

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

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Tom Robinson, PhD, CPA, CFA, CFP, CAIA  
President and Chief Executive Officer  
AACSB International



# 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%

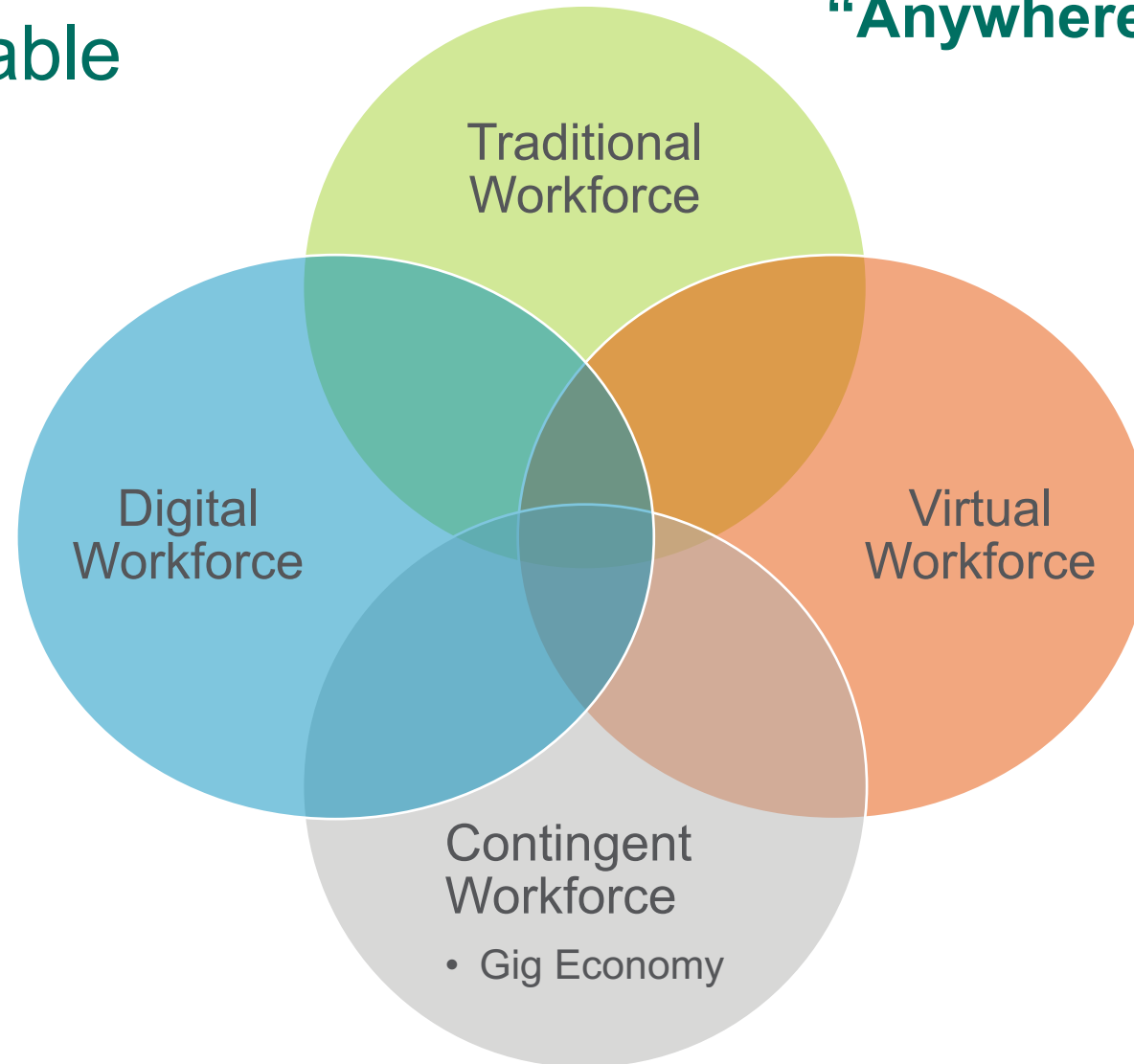
of occupations  
consist of activities  
that are 100%  
automatable.

60%

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

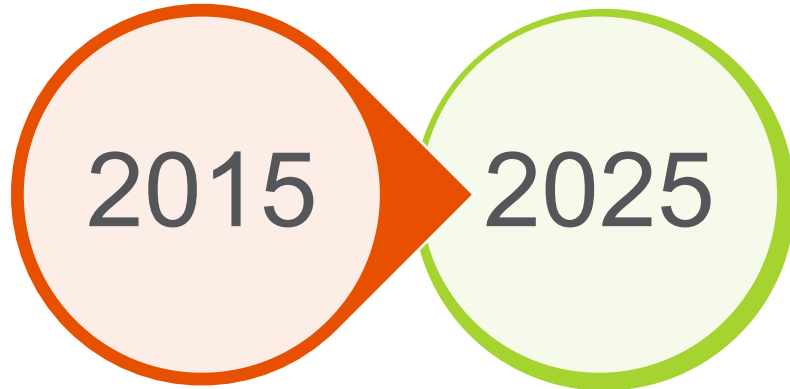
# Future Workforce Agile & Adaptable

“Anywhere, Anytime” Workforce



# UN Population Projections (in thousands)

## World

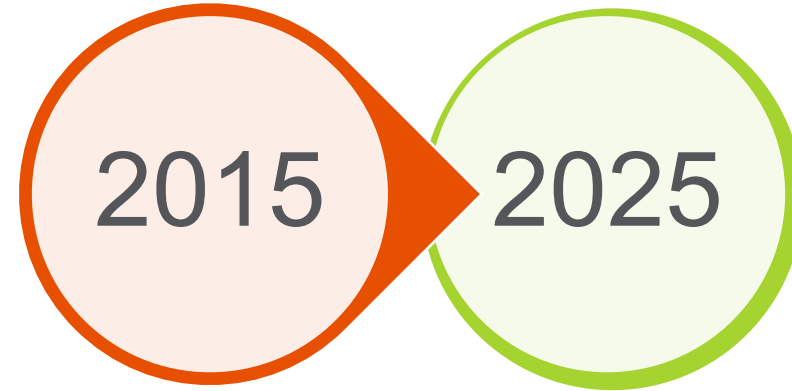


- Age 15-24: 1,194,505
- Age 25-59: 3,351,969

- 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**

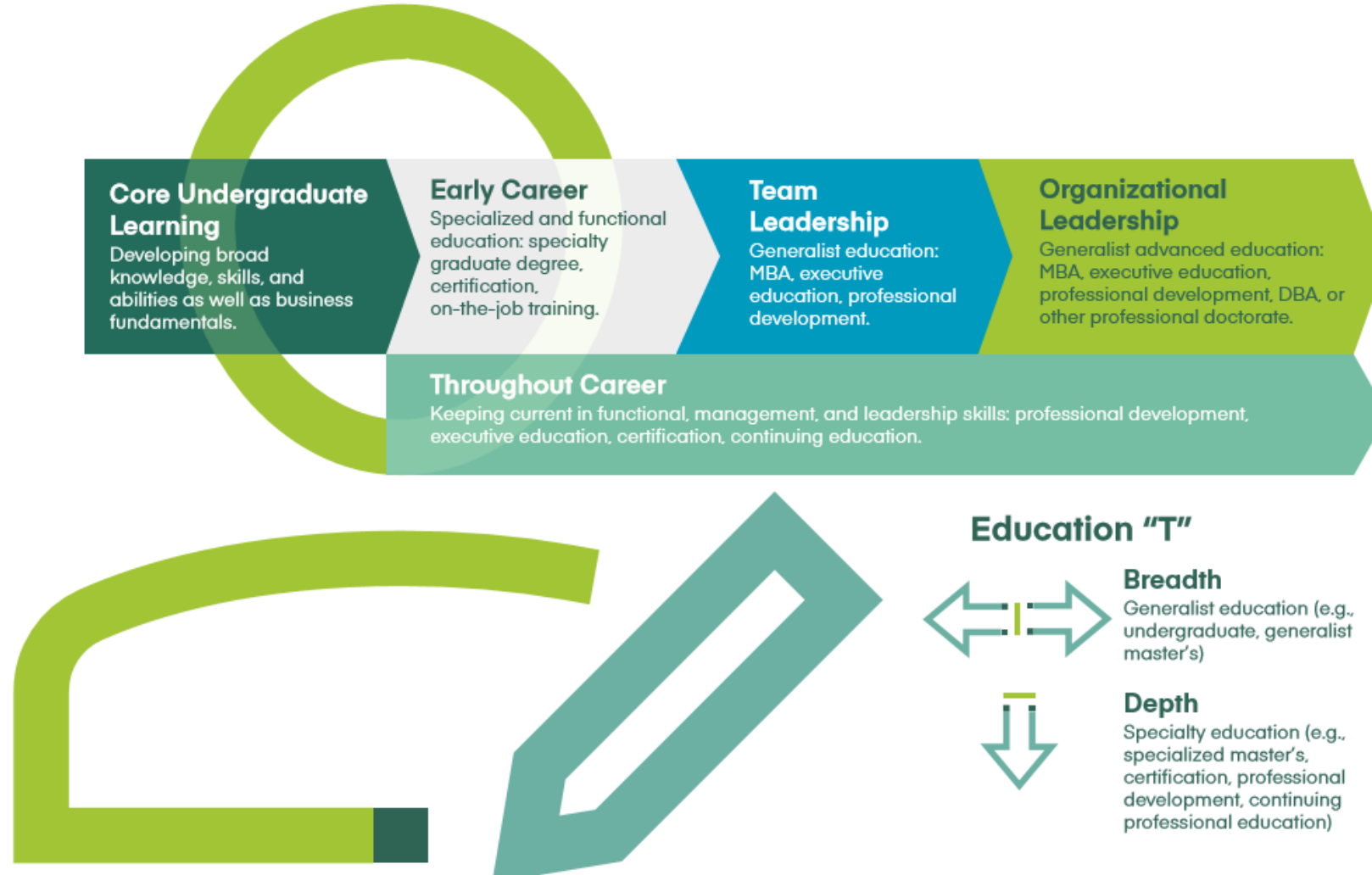
## What's next for business schools?



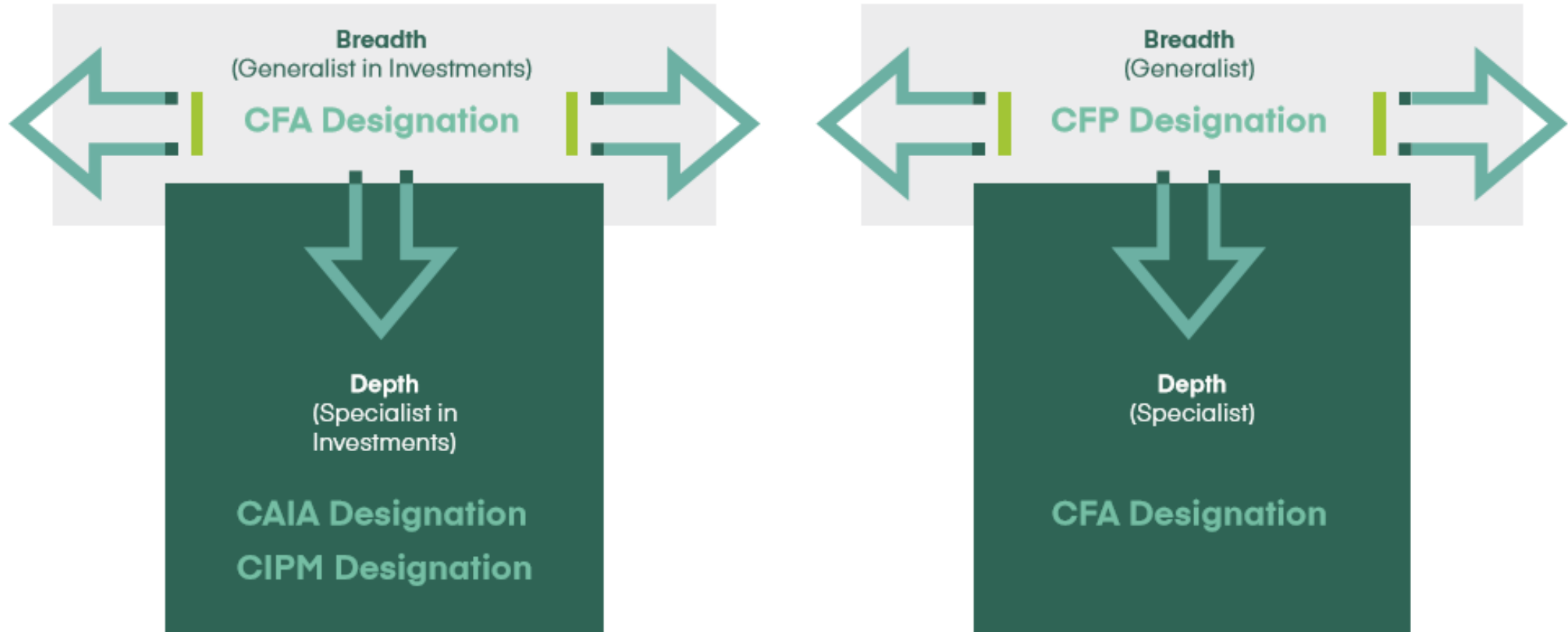
**Business School  
Trends Identified  
in Visioning  
Process – SWOT  
Style**



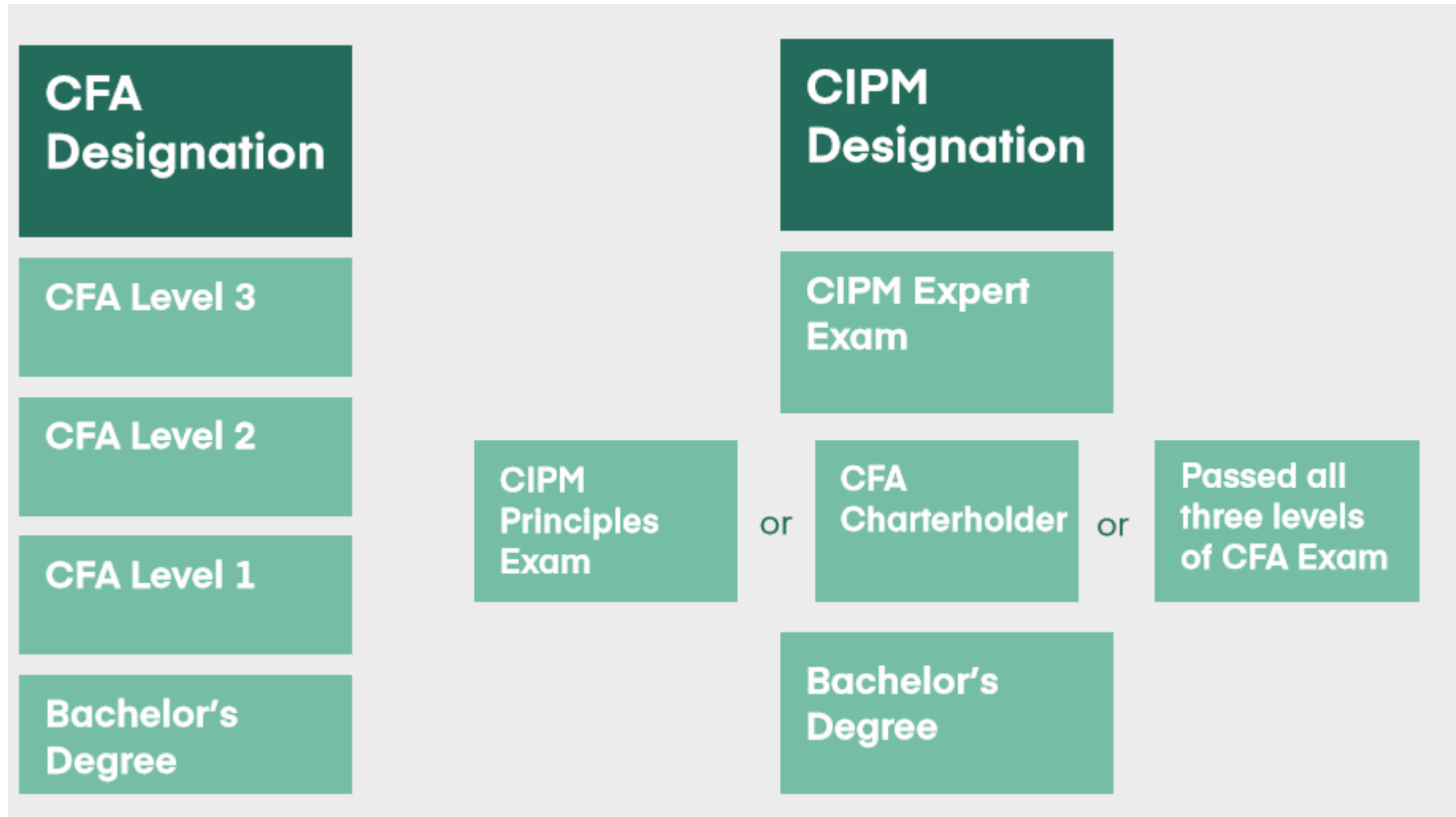
# Lifelong Learning: Business and Leadership Education



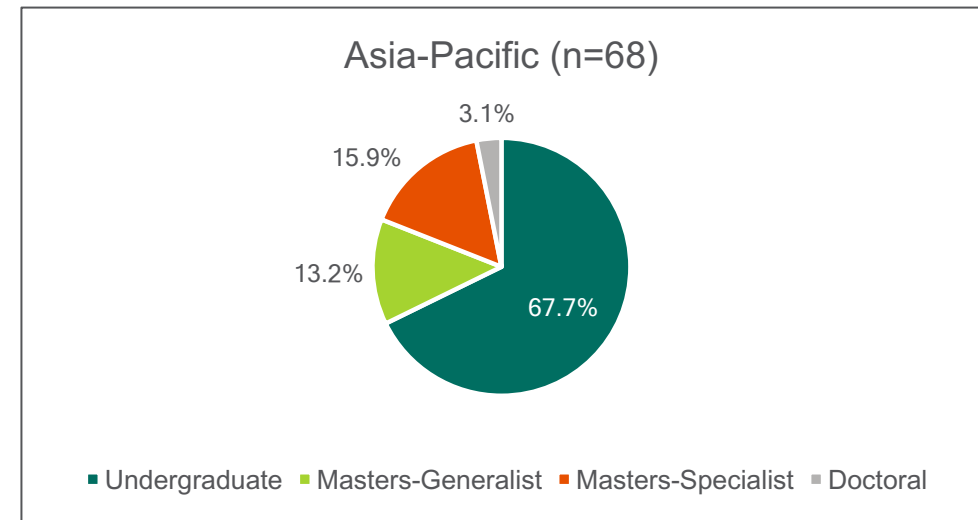
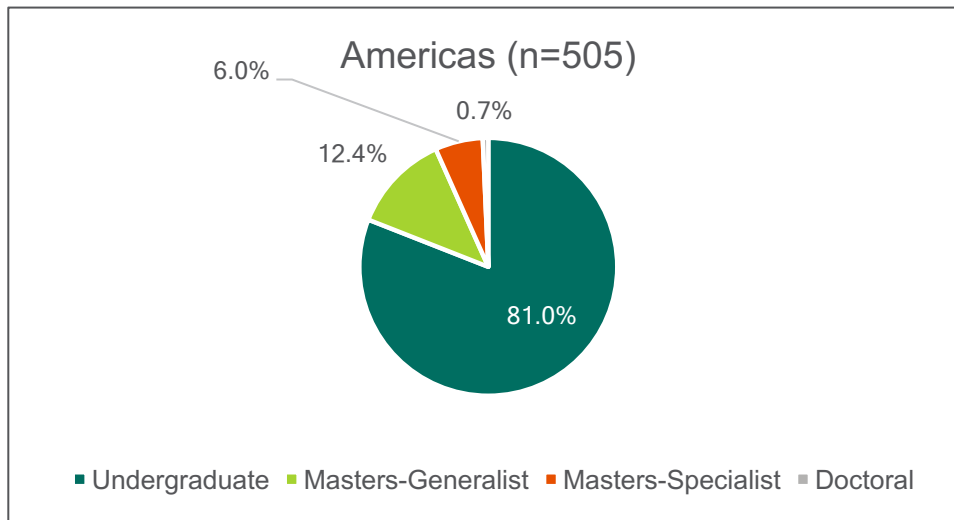
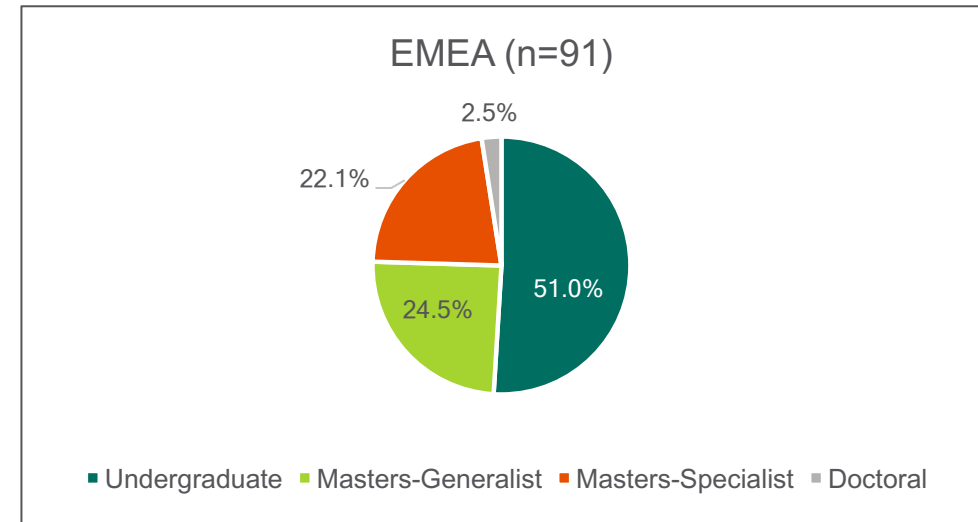
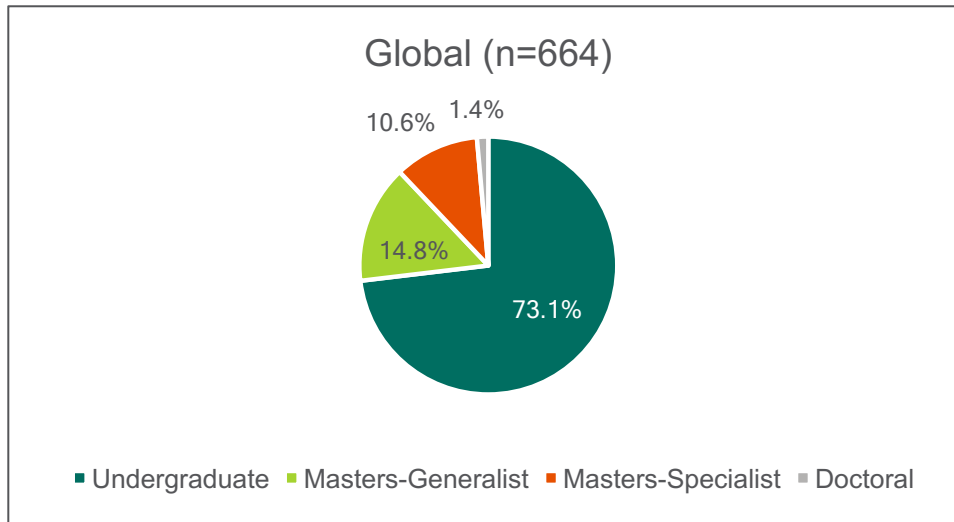
# The Education “T”



# Stackable Qualifications

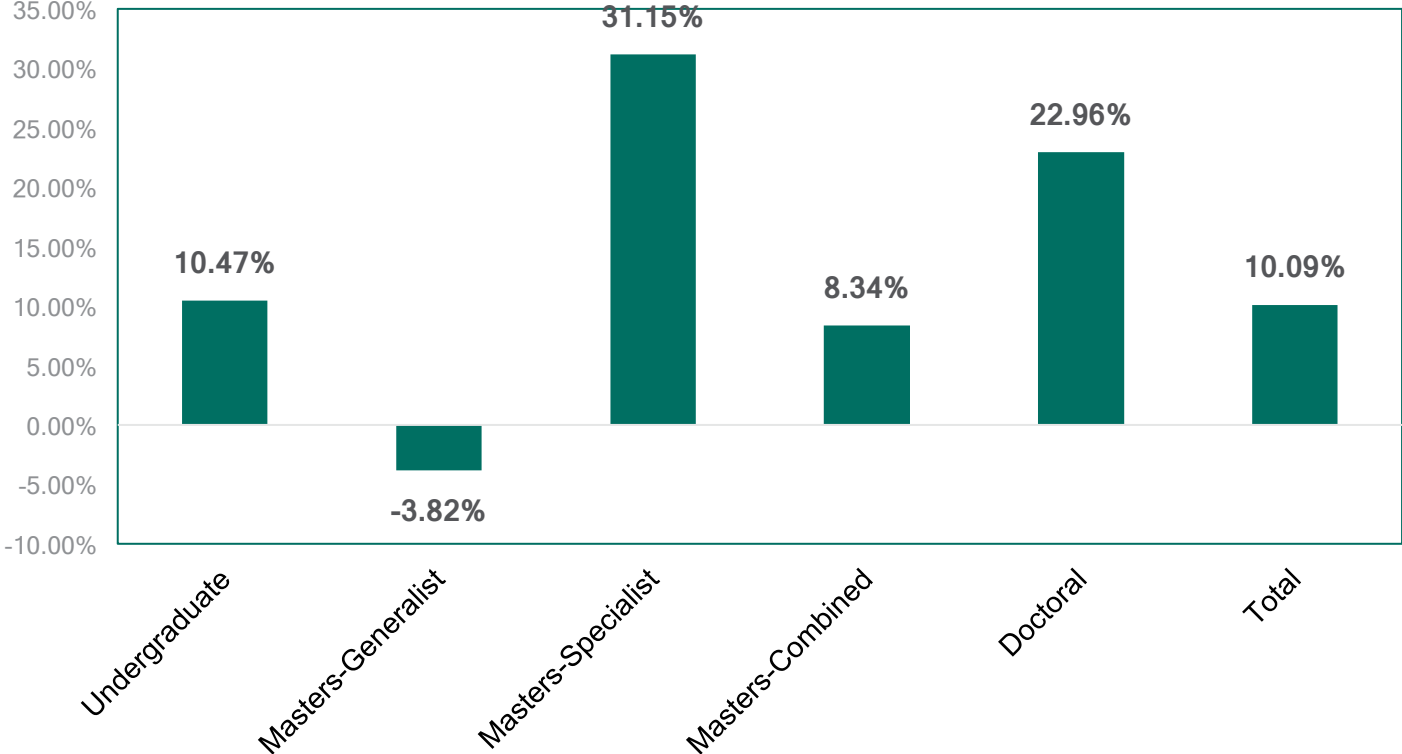


# AACSB Accredited Enrollment Distribution – 2015-16



# AACSB Accredited Enrollment Growth

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

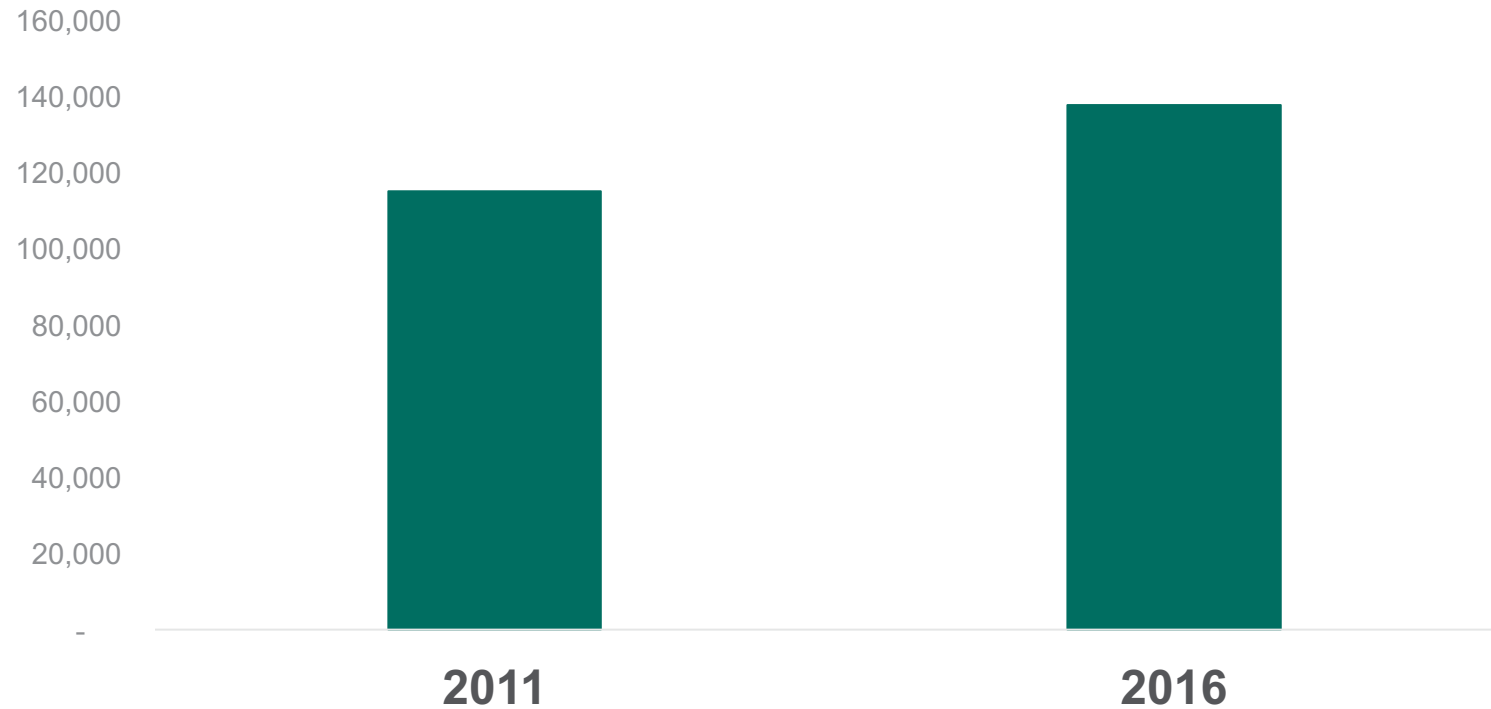


Source: AACSB Business School Questionnaire



# Specialty Certification Comparison

Global CFA Program June Exams Administered



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

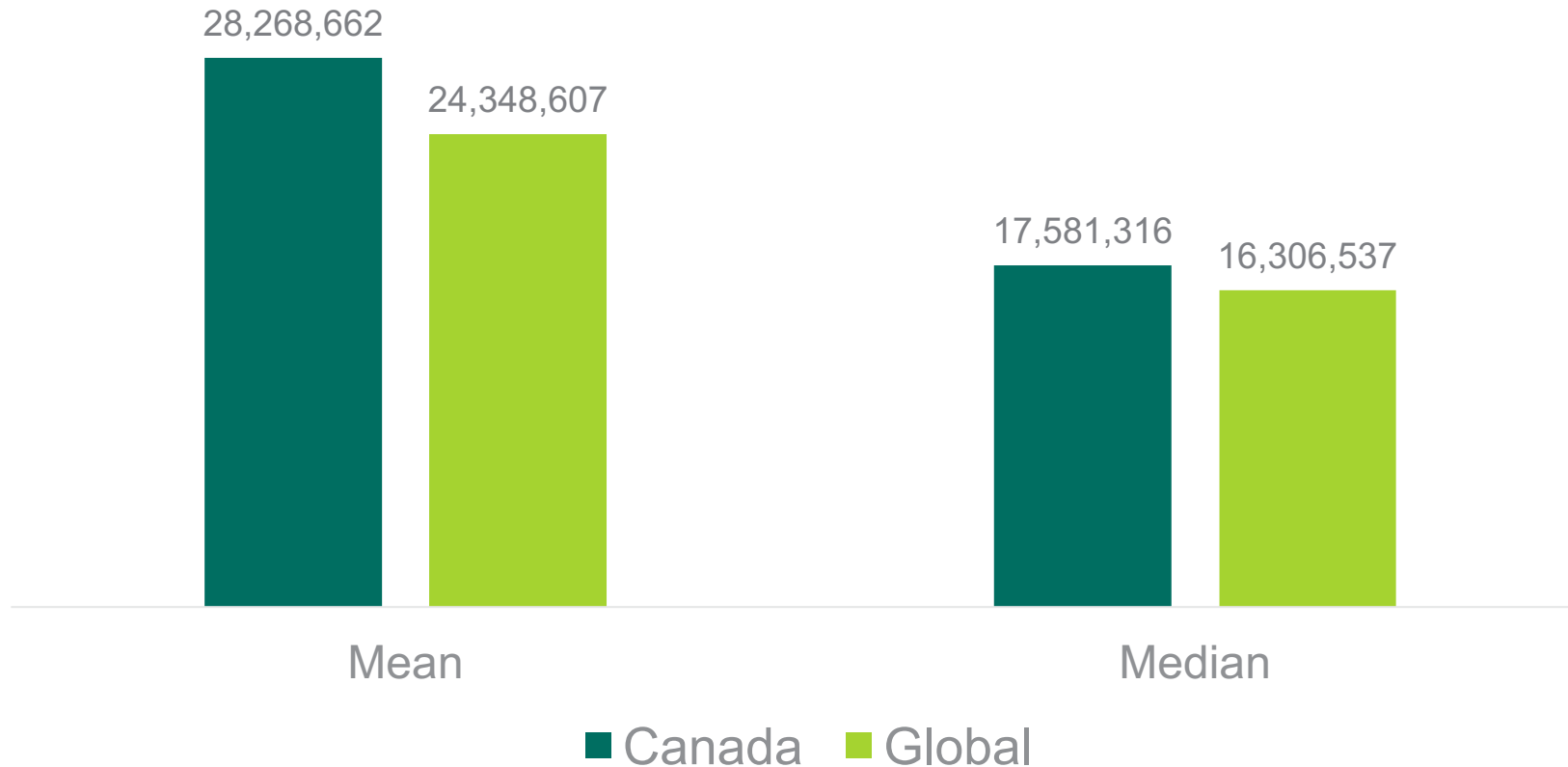
2016-17 (n=616)

	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)

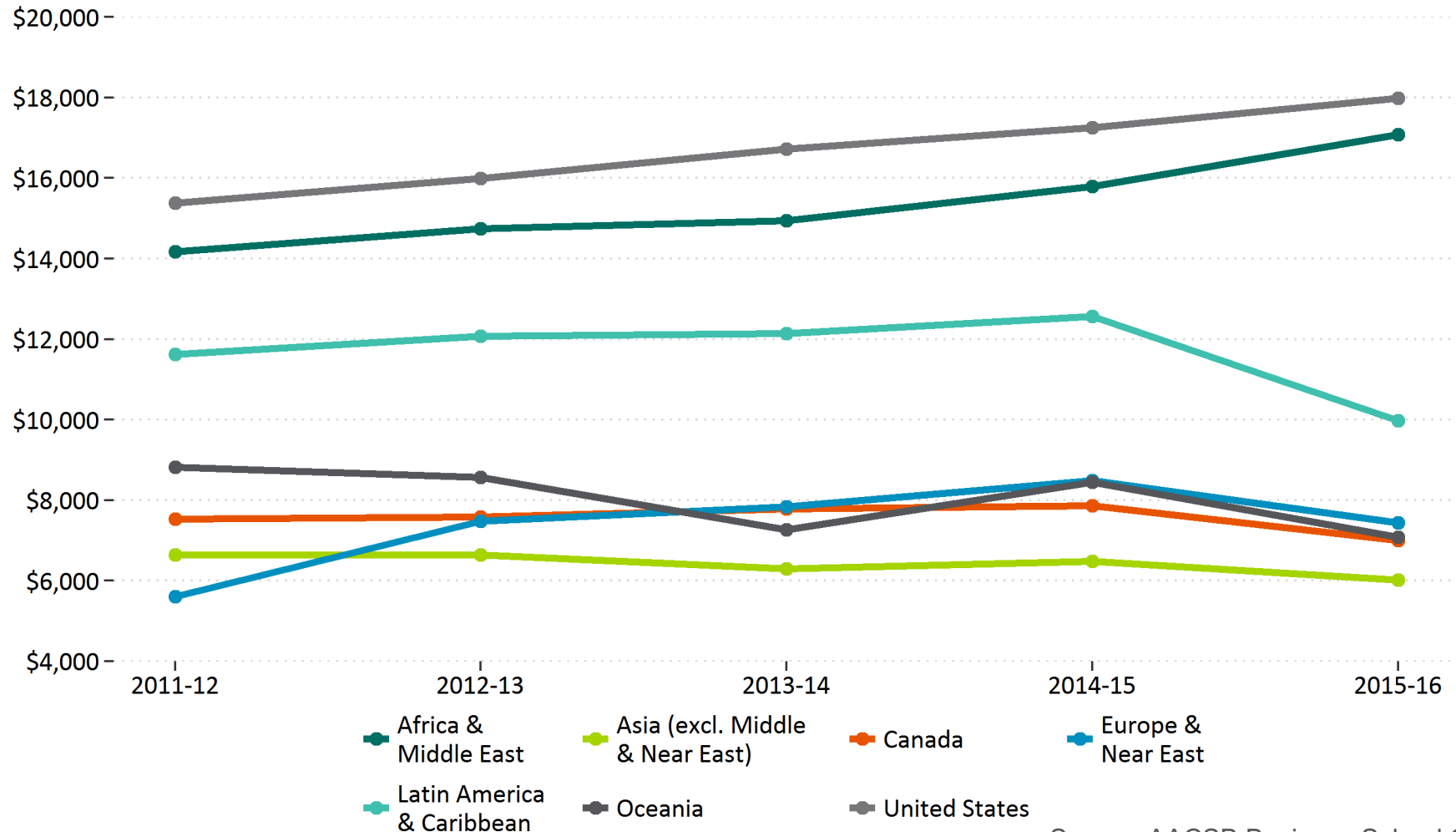


Global n=791  
Canada n=30

■ Canada ■ Global

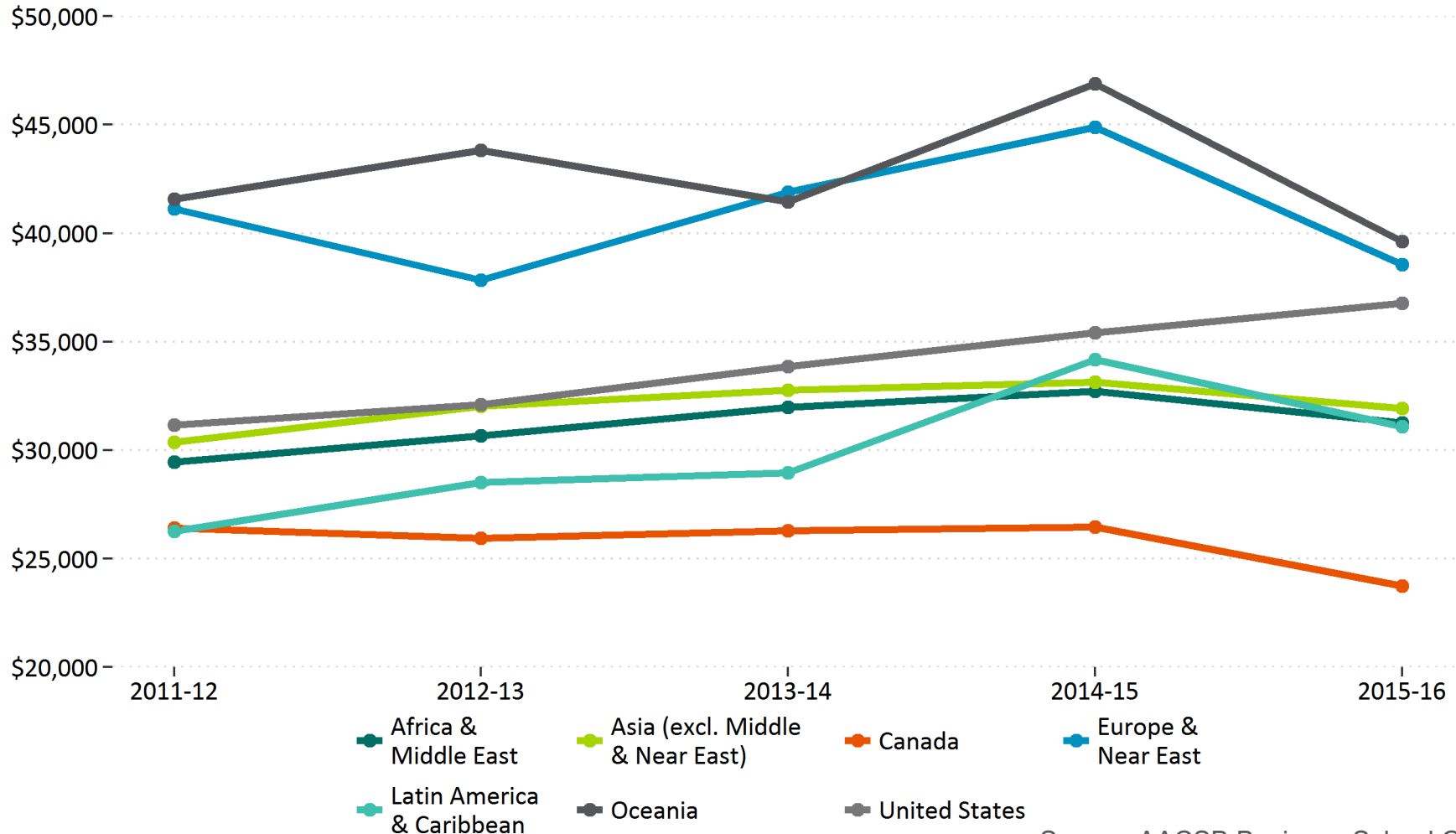
# Average Local Undergraduate Tuition Rates, By Year (USD)

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)



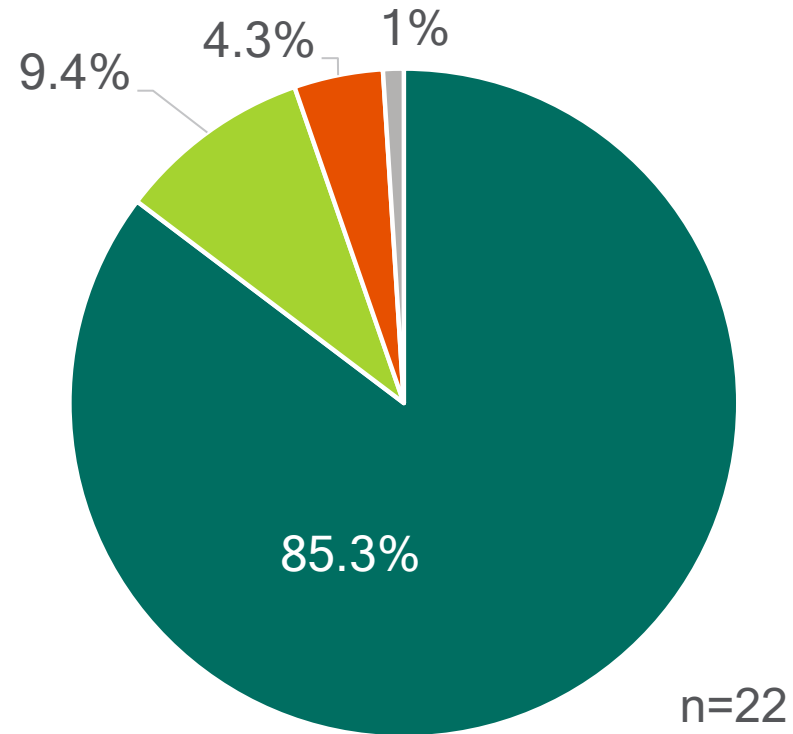
# Average Local MBA Tuition Rates, By Year (USD)

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)



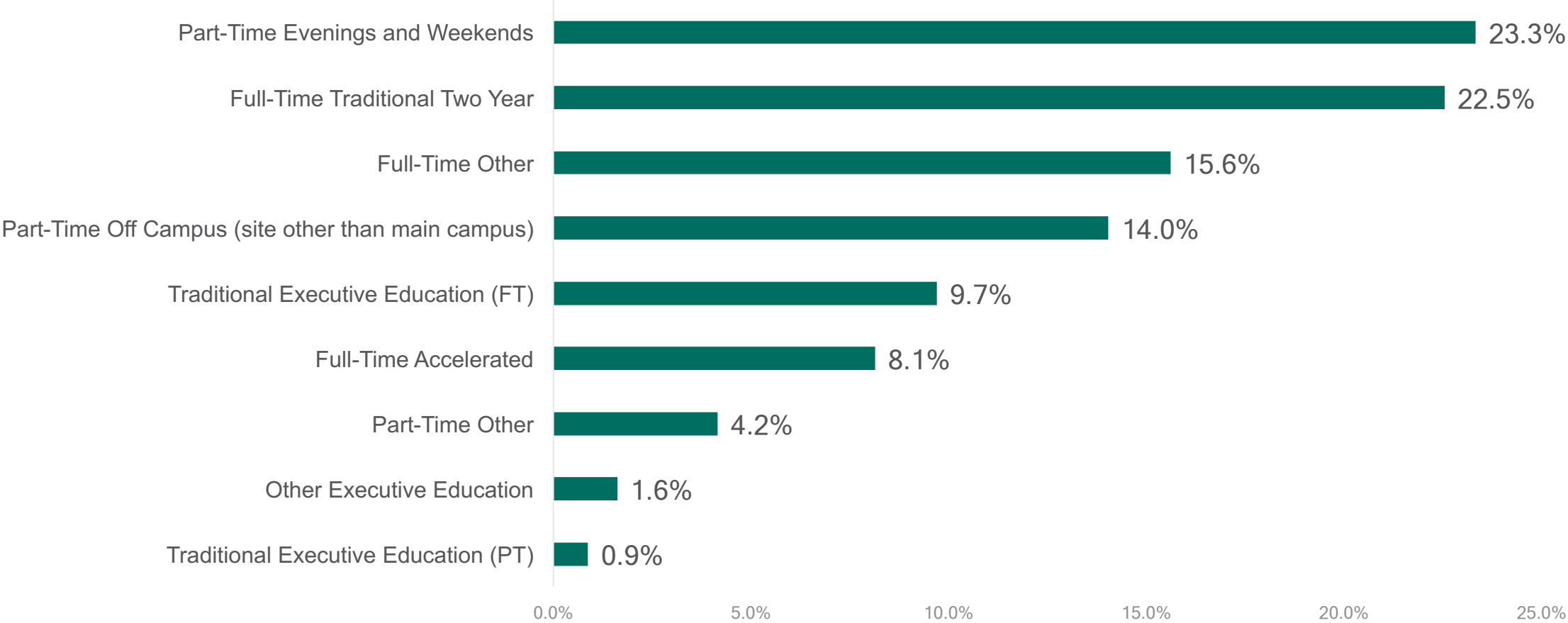


# AACSB Accredited Enrollment Distribution – 2015-16, Canada



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

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



# Implications

Location, Location, 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