

*Empowering lives  
through knowledge and  
imagination.*

MILANO | ITALY

## **Accreditation in the limelight SDA Bocconi experience**

Manuela Brusoni  
Professor – SDA Bocconi  
Quality Systems & Accreditations Officer

## **SDA Bocconi School of Management** **International Accreditations**

*EQUIS – Accredited since 1998*

*AMBA – Accredited since 1992*

*AACSB – Initial accreditation phase*

*ISO 9001:2008 – Certified for financed projects since 2004*

*RICS (Royal Institution of Chartered Surveyors)  
Accredited since 2008 for Master in Real Estate Program*

*EAPAA (European Association for Public Administration Accreditation)  
Accredited since 2006 for Master in Public Management*

*NASPAA (National Association of Schools of Public Affairs and Administration)  
Accreditation for Master in Management Program underway*

*SHRM (Society for Human Resource Management )  
Certified since 2009 for Executive Master in Strategic Human Resource Management*

*CFA Institute – Approved Provider of continuing education programs*

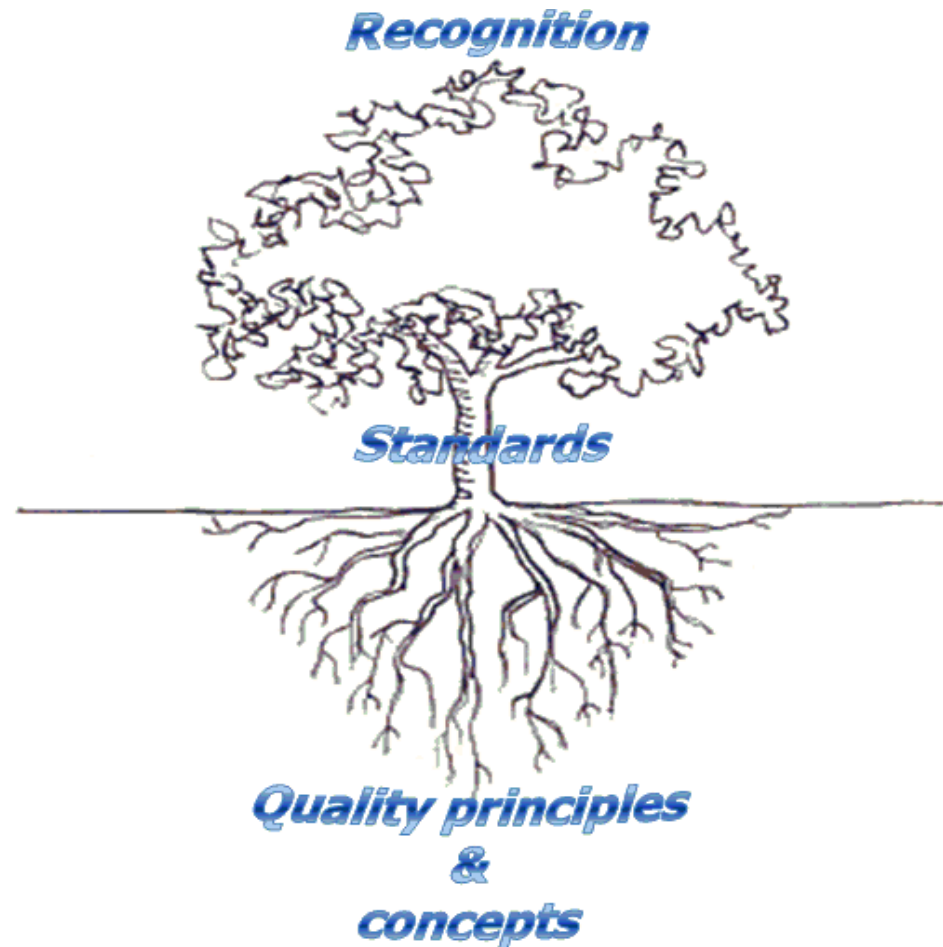
### **National Accreditations**

*ASFOR: Accredited for MBA Program since 1991*

*Ministry of HealthCare – Accredited for ECM (Continuous Medical Education)*

## What is ACCREDITATION?

ACCREDITATION is “the *recognition* that an institution COMPLIES with a set of PRE-DEFINED standards”



## Implications

- Standards themselves grounded and inspired by quality principles and concepts
- Specific focus/ point of view in the accreditation systems (related to the referred framework)
  - Programme accreditation (e.g. AMBA, EAPAA)
  - Institutional accreditation (e.g. EQUIS, AACSB)
- Reliance on evaluation techniques
  - Peer evaluation
  - Methodology and commonality of approaches
- Accreditation systems imply periodic review, criticism, and readjustment of criteria, policies and procedures

## Key Issues in management education

### Structural:

- Globalization
- New emerging markets
- International students mobility
- Alliance/ partnership with other schools/ organizations
- Shortage of budget/investments by corporations/ employers
- Focus on practical knowledge/ closing the knowing-doing gap/ execution

### Contingent

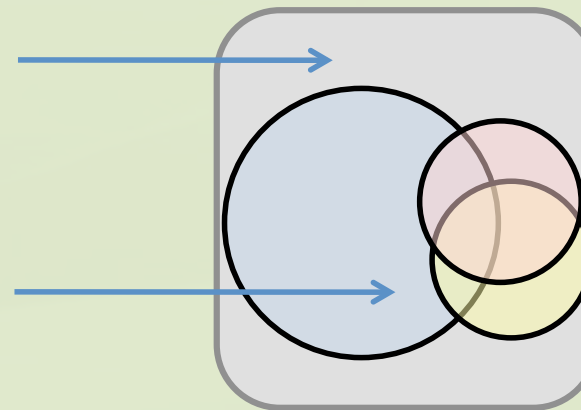
- Financial crisis ( efficiency and effectiveness)
- Slight increase in MBA/ EMBA students for employment opportunities / networking/ prepare themselves for the post-crisis
- Reduced credibility/ legitimacy

## Global Accreditation Landscape

*Of approximately 12,600 institutions granting business degrees worldwide...*

*≈10% (1200+) are accredited by an organization operating on an international scale*

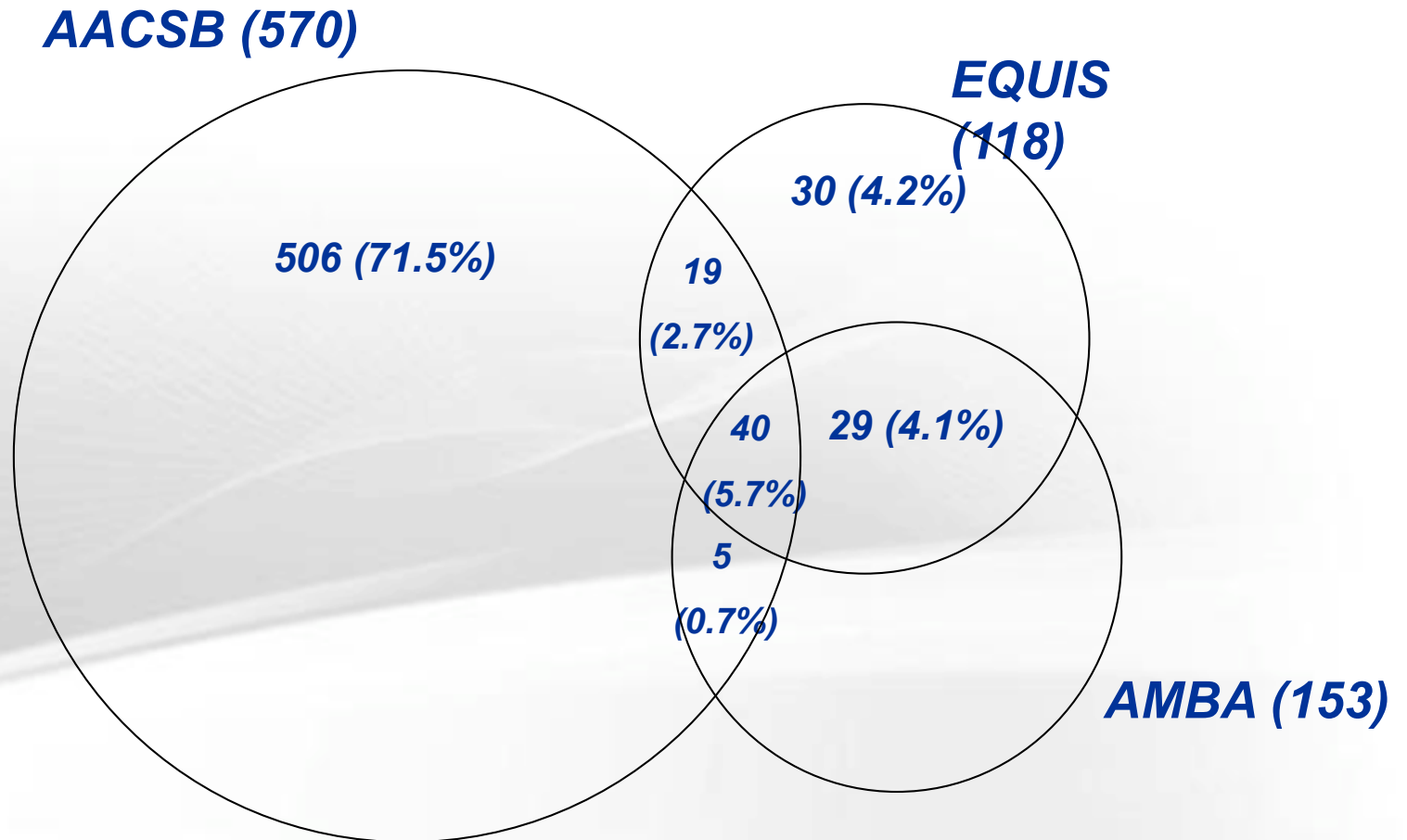
*≈6% have AACSB International, EQUIS and/or AMBA accreditation*



*Source: AACSB analysis of publicly available data as of January 1, 2010*

# Global Accreditation

**Total = 708**



Source: AACSB analysis of publicly available data as September, 2010.

## What is the role of international accreditation system?

- Geographical competition (internationally, nationally, regionally)
- Some schools maintain international accreditation as a point-of-differentiation (especially in recruitment of international students and in seeking partnerships)
- Provides process for disciplined management and oversight of business school
- Demands focus on development of quality programs
- Drives aspirations for geographical recognition
- An important network of schools from which to benchmark, partner, etc.



## Benefits from accreditation

Institutions that are accredited by EQUIS must demonstrate not only high general quality in all dimensions of their activities, but also a high degree of internationalisation.

With companies recruiting worldwide, with students choosing to get their education outside their home countries, and with schools building alliances across borders and continents, there is a rapidly growing need for them to be able to identify those institutions in other countries that deliver high quality education in international management.

## Benefits from accreditation

- B2B benefits:
  - ✓ To reinforce and maintain over time a key role in the market
  - ✓ To enable and support a “network learning” among the accredited schools
  - ✓ Process-oriented approach provides opportunities for institutional development through self-survey and evaluation and self-regulation in complex markets
  - ✓ Best practices exchange
  - ✓ Benchmarking activities
- B2C benefits:
  - ✓ To make factual information available to perspective students
  - ✓ To be recognizable across borders/
  - ✓ To be accountable to students and employers

## Is it worthwhile?

The cost – benefit optimal balance is in the hands of the B-School

- Paperwork OR focus on key issues ?
- Label OR Lever ?
- Target OR (learning) process?

## Two main stages

### Get Involved

- Self-assessment to coordinate efforts
- Use standard as a framework to focus on strategic issues
- Start a quality improvement process
- Use accreditation as an agent of change

### Start your own excellence pathway

- Be part of the conversation
- Raise self-awareness of strengths and differentiation
- Lead the way in key expertise and excellence fields.

***I do not believe in  
a fate that falls on men  
however they act;  
BUT  
I do believe in a fate  
that falls on them  
unless they act***

**Gilbert Keith Chesterton**