP	IP	PA	SA
Percentage	4.68%	10.33%	7.10%	77.90%
Number of Faculty	1367	3021	2075	22776

2016-17 (n=616)

	SP	IP	PA	SA
Percentage	5.13%	11.98%	6.67%	76.22%
Number of Faculty	1822	4257	2368	27080



## **Accounting Faculty By Subcomponents**

2013-14 (n=573)

	SP	IP	PA	SA
Percentage	5.22%	15.86%	6.14%	72.78%
Number of Faculty	250	759	294	3484

2016-17 (n=616)

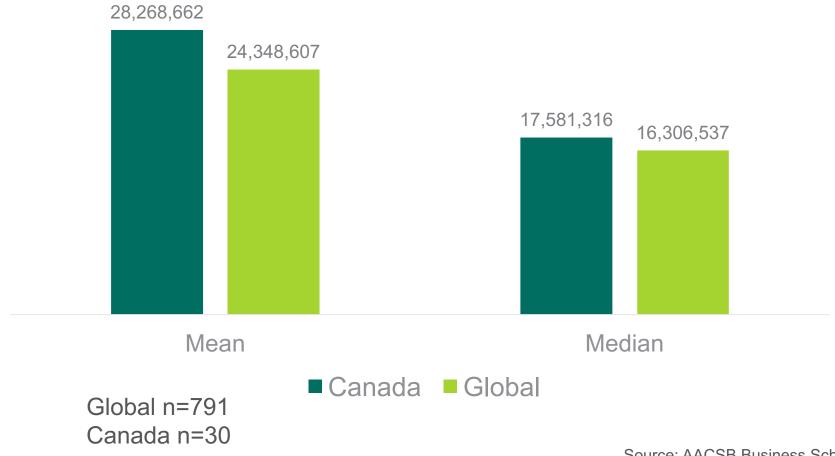
	SP	IP	PA	SA
Percentage	5.82%	17.78%	5.47%	70.93%
Number of Faculty	337	1030	317	4108



## Canadian Business Schools By The Numbers

## **Operating Budget**

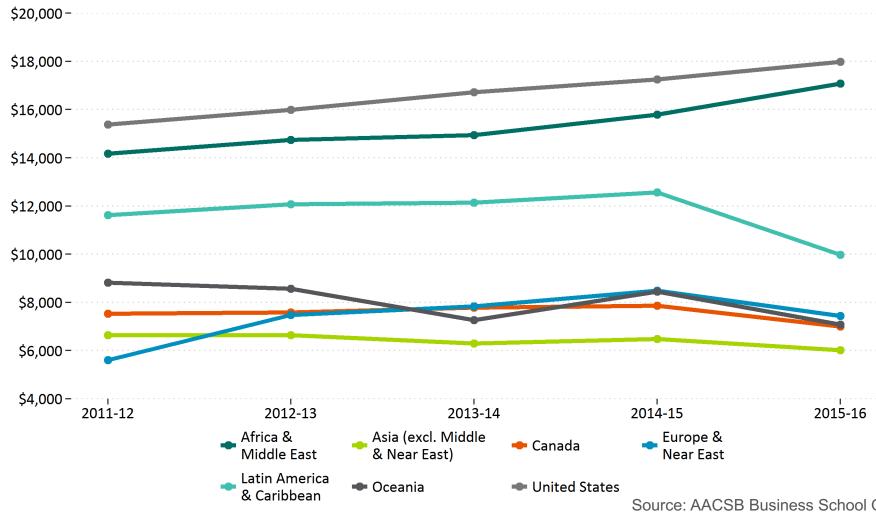
2015-16 Mean and Median Operating Budgets (in Canadian Dollars)





## Average Local Undergraduate Tuition Rates, By Year (USD)

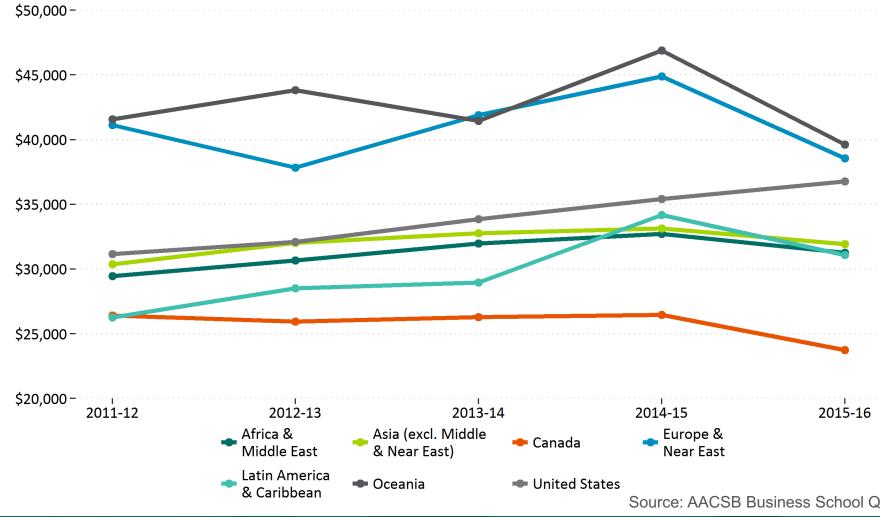
Africa & Middle East (n=6), Asia (excluding Middle & Near East) (n=22), Canada (n=16), Europe & Near East (n=42), Latin America & Caribbean (n=7), Oceania (n=13), United States (n=422)





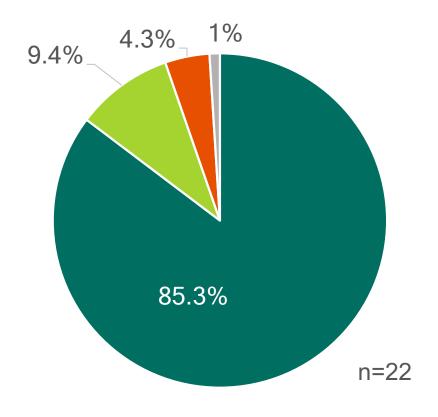
## **Average Local MBA Tuition Rates,** By Year (USD)

Africa & Middle East (n=3), Asia (excluding Middle & Near East) (n=21), Canada (n=15), Europe & Near East (n=40), Latin America & Caribbean (n=7), Oceania (n=11), United States (n=346)





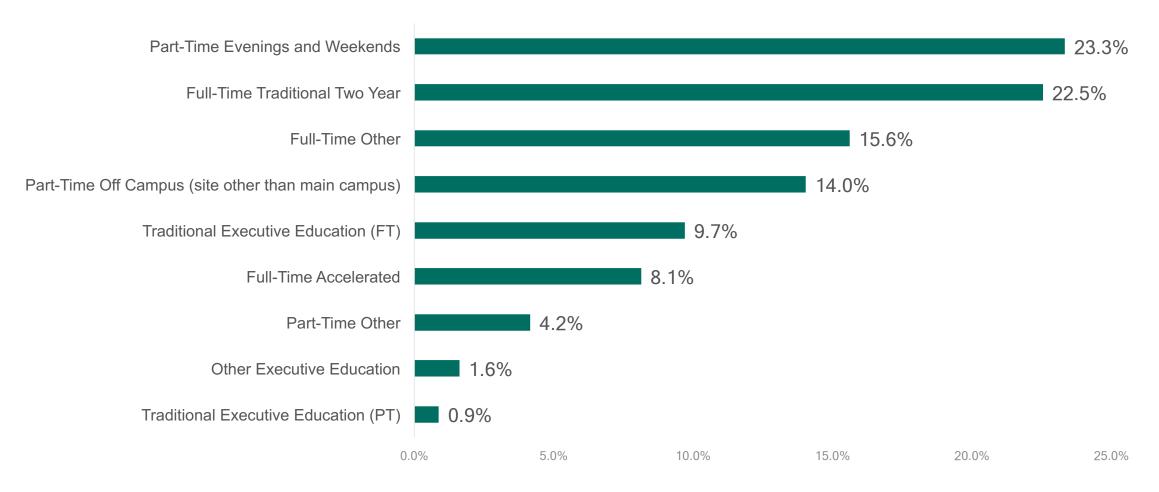
### AACSB Accredited Enrollment Distribution – 2015-16, Canada



■ Undergraduate ■ Masters-Generalist ■ Masters-Specialist ■ Doctoral



## Percentage of Total MBA Enrollment By Type, – 2015-16, Canada





## **Implications**

Location, Location

Lifelong Learning, Lifelong Learning, Lifelong Learning

#### Be a Hub of Lifelong Learning

- With Business Community Integrated with Corporate T&D
- Across Campus
- Serving Alumni Networks Through their Career Lifecycle
   — Revolving Door
- An alternative strategy is to focus on one piece of LL in that case be aware of what else is happening and demonstrate how your focused strategy fits in.

#### Modular and Stackable Educational Experiences

• Top-Off Programs for Specialty Masters or Other Credentials

Cumulative Transcript or Individual Learning Record

