

Member Meeting

Joyce A. Strawser

Chair, AACSB Board of Directors
Dean, Stillman School of Business
Seton Hall University

Anne-Marie Croteau

Chair, AACSB Articles and Bylaws
Committee
Dean, John Molson School of Business
Concordia University

Lily Bi

President and Chief Executive
Officer
AACSB International

Member Vote

The Board of Directors have recommended revisions to the AACSB Bylaws.

These revisions will be voted on by you, our members, during this meeting.

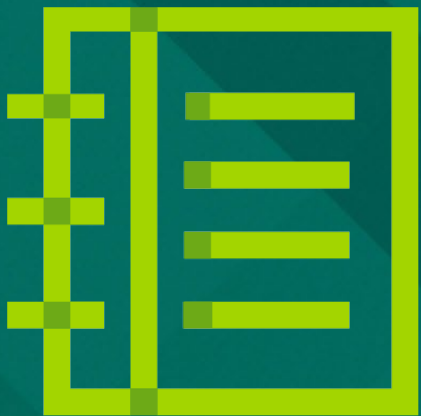


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Effective governance is the foundation for trust, transparency, and sustainable success.



Governance refers to a system of structures, policies, and practices.



It guides how AACSB makes decisions, fulfills its mission, and remains accountable to its members.



It ensures that oversight is exercised effectively, transparently, and in alignment with the organization's values and strategic priorities.

The Evolution of AACSB

- **1916** AACSB: American Association of Collegiate Schools of Business
- **1968** First AACSB accredited school outside US: University of Alberta
- **2001** AACSB – Association to Advance Collegiate Schools of Business
- **2009** Asia Pacific office opens in Singapore
- **2015** Europe, Middle East, and Africa office opens in Amsterdam

Why the Change?

The current AACSB governance model was established several decades ago, when AACSB was a fifth of its current size and had not yet expanded into a global organization.



Issues with the Current Governance Model

Need for a more agile, transparent, and globally inclusive governance model!

1. **Governance & Board Representation** – Balance regional representation, broader input with competency-based selection. Looking for ways to create a smaller, more efficient board.
2. **Decision-Making & Transparency** – Clarify roles and authority across governance bodies, with better communication to build transparency and trust.
3. **Globalization & Regional Governance** – Strengthen global strategy while allowing regional flexibility for deeper engagement.
4. **Board & Leadership Development** – Improve board effectiveness through onboarding, self-assessment, and leadership pipeline development.
5. **Industry & Stakeholder Engagement** – Expand partnerships and align governance with industry needs to boost AACSB's value, sustainability, and accessibility.

Methodology

A comprehensive review with a focus on regional voices and global governance best practices.

**5
Regional
Membership
Town Halls**

**18
Month
Process**

**Board
Sessions
and
Remodeling
Summit**

**Data
Collection and
Benchmarking**

The Result

This work has culminated in **updated bylaws**: the legal framework outlining AACSB's purpose, membership rights, board structure, and amendment procedures.

The bylaws do not include detailed operational policies. These are outlined in the Policy Governance documents.

Key Changes

Transparent and Accountable

Globally represented, competency-based board of 13-17 directors

Stronger Regional Voices

Regional advisory councils have a greater role in nominations and regular engagement with the Board

New Ways to Contribute

Agile and focused task forces and advisory roles

Global, Resilient Structure

Board creates committees based on the organization's needs

Committee Changes

Governance Structure Strengthened

Repositioned

Governance Committee

Ensures ethical organizational governance, including bylaws and policy

Expanded

Audit and Risk Committee

Adds risk governance and oversight

Global Standards for Business Education

New

Global Standards Committee

Maintains standards

Repositioned

Global Accreditation Committee

Oversees accreditation policies and decisions

All Members
(2,000+)

Accreditation Council
(Currently 1,066 Accredited Members)

Standing Committees

- Executive Committee
- **REPOSITIONED** Governance Committee
- **EXPANDED** Audit and Risk Committee
- Finance and Investment Committee
- Nominating Committee

AACSB Board of Directors

NEW Global Standards Committee

REPOSITIONED Global Accreditation Committee

- Accounting Accreditation Committee
- Continuous Improvement Review Committee
- Initial Accreditation Committee
- Eligibility Review Committee

Advisory Councils

- Business Influencer
- Asia Pacific

- Europe
- Latin America and Caribbean

- **EXPANDED** Middle East and Africa
- **NEW** North America

Global Standards Committee

Oversees Global Standards for Business Education and Accounting Accreditation Standards

Accreditation Council (Accredited Members)

AACSB Board of Directors

Global Standards Committee

- Annually issues technical edits to business and accounting standards (final authority)
- Annually reports to AACSB Board of Directors
- Every five years oversees full review of business and accounting standards (must be approved by AACSB Board of Directors and Accreditation Council as final authority)

Global Accreditation Committee

Oversees accreditation policies and ratifies accreditation committee recommendations

AACSB Board of Directors

Global Accreditation Committee

- Accounting Accreditation Committee
- Continuous Improvement Review Committee
- Initial Accreditation Committee
- Eligibility Review Committee

On a continuous basis:

- Reviews and makes changes to business and accounting accreditation policies and practices (final authority)
- Ratifies decisions of AAC, CIRC, and IAC (final authority)
- Reports annually to the AACSB Board of Directors

Benefits of the New AACSB Governance

- **Stronger regional voice** through communication pathways for providing input and feedback to the board
- **Regional advisory council chairs** will join the **Nominating Committee** to participate directly in board nominations
- **Competency-based nominations** for Board seats
- **More transparent governance** and decision-making
- **New ways to contribute** through task forces and advisory roles
- **Faster response** to emerging issues through task forces
- **Modern, resilient structure** for long-term success
- **More innovation capacity** through short-term, focused task forces
- **Cost efficiencies** in governance activities and smaller board



**No changes have been
made to members' rights.**

What Didn't Change?

- AACSB's commitment to its mission and values.
- Member organizations represented by an official representative.
- Each member has one vote.
- Board focuses on the vision, values, and strategic leadership of AACSB.
- Board is global and reflective of the character of the membership.



**No changes have been
made to members' rights.**

What Didn't Change?

- Board members may serve up to two consecutive terms, with extension permitted for service as an officer.
- Educational member dues remain subject to member approval.
- Accredited members have final authority for approval of the global standards for business education.
- Revisions to the Bylaws to be approved by the members.

Motion and Discussion

Motion: AACSB membership approve the Amended and Restated Bylaws as presented.

All official representatives or their designees are eligible to vote on this motion.

Please keep your paddle raised until the vote count is completed.

Motion: AACSB membership approve the Amended and Restated Bylaws as presented.

All accredited member official representatives or their designees are eligible to vote on this motion.

Please keep your paddle raised until the vote count is completed (white paddles only).

AACSB Update

2025 Deans Conference

Lily Bi

AACSB President & CEO

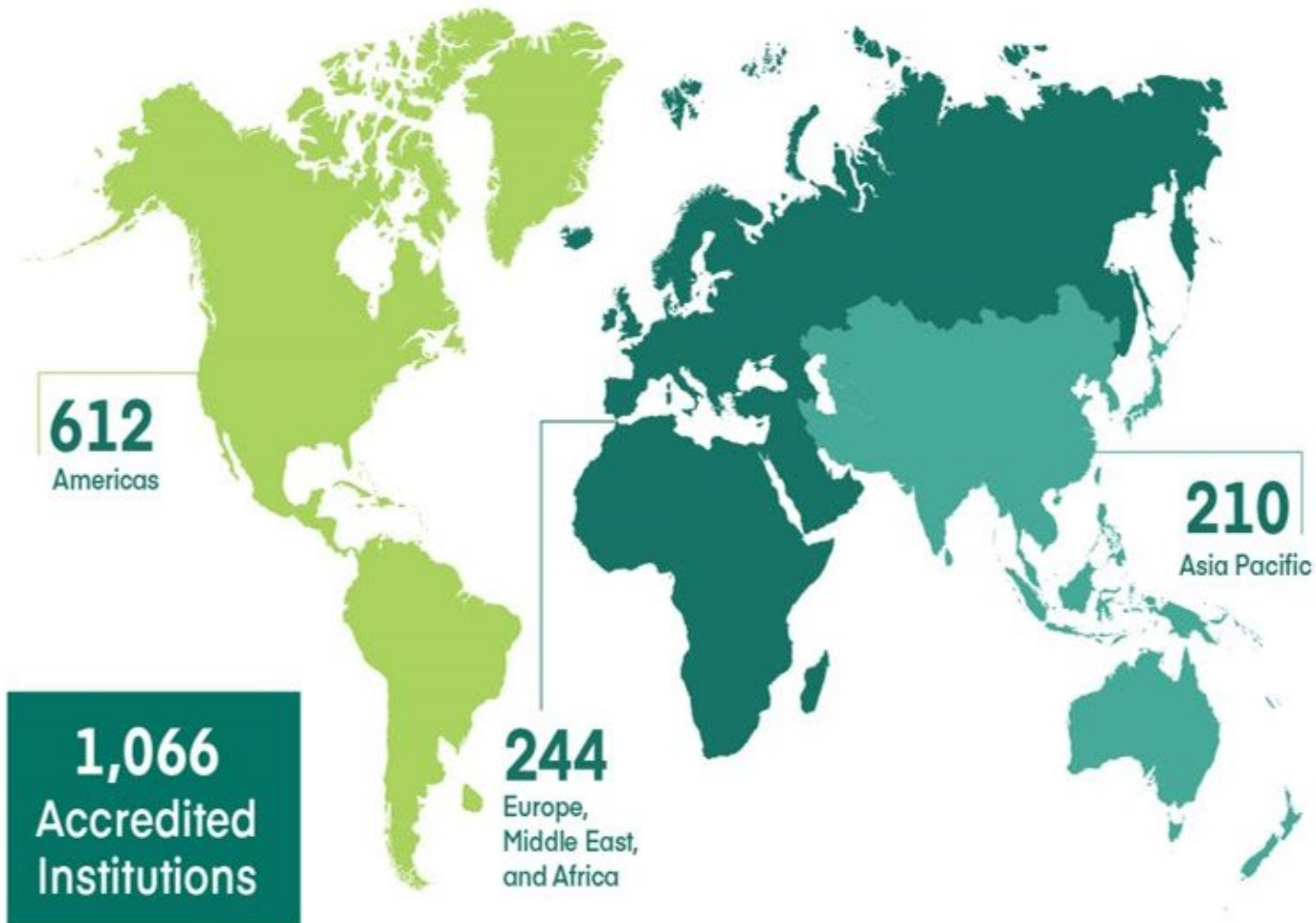




AACSB Today

We are AACSB

OUR NETWORK, **CONNECTED.**



OUR PRESENCE, **AROUND THE WORLD.**

2,014
member
organizations
in **112**
countries and
territories

935
volunteers
in **67**
countries and
territories
(2024-25)

3 GLOBAL
OFFICES

89 STAFF
MEMBERS

4 REGIONAL
HEADS

144 LEARNING AND
DEVELOPMENT
OPPORTUNITIES
(2024-25)

As of 31 August 2025

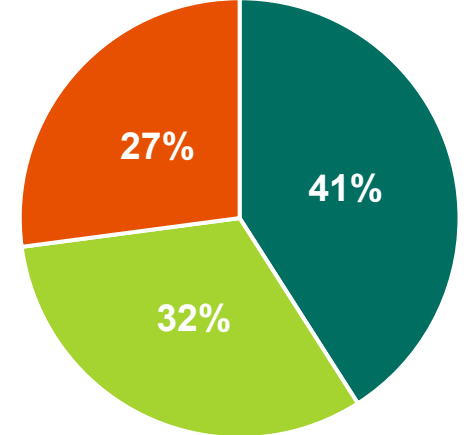
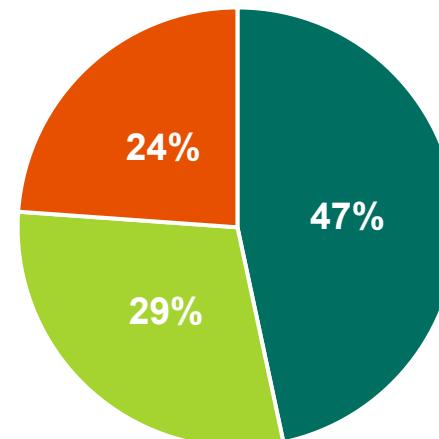
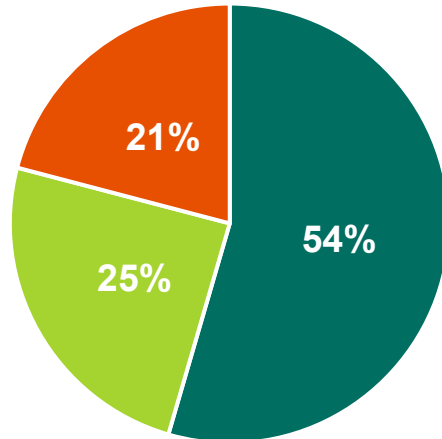
AACSB By Regions – A Story of Globalization

10 Years Ago

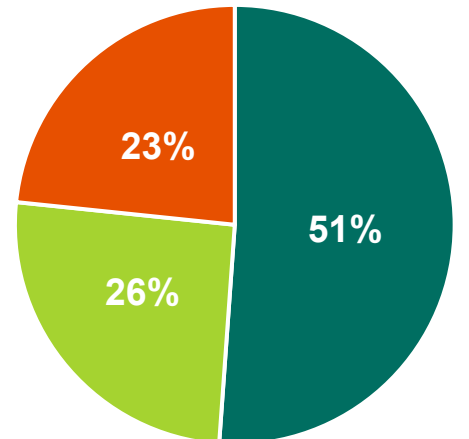
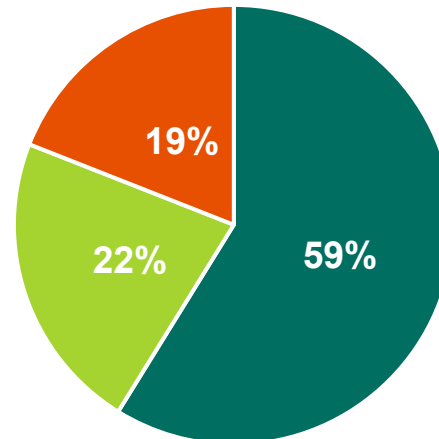
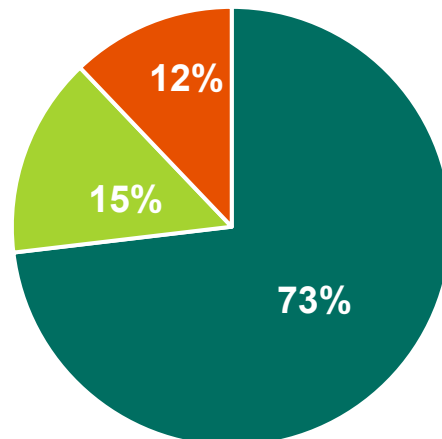
5 Years Ago

Today

Membership



Accreditation



 Americas

 EMEA

 Asia-Pacific

Supporting Global Membership From Their Regions



1916: Americas Office

AACSB was founded in the U.S. to establish accreditation standards and advance the quality of business education. Its global headquarters is in Tampa, Florida.



2008: Asia Pacific Office

AACSB opened its Asia Pacific Office in Singapore to support the growing demand for accredited business education programs in the region.



2015: EMEA Office

AACSB established its EMEA Office in Amsterdam, The Netherlands to strengthen its presence and support across Europe, the Middle East, and Africa.



Values

Inclusivity

Global
Unity

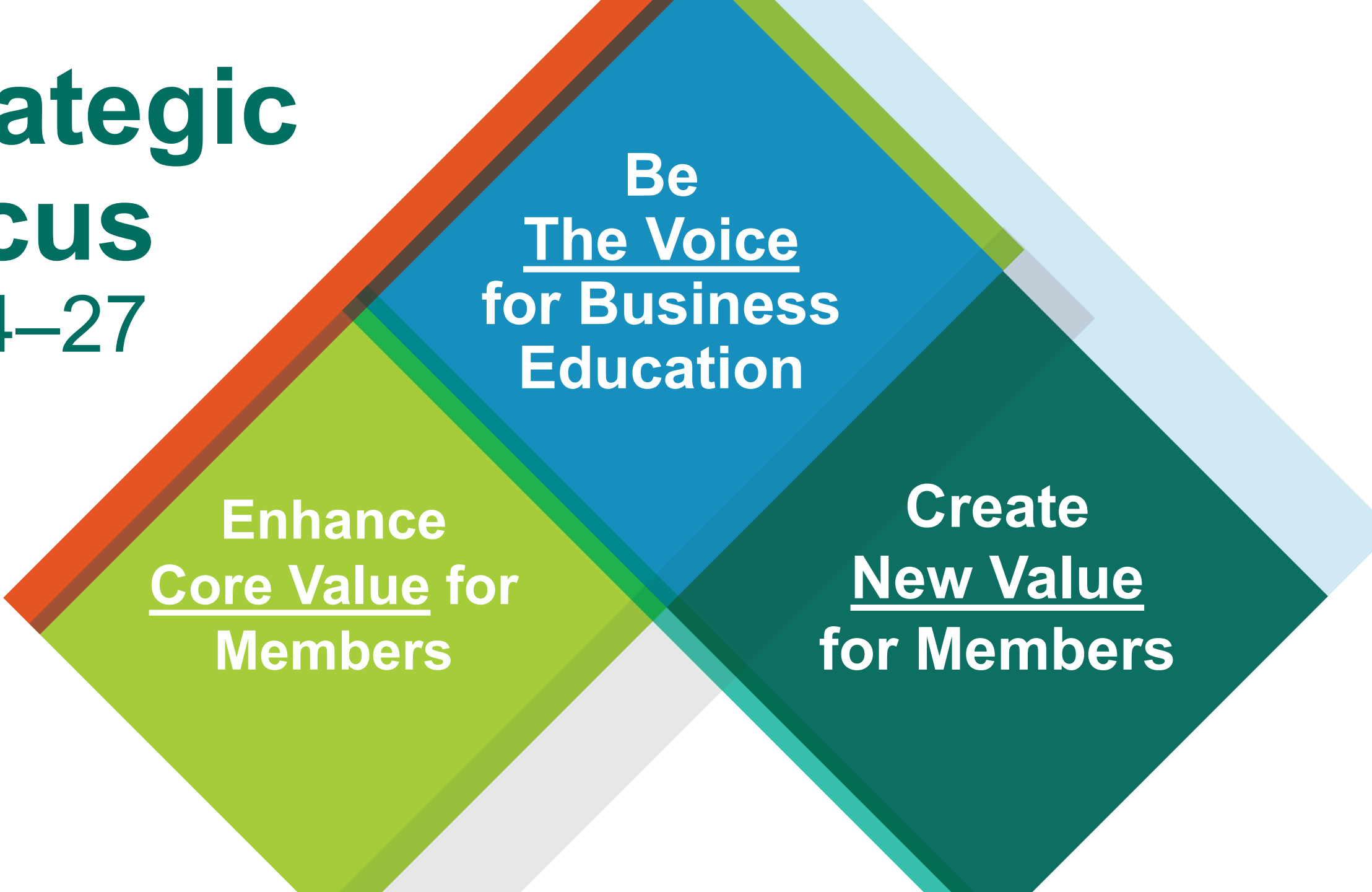
Members
First

Curiosity

Excellence



Strategic Focus 2024–27



Be
The Voice
for Business
Education

Enhance
Core Value for
Members

Create
New Value
for Members



2024–27 Strategic Plan

Progress Highlights

- Transit from a 5-year to a 6-year CIR cycle
- Refresh **Business Accreditation Standards**
- Refresh **Accounting Accreditation Standards**
- Accreditation Satisfaction: **98%**
- Membership Satisfaction: **94%**



**AI Use Case Hub
for Accreditation**



- **New Member-First** Service Model—*Member Success Liaison*
- Established **Americas Team**
- Added supports to **AP and EMEA Office**



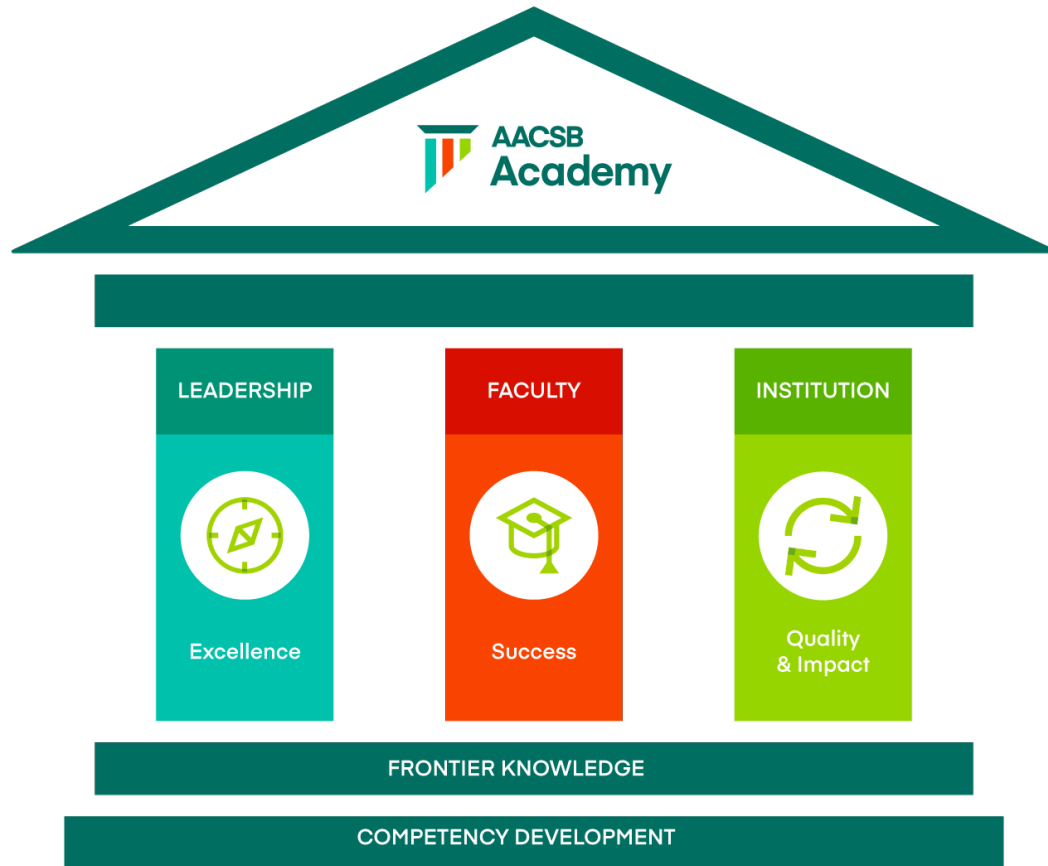
AACSB Analytics Hub 2.0

AACSB Exchange 

- **New Membership Engagement Index**
- **New Communication Channels:** WhatsApp, Instagram, WeChat (relaunched)

**YEAR IN
REVIEW**

STRATEGIC DRIVER 2: **CREATE NEW VALUE FOR MEMBERS**



5 new Academy programs



**Inaugural Dean's Journey
– First cohort**



Program Formats



Virtual Seminars and Workshops

Convenient and Accessible
Multiple Sessions Offered
Regionally Relevant



In-Person Seminars and Workshops

Expand Network
Regional or Global Reach
Dedicated Learning Time



Hybrid / Cohorts

Progressive Learning
Leadership & Skill Focus
Establish Peer Group



On-Campus Workshops

Tailored to Needs
Cost-Effective for Teams
Strengthen Team

NEW Conference Portfolio 2025–26



October 19-21
Toronto, Canada



April 13-15
Seattle, USA



Asia Pacific
November 18-19
Hong Kong

EMEA
November 27-28
Seville, Spain

Americas
January 26-27
Orlando, USA

MENA
January 20-21
Tunis, Tunisia



**AOL & Assessment
Conference**
May 2026
Bologna, Italy

**Research Impact
Conference**
June 2026
London, England

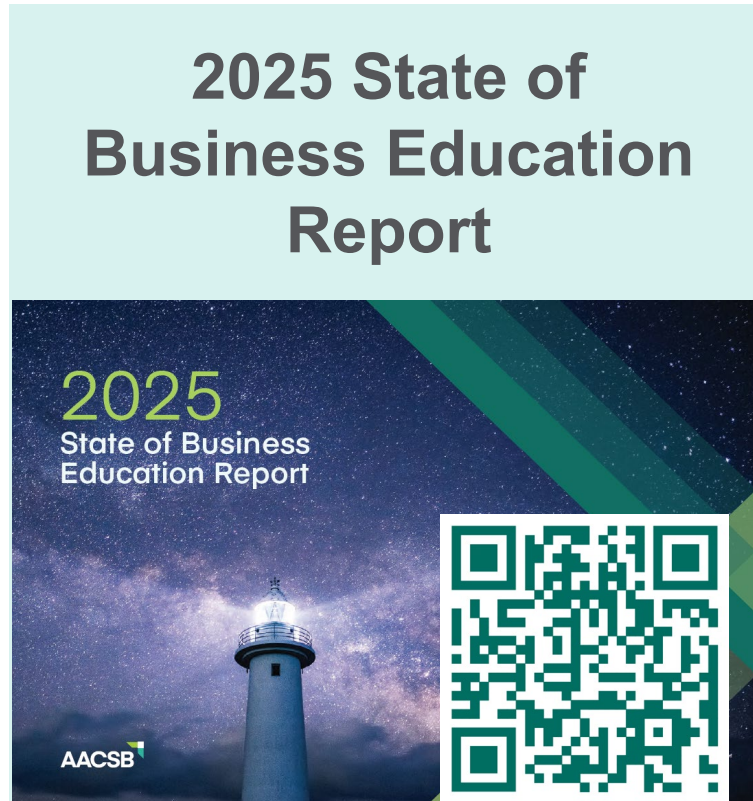
**AP Accreditation
Conference**
June 2026
Melbourne, Australia

YEAR IN REVIEW

STRATEGIC DRIVER 3: **BE THE VOICE FOR BUSINESS EDUCATION**



Master's Enrollment Trends at AACSB Schools



Global Minds, Local Impact: A Case for Student Mobility



Launched AACSB Pulse Podcast



Shaping the Future of Business School Research

Ten Organizations: One United Vision.

View the exposure draft and provide your feedback.



Be the Voice For Business Education

- Advocacy & Building New Relations



WSJ | CEO Council



U.S. Chamber of Commerce

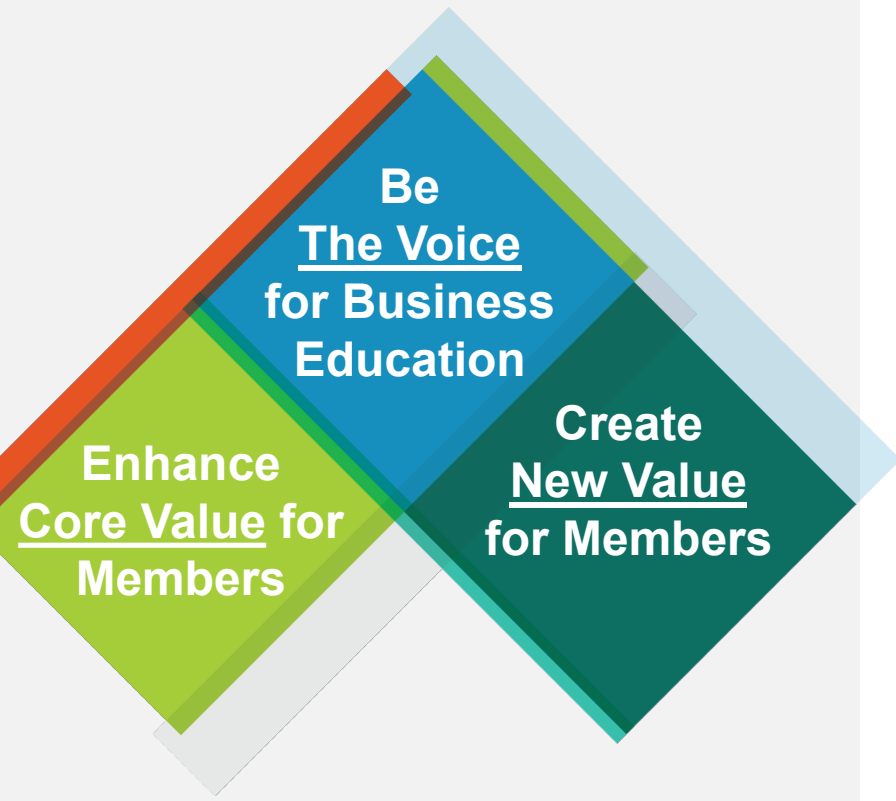




2024–27 Strategic Plan

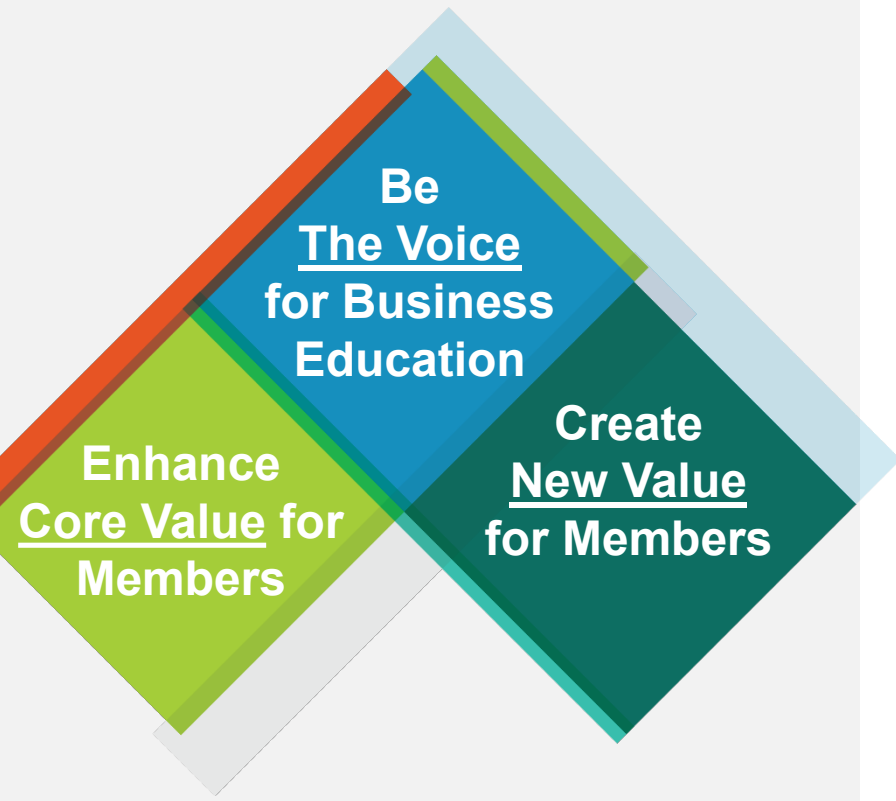
Looking Ahead

What's Coming



1. Implement New AACSB Governance Bylaws, Policy Governance Manual
2.  **Global Standards**
for Business Education
3. Launch Updated **Accounting Accreditation Standards**
4. Strategic Investments, Including **Membership Management Platform**
5. **New Research Fund**

What's Coming



6. Grow  AACSB Academy
7. Release
Global Research Impact Framework
8. Pilot
Research Impact Conference
9. Develop
5 Years of Societal Impact
10.  **Global Impact Awards**



Vision 2030

Accreditation



Thought Leadership



Academy



Global StandardsTM
for Business Education



Proud to have you in AACSB's global community!

 Lily.Bi@aacsb.edu

AACSB
Business Education.
Connected.