

BSRN

Business School Research Network

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Today's Goal

1. Introduce the Business School Research Network.
2. Overview our research activities.
3. Facilitate an exercise on outcome and impact measures.

“Essentially this has been a business that's been around for over a hundred years and it really hasn't changed much so anytime someone's doing something differently, its probably going to create some friction”.

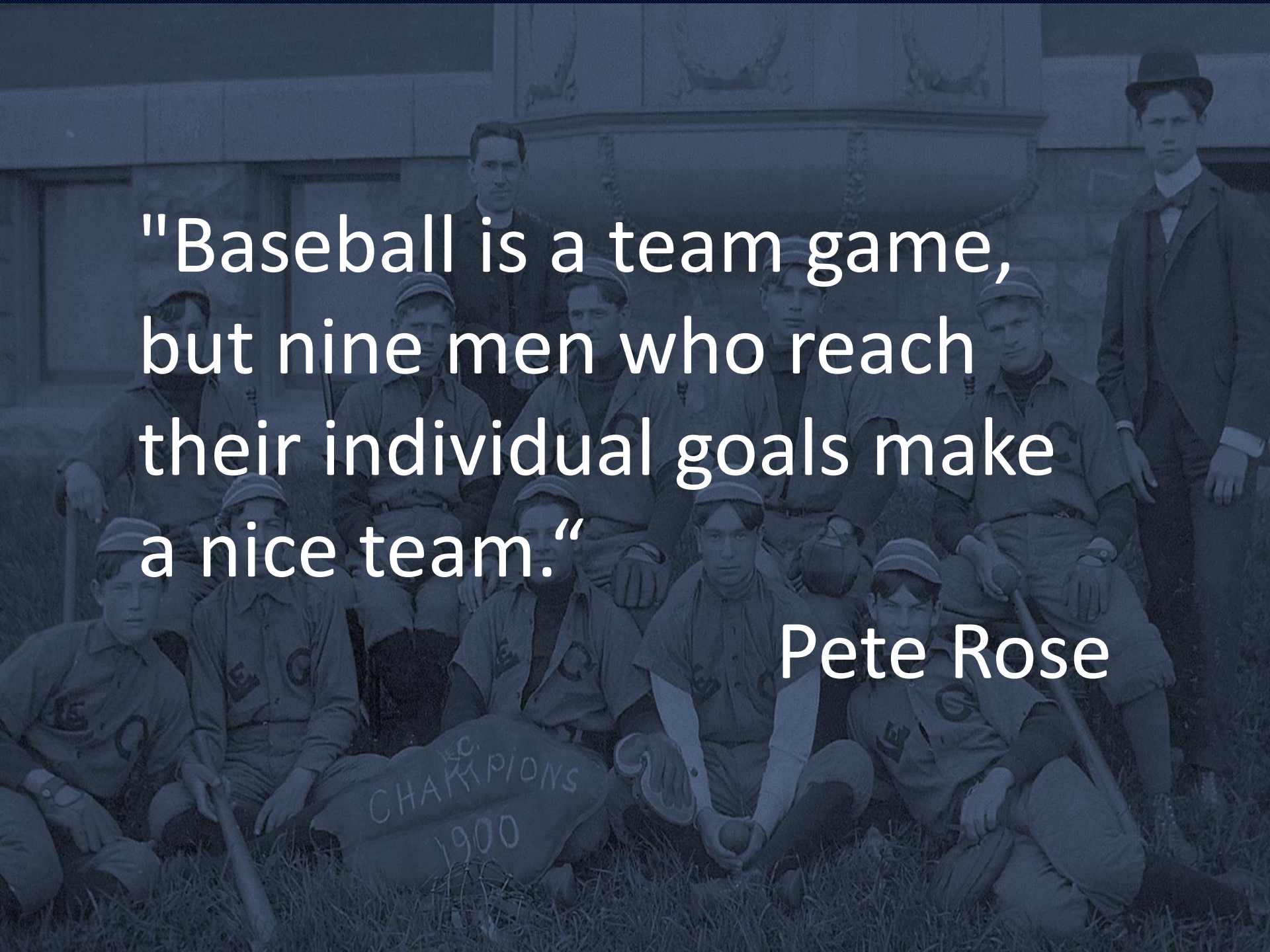
Baseball and B-Schools



The background is a dark, pixelated image of a baseball scoreboard from Fenway Park. The scoreboard shows the top of the game with the home team (Boston) leading 4-0 in the 10th inning. The text "Ultra-Competitive Sports" is overlaid in large white font.

Ultra-Competitive Sports

The primacy of individual performance



"Baseball is a team game,
but nine men who reach
their individual goals make
a nice team."

Pete Rose

Business schools are a
team composed of
scholarly free agents
incented by individual-
level KPIs.

The power of statistics



1860-1980

“The statistics were not merely inadequate, they lied. And the lies they told led the people who ran major league baseball teams to misjudge their players, and mismanage their games”.

So what can B-Schools learn from baseball?

95% of baseball
analytics are < 5
years old.

10M x increase in
MLB data capture
in past decade.

14M pitcher data
points collected
per season.



*The goal is to make these
available in real-time to start
the debate.*

Bill Bowman, MLB

Consistent

Open

Objective

Collaborate **AND** Compete

Can we follow baseball?

The mission of the Business School Research Network is to enhance the positive impact of business schools on students, professional practice, scholars and communities through **facilitating collaborative research of business school management and practice.**

Background

- June '13** ASAC Meeting: Early discussion around need for collaboration.
Working group initiates first study.
- Jan '14** Working group initiates second study.
Group moves forward to establish a formal network of faculty based on GLOBE Project model to enhance collaborative research associated with business school performance.
- May '14** Scorecard project initiated. Symposium hosted at ASAC.
- Aug '14** First paper presented at Academy.
- Oct '14** BSRN Symposium hosted in Calgary focused on scorecard development.
Steering committee formed.
Advisory board formed.
- Mar '15** Two papers and a PDW proposal accepted at Academy.
Two papers and a symposium accepted at ASAC
One paper accepted at the Oxford EFMD conference.

23 scholars

16 business schools

6 Deans

Institutional Representation

University of Alberta
Athabasca University
Bow Valley College
University of Calgary
Dalhousie University
MacEwan University
Mount Royal University
University of New Brunswick

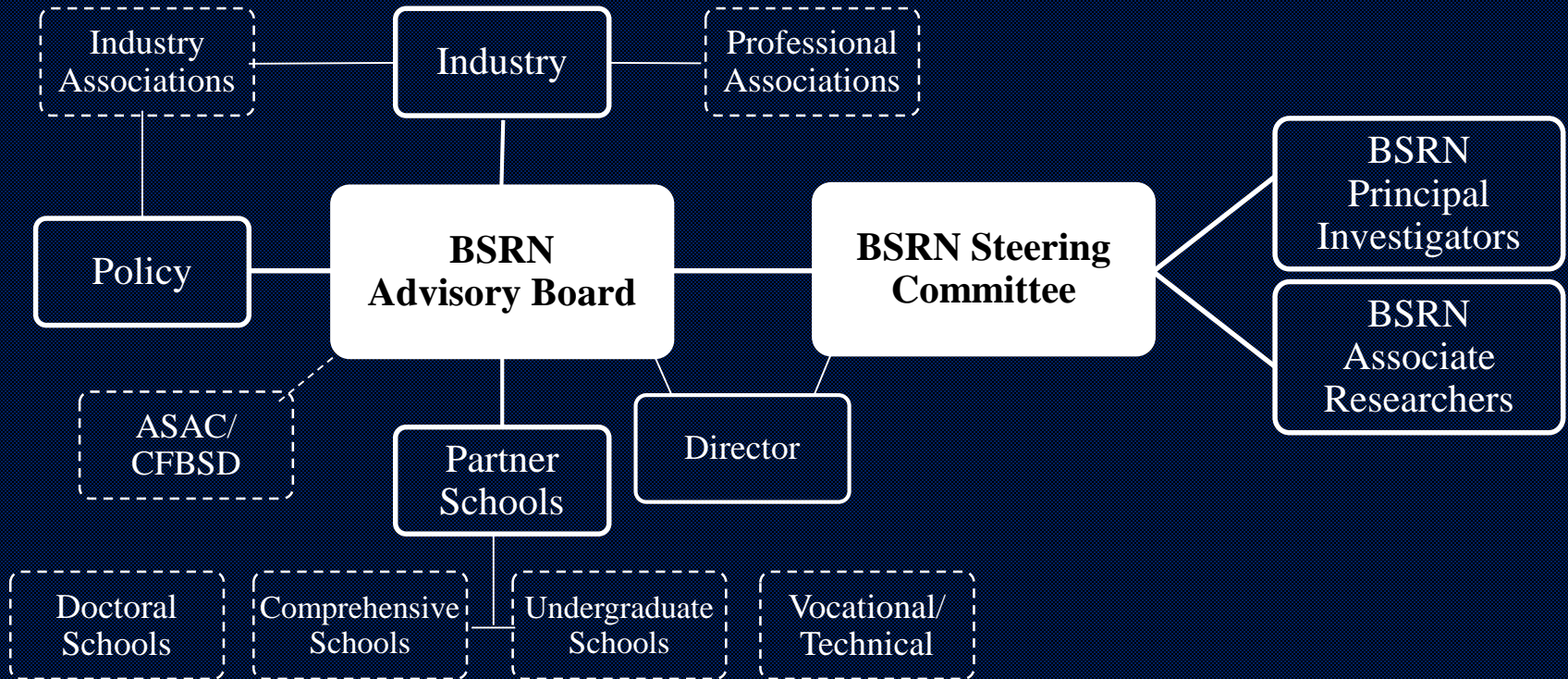
Nipissing University
Ohio University
University of Ottawa
University of Regina
University of Reading
Royal Roads University
Ryerson University
SAIT Polytechnic

EXIT

BOW VALLEY
Chiu School
of Business



Governance



Current Research Projects

Predictors of Performance

Projects

1. Faculty Knowledge Transfer (KT) study
2. Authorship KT study
3. Hiring criteria study
4. Graduate employability
5. PQ criteria study

Scorecard Development

Projects

1. Conceptual scorecard
2. Qualitative verification
3. Quantitative pilot

Research Question:

What individual and
institutional level factors
predict KT behaviours at
Canadian
B-Schools?

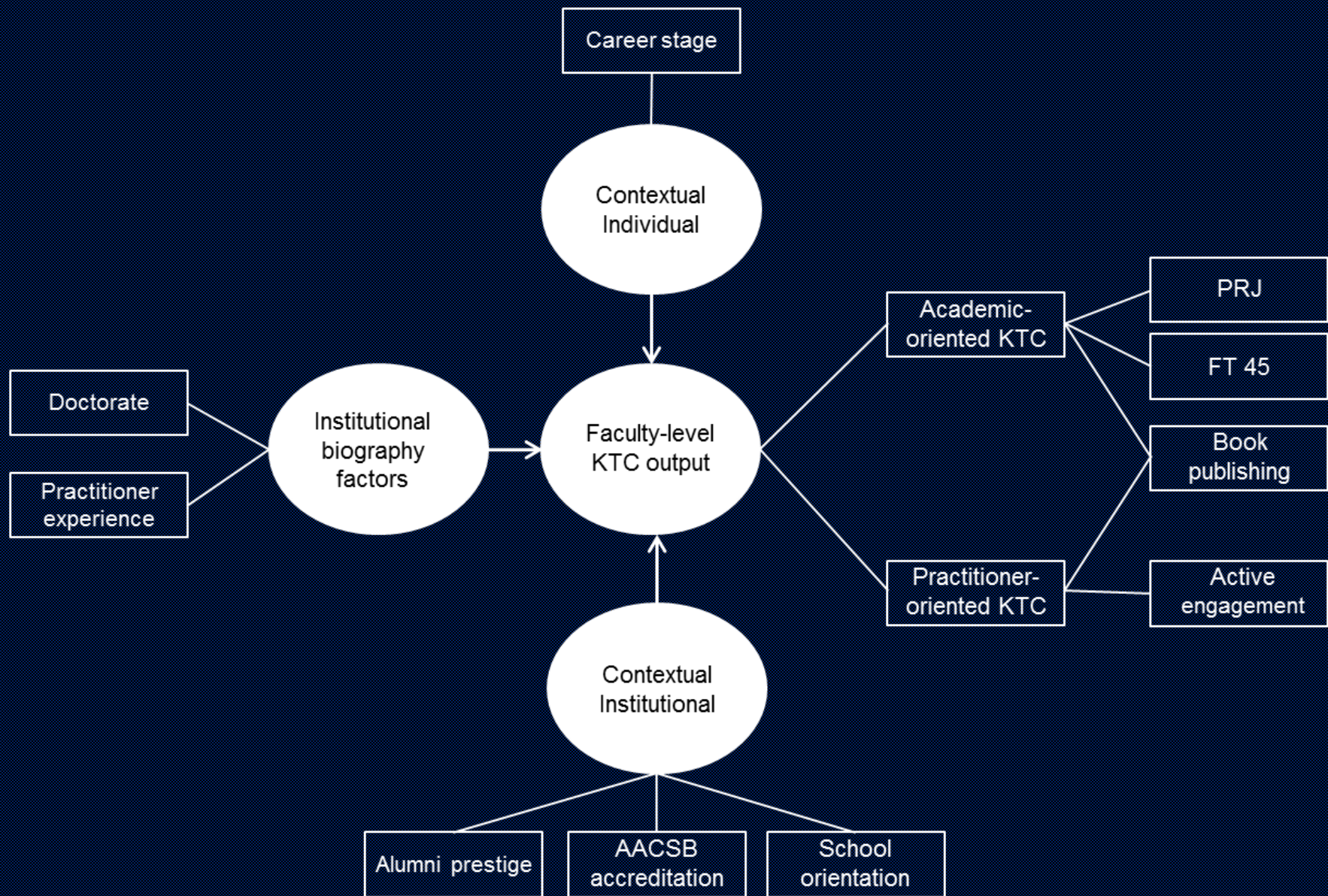
Faculty socialization & KT

740 faculty profiles

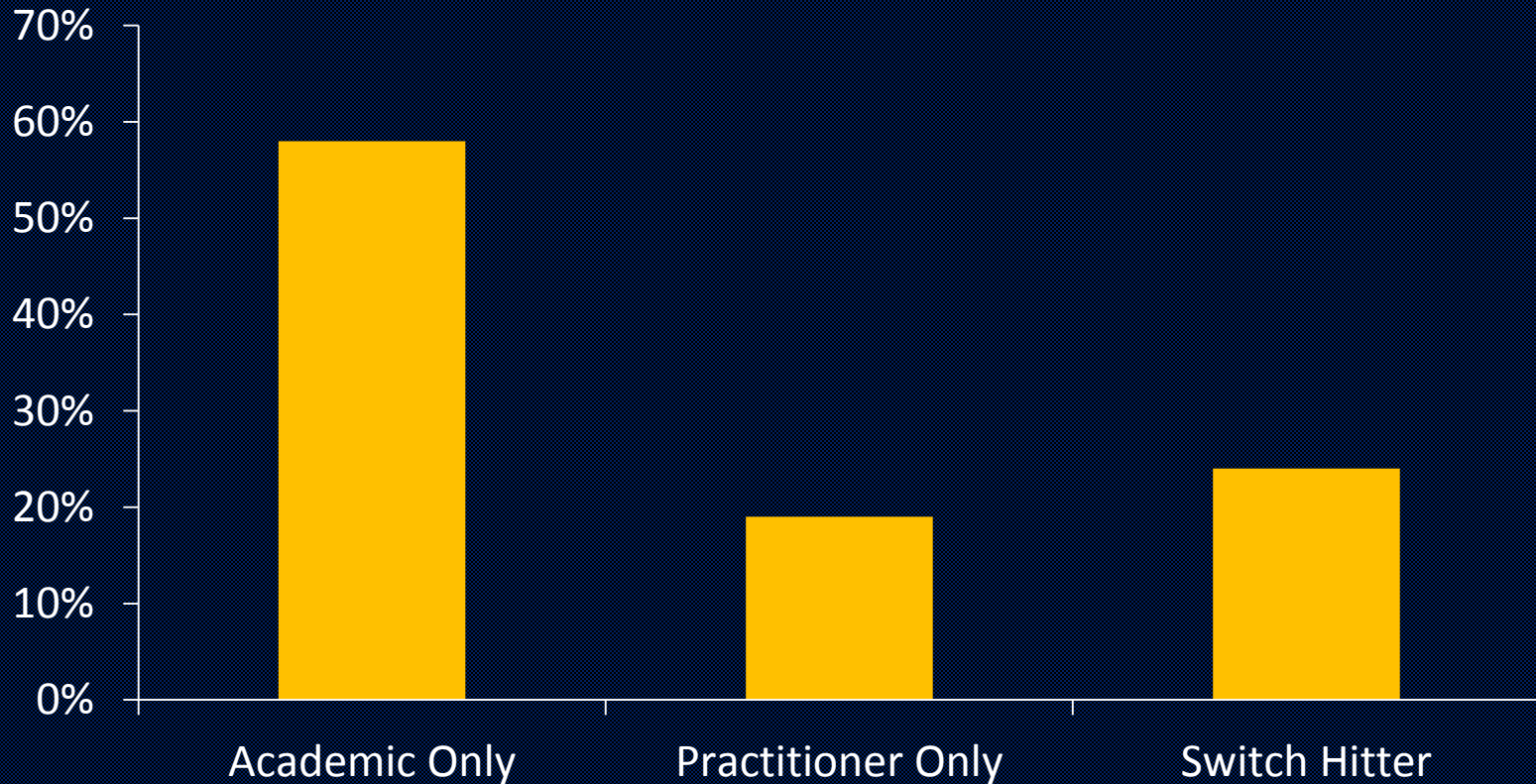
13 business schools

Stratified by mission & geography

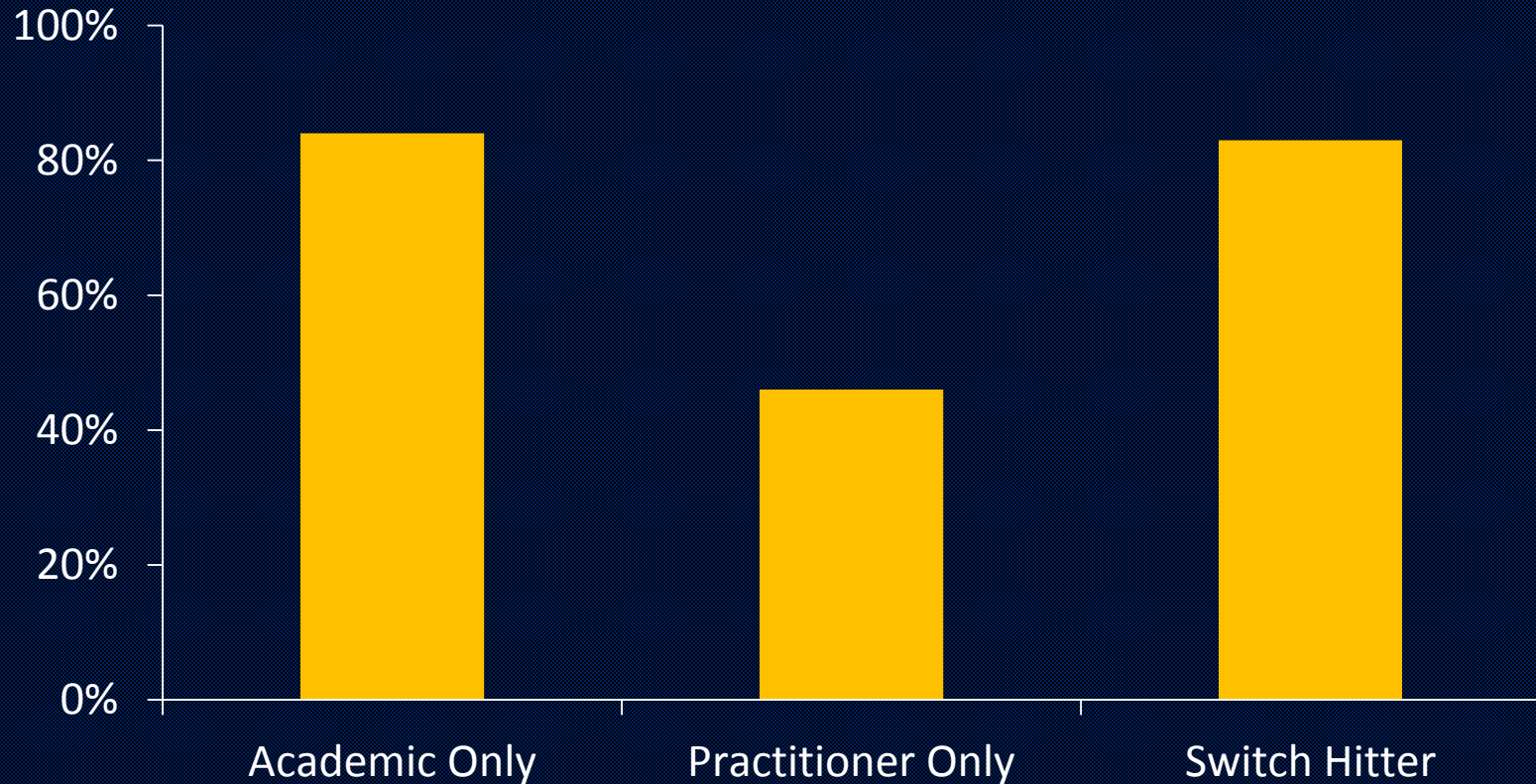
Contingency analysis and logistic regression



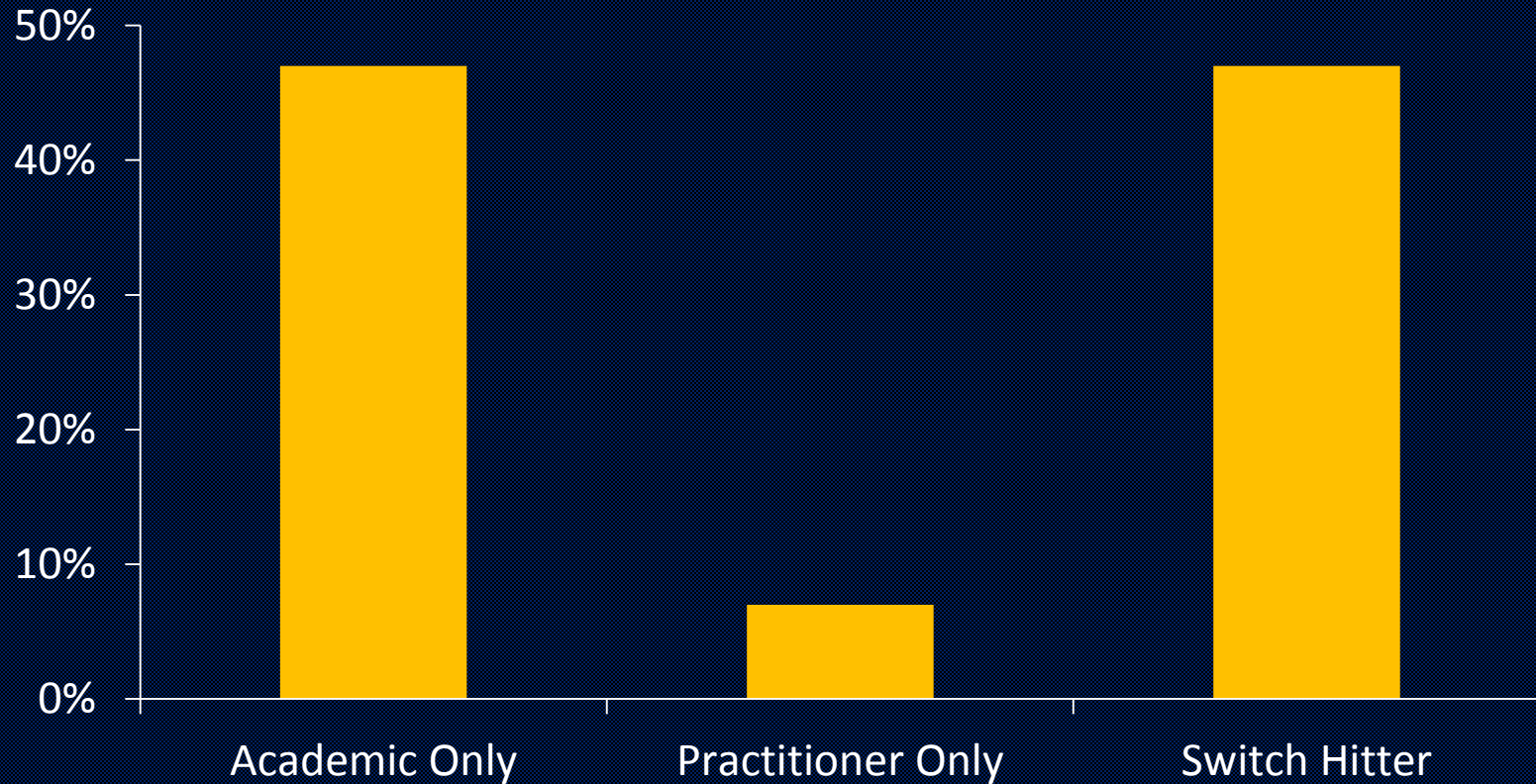
Socialization Profile



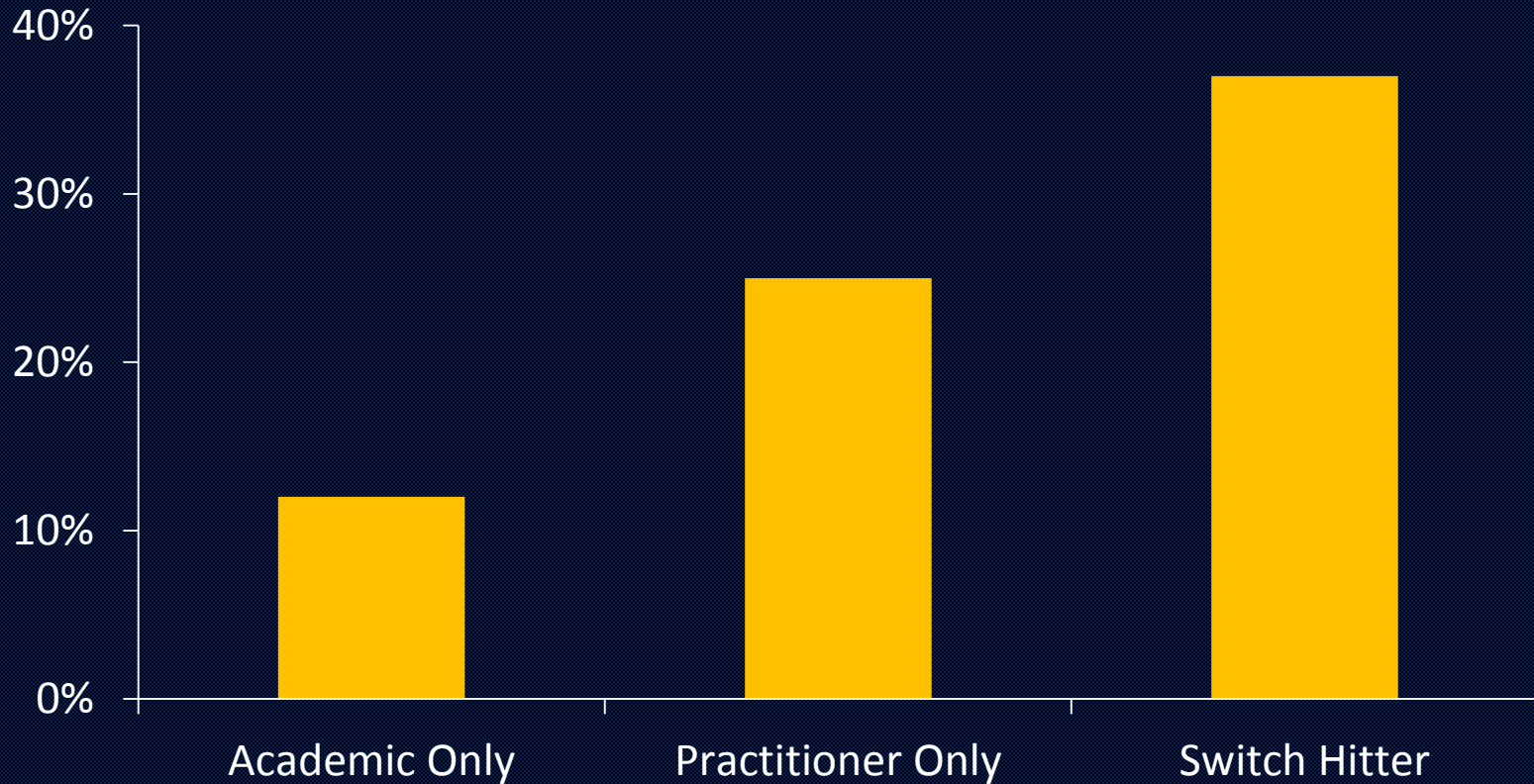
Publishing in PRJ



Publishing in FT45



Engage Practice



Summary

1. Socialization is the most significant predictor of KT.
2. Switch-hitters outperform all other categories in overall KT.
3. Alumni prestige, mission and accreditation predict FT45 KT.

Research Question:

What individual and institutional level factors predict author publication in leading FT45 journals.

Author socialization & KT

429 articles

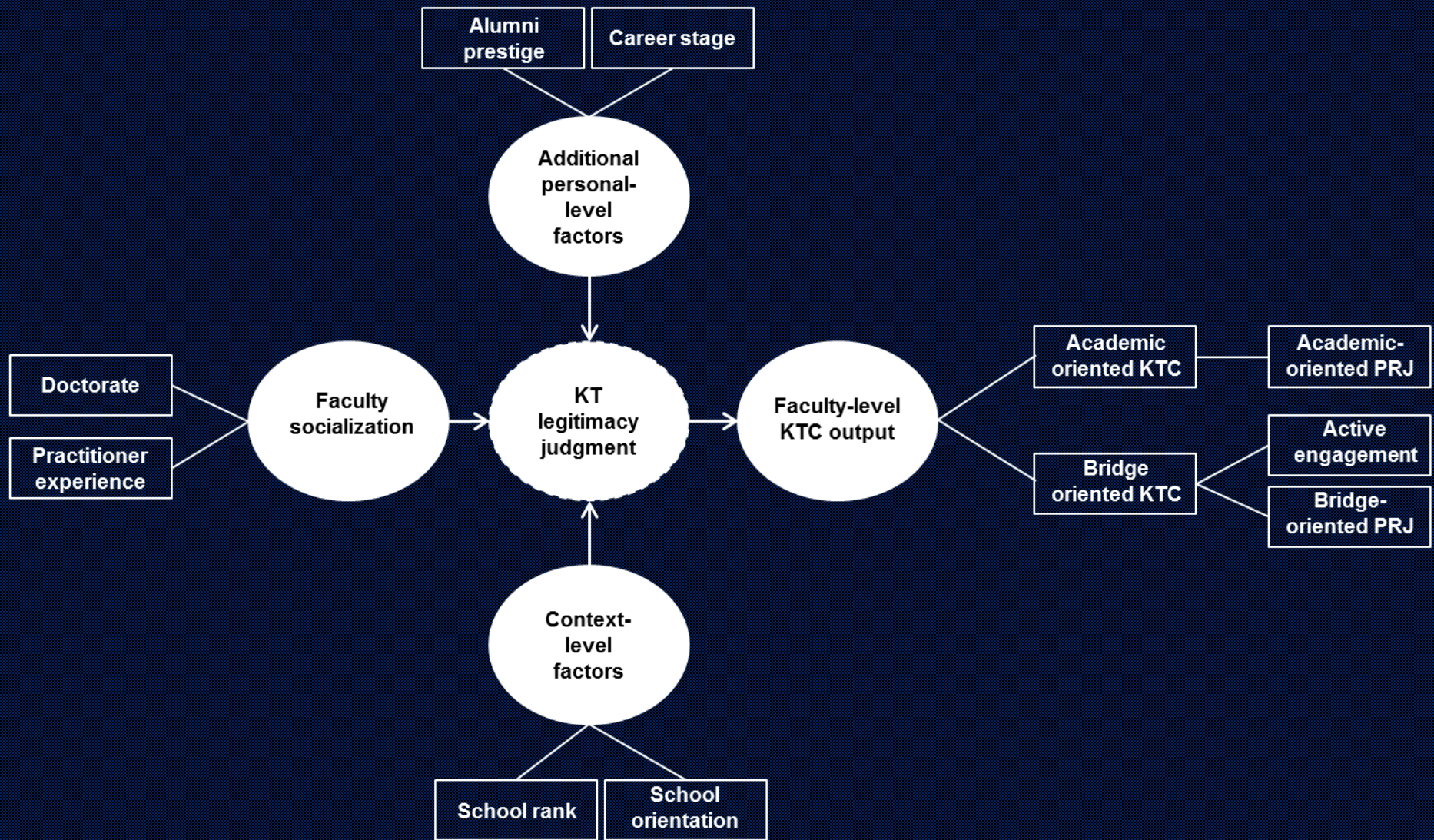
4 FT45 Journals

2 Academic and 2 Bridge

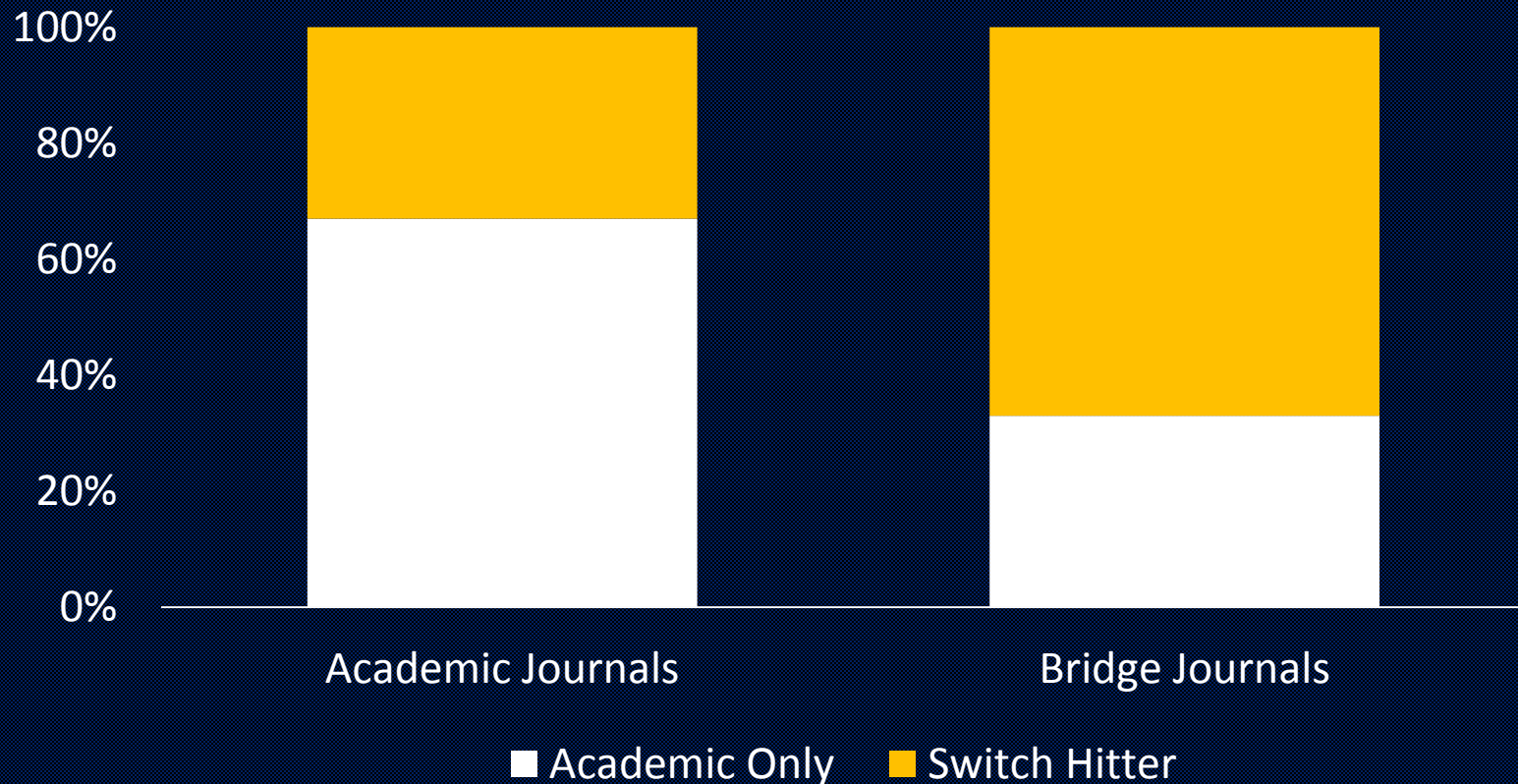
392 author profiles

168 business schools

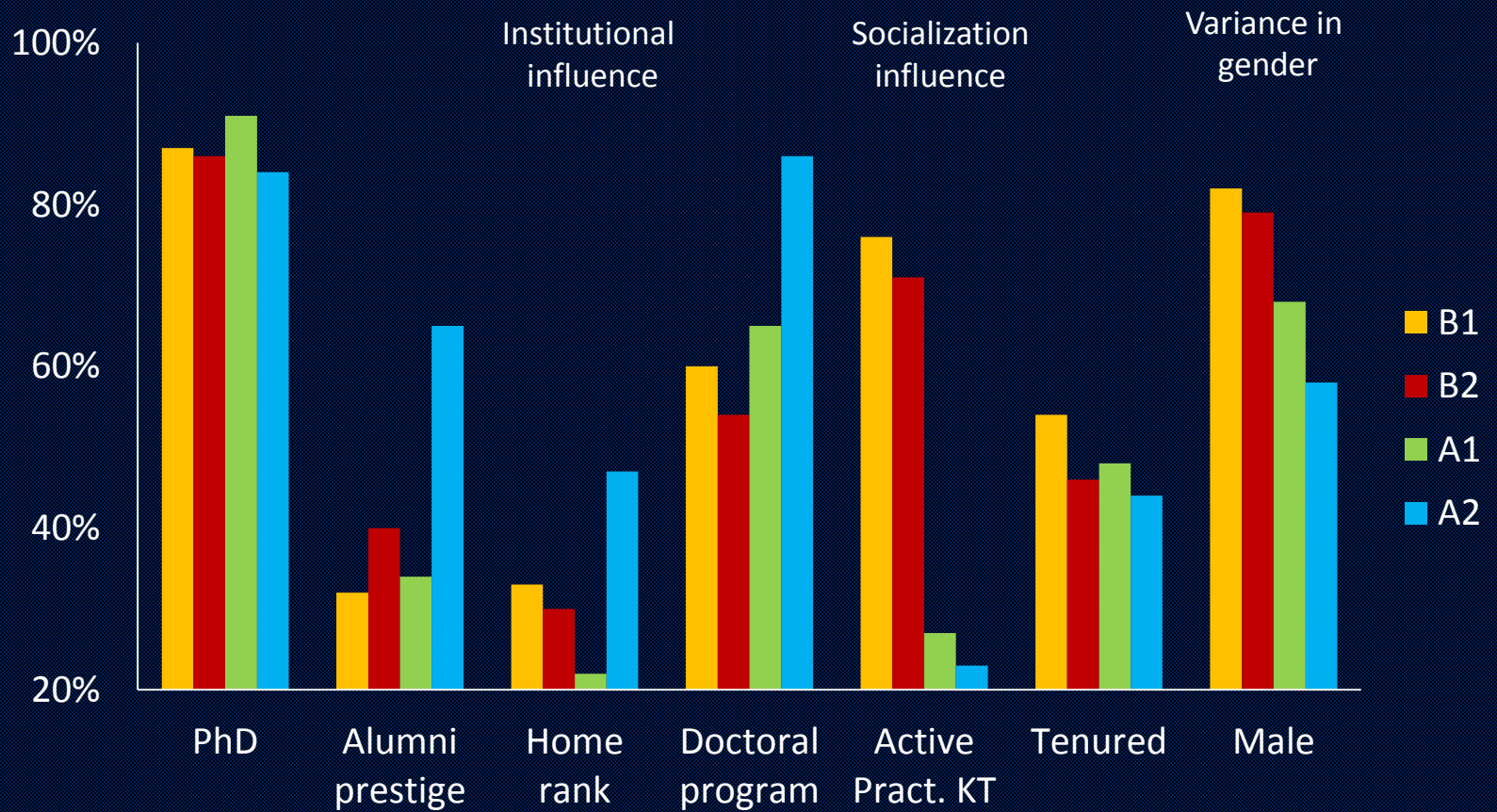
Contingency analysis



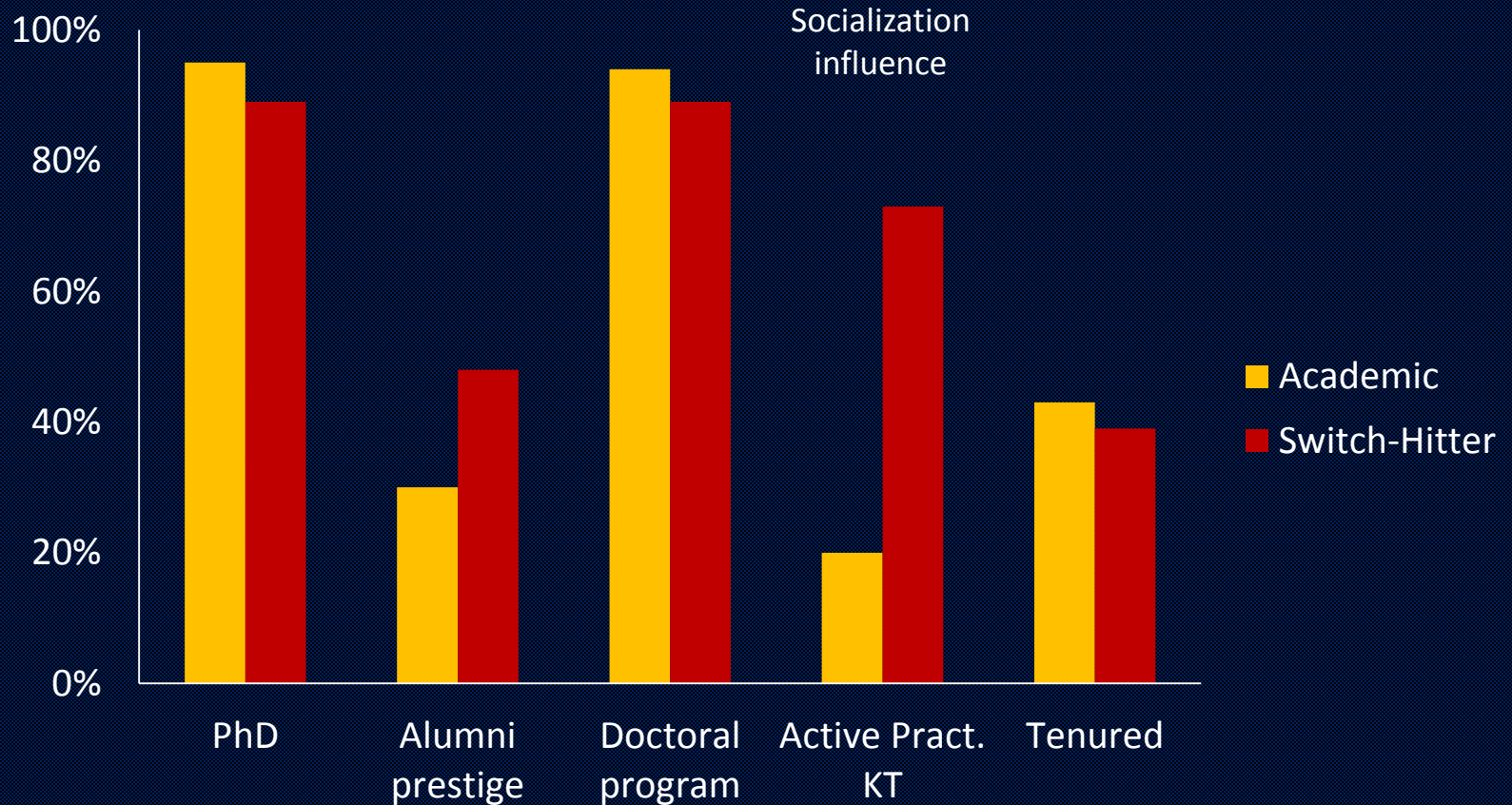
Socialization



By Journal



By Author Socialization



Summary

1. Socialization is the dominant predictor of KT behaviour
2. Doctoral programming predict academic KT
3. As an aggregate, alumni prestige and school rank does not influence KT

Research Question:

Does group membership
predict faculty hiring criteria?

Hiring Criteria

Analysis of 624 faculty hiring
posting

250 business schools

Two time periods 2003/ 2013
to test transformation

Contingency analysis

Group Membership

University
Type

Business
School Rank

AACSB
Membership

Faculty-Level Legitimacy Qualifications

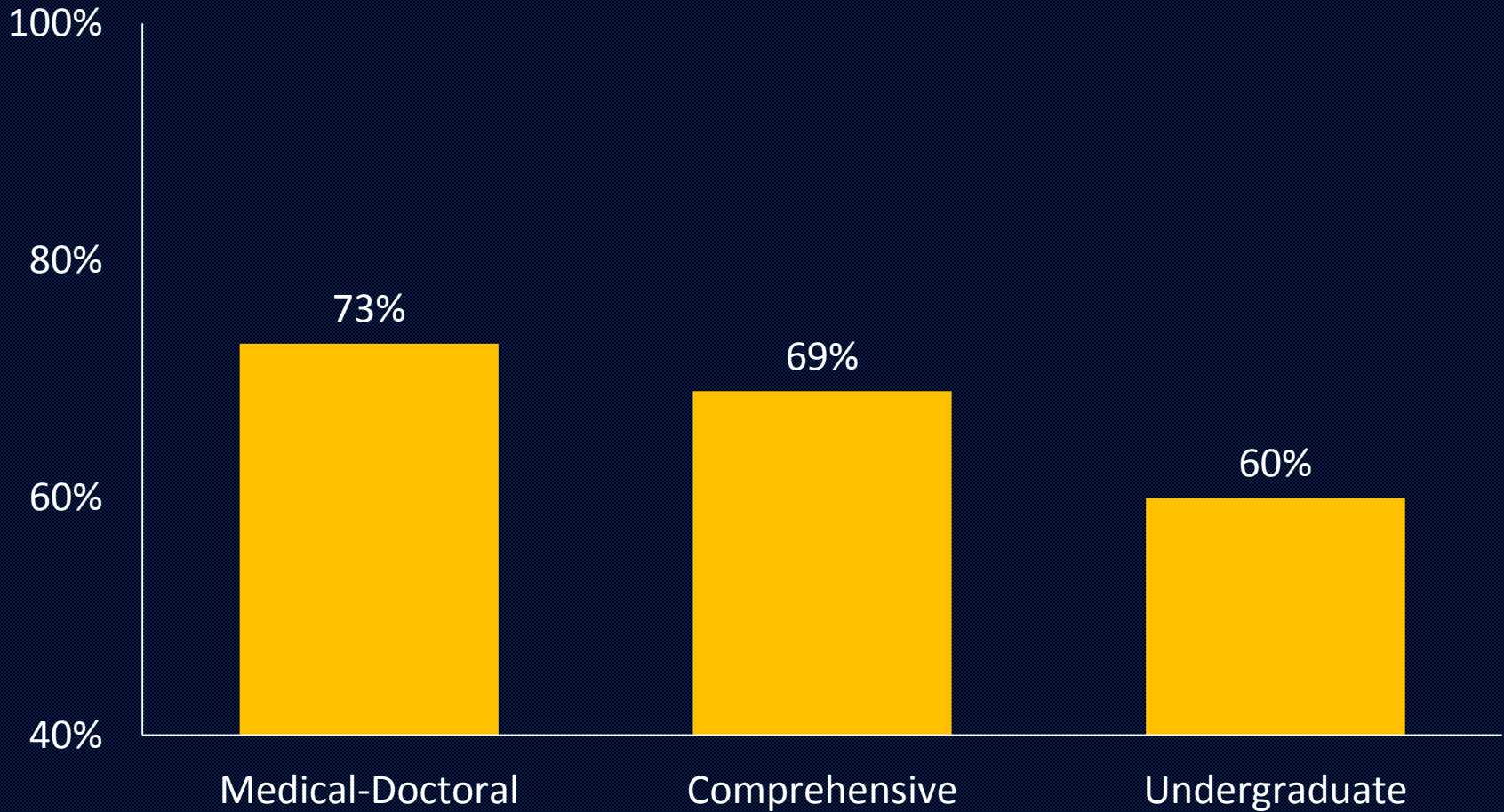
Academic
Qualifications

Professional
Qualifications

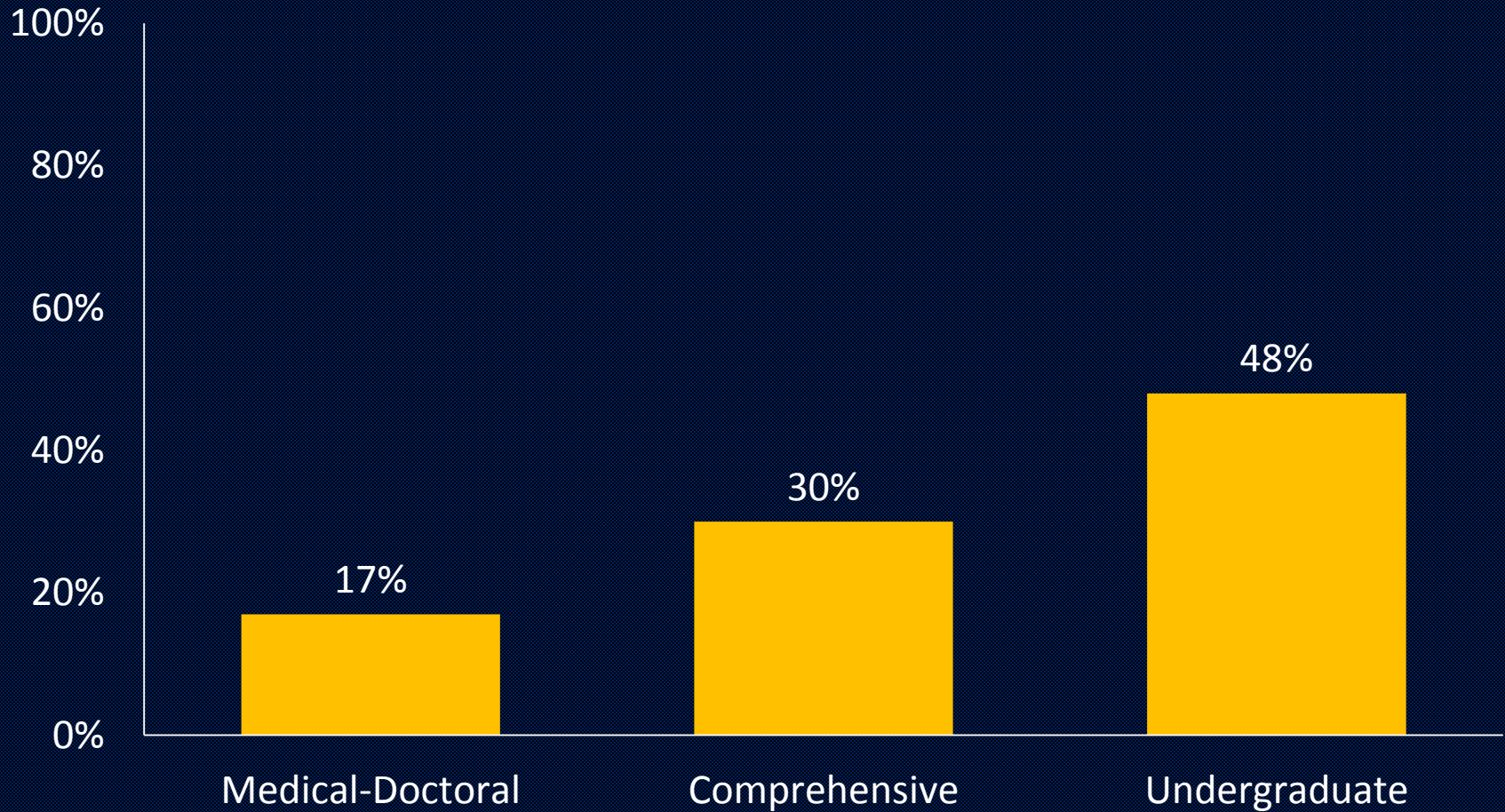
Teaching
Qualifications

Publishing
Qualifications

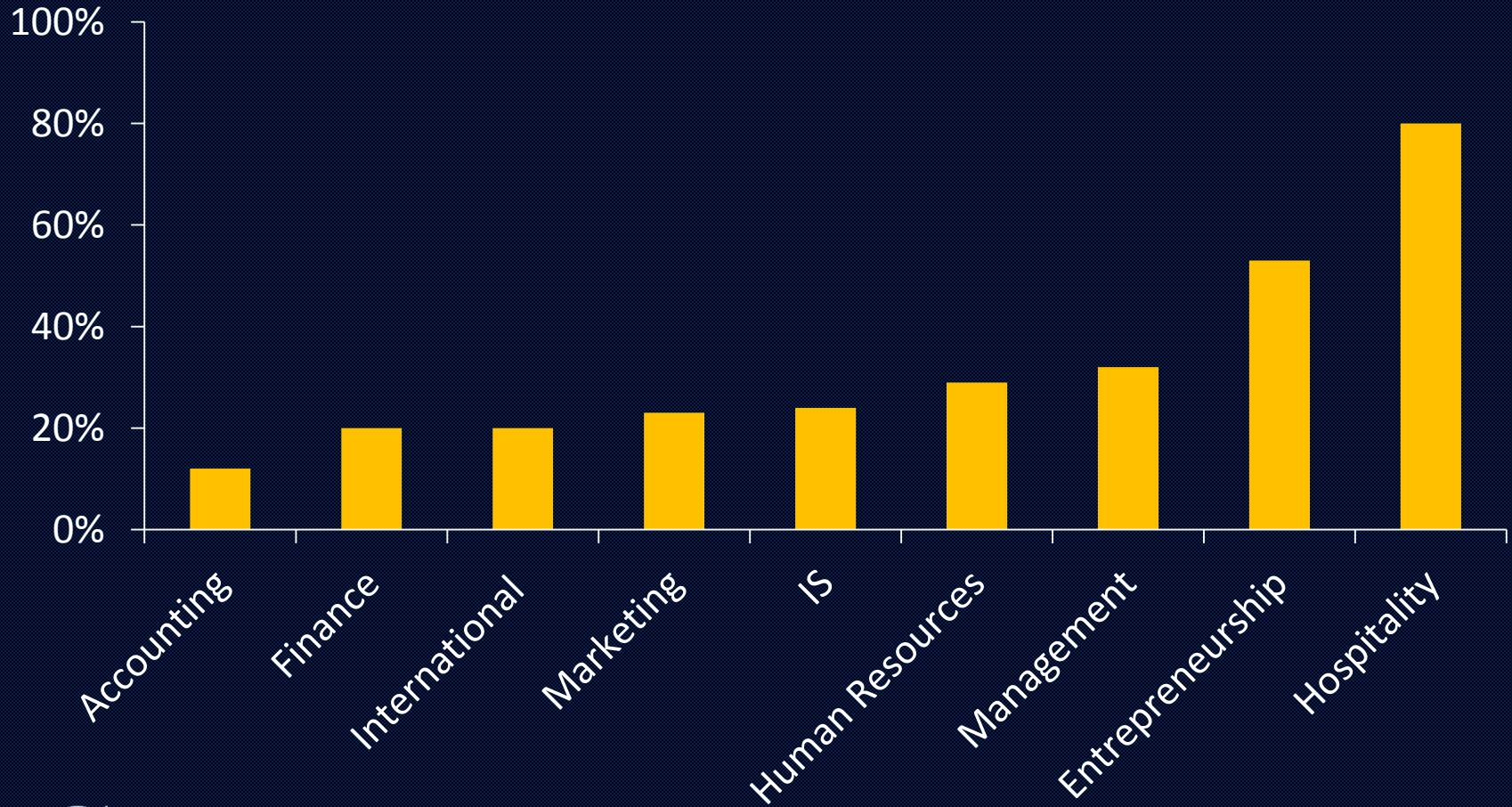
Doctorate by Orientation



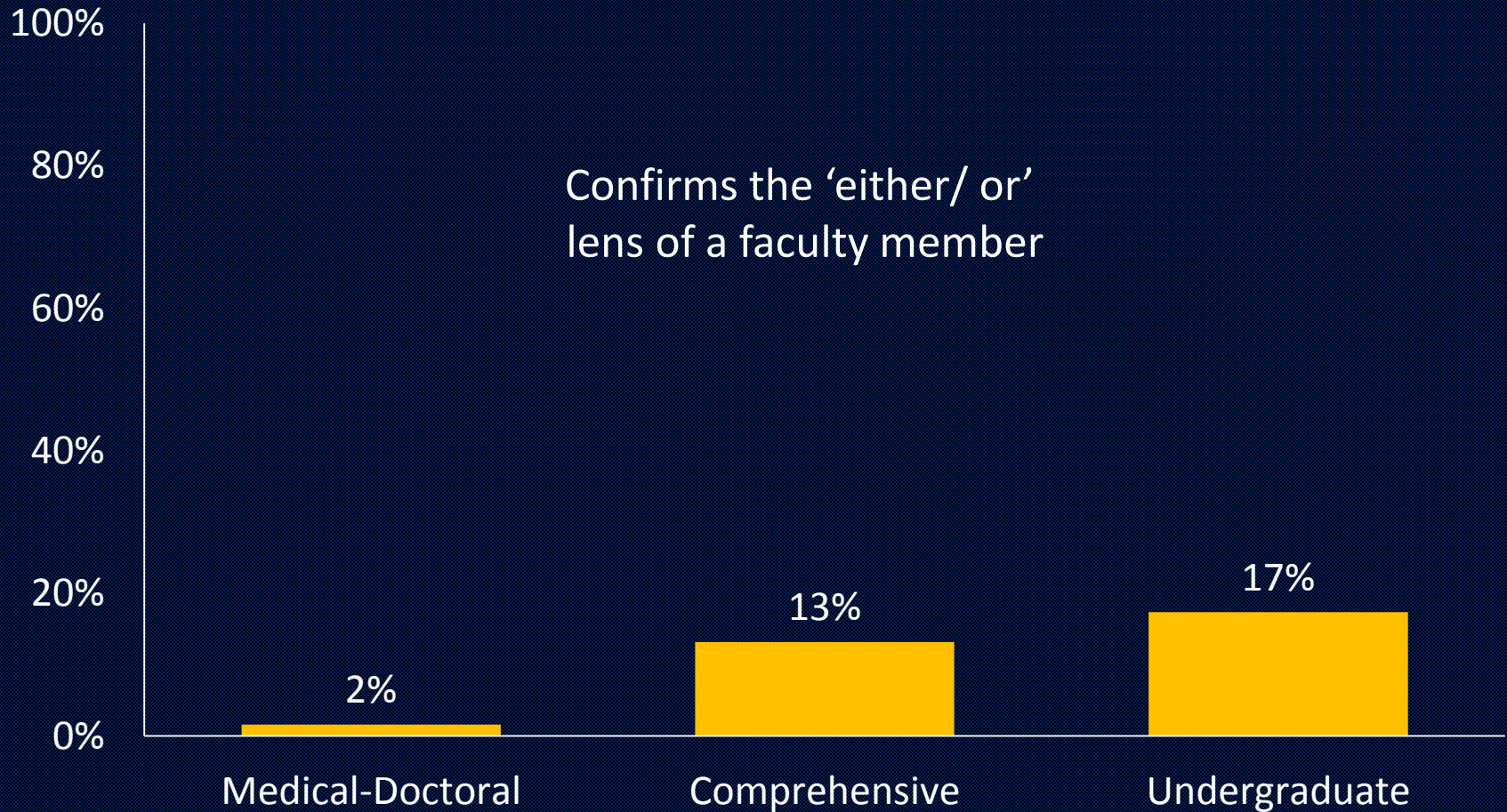
Professional by Orientation



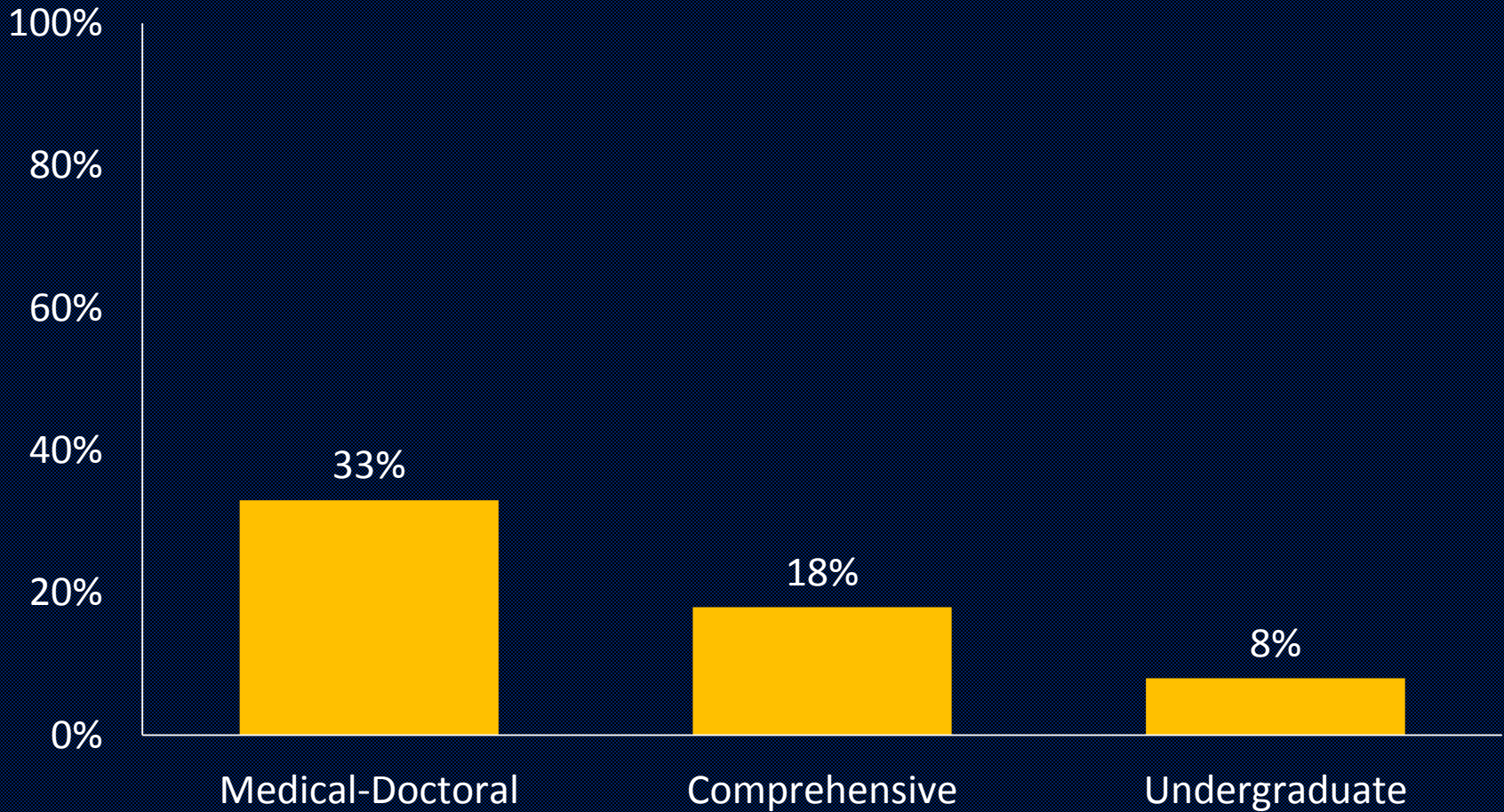
Professional by Discipline



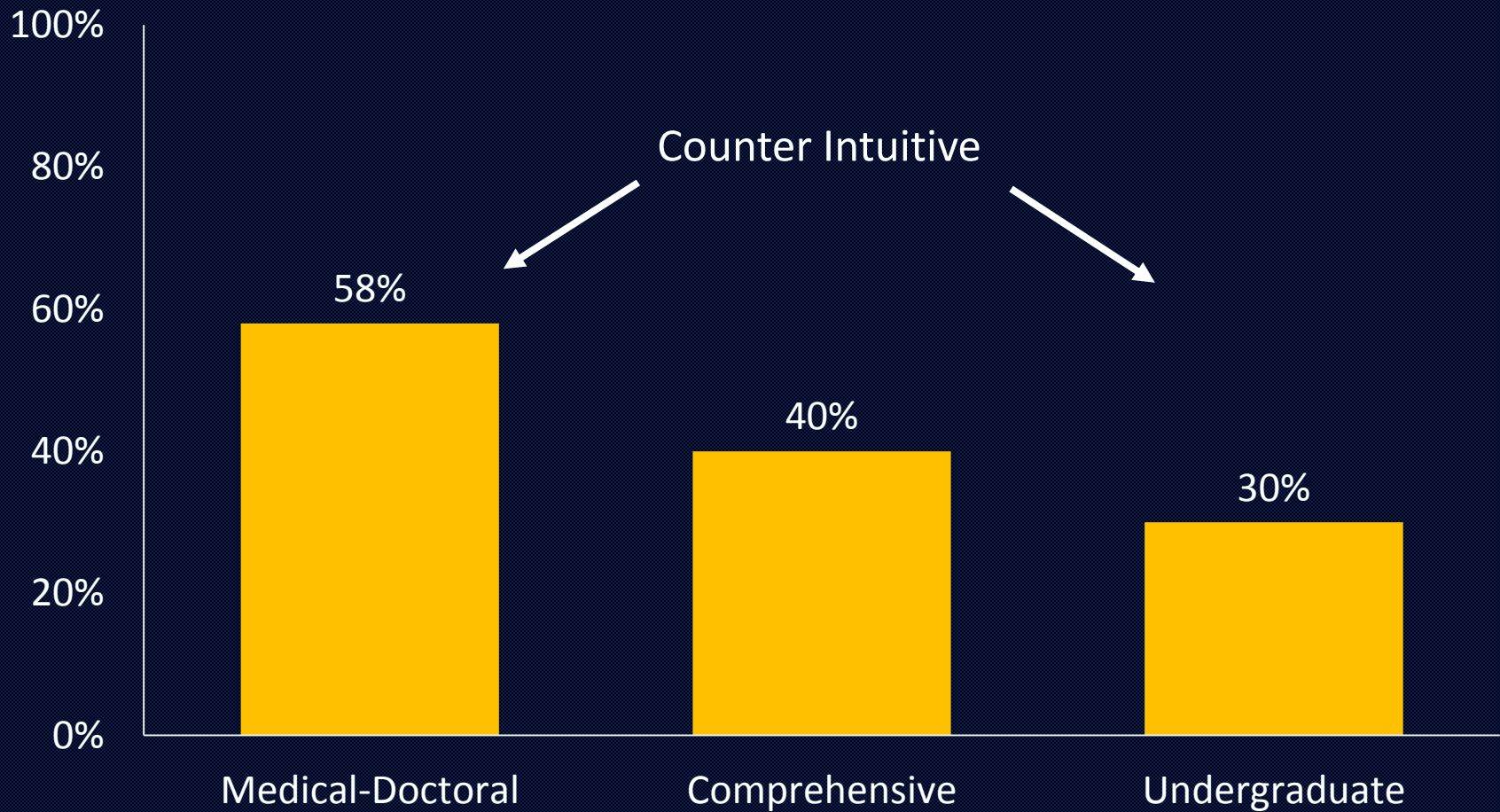
Switch Hitters by Orientation



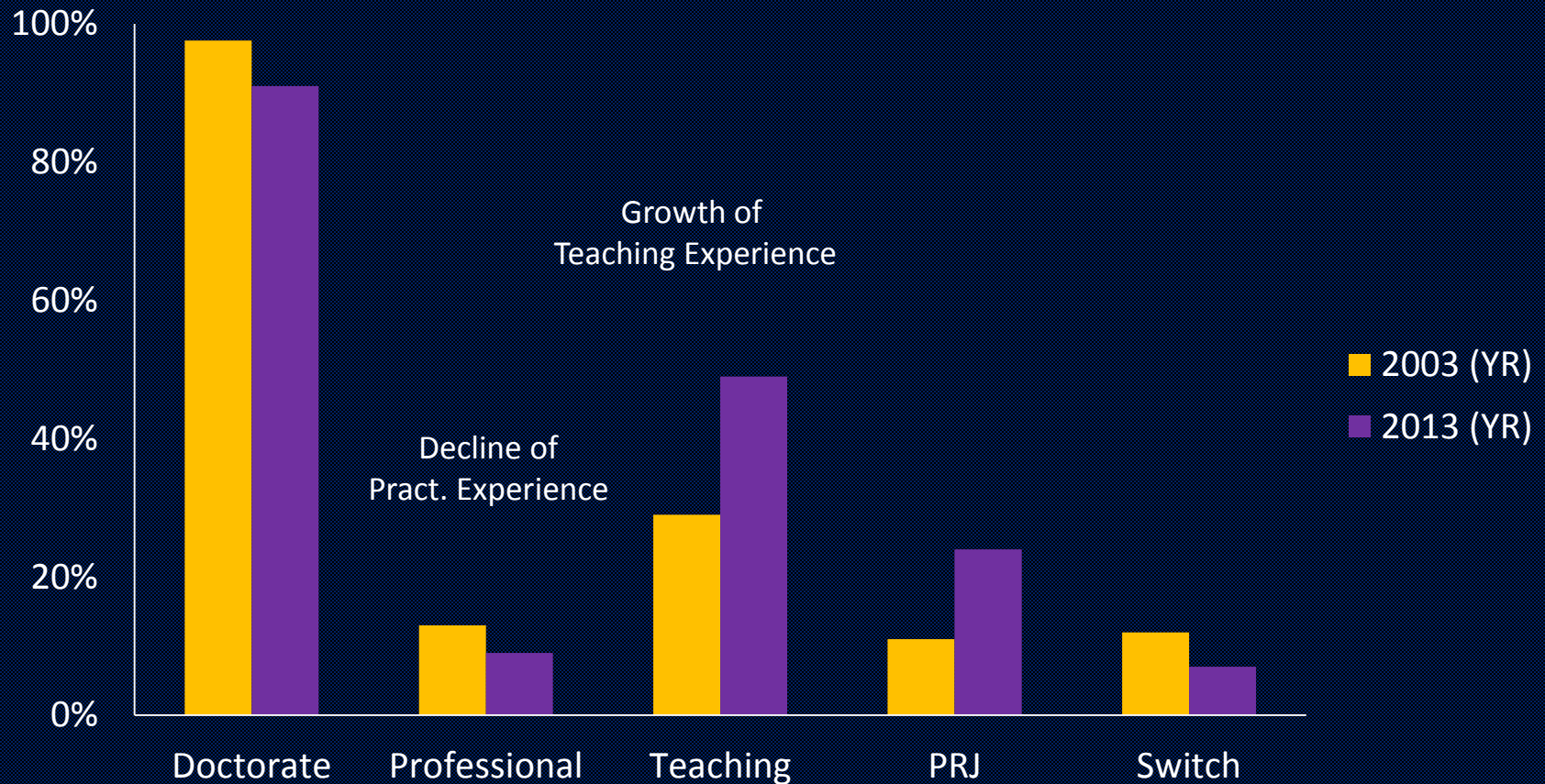
PRJ by Orientation



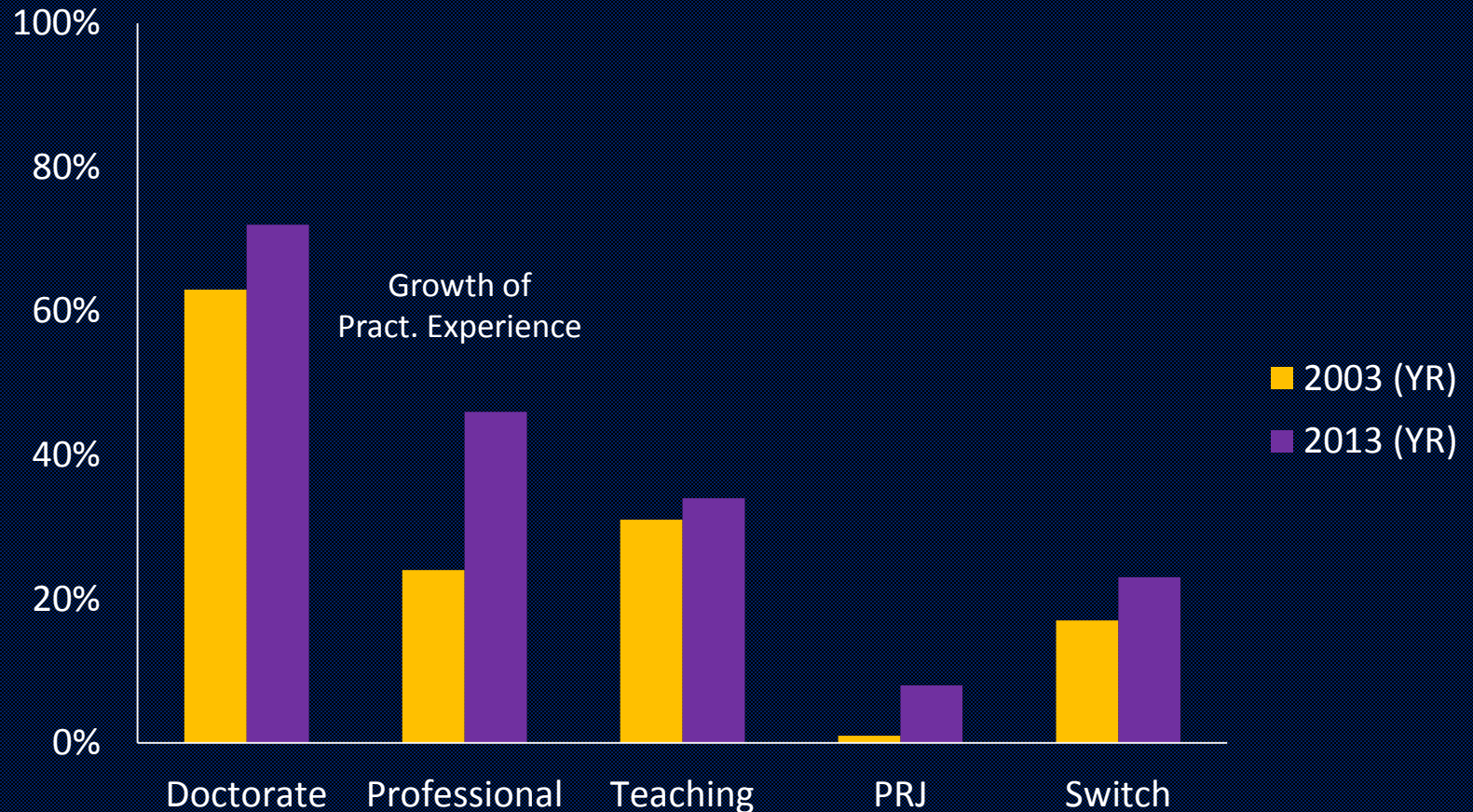
Teaching by Orientation



2003-13 (AACSB)



2003-13 (Non-AACSB)



Summary

1. Group membership predicts convergence of hiring criteria.
2. Multiple group memberships amplifies convergence.
3. Change is initiated from periphery.
4. Evidence of limited change over past decade from centre.

Support Evidence-based Decisions

1. **Hiring**: Provide support to guide priorities associated with faculty hiring criteria.
2. **Doctoral candidates**: Provide support for evaluation of doctoral candidates.
3. **Faculty development**: Provide support for the development of faculty development strategies.
4. **T&P**: Provide support for the evolution of tenure and promotion criteria that link to institutional-level goals.

The background of the slide is a dark, pixelated image of the Fenway Park scoreboard. The scoreboard is lit up with white text on a dark background. At the top, it says "FENWAY PARK". Below that, it shows the inning "P 1 2 3 4 5 6 7 8 9 10". To the right of the innings, it shows "R H E". The score for the home team (Boston) is 4 runs, 8 hits, and 0 errors. The score for the away team (Cleveland) is 3 runs, 10 hits, and 0 errors. The text "CLEVELAND" and "BOSTON" are visible on the left side of the scoreboard. The overall image has a grainy, digital aesthetic.

The Business School Scorecard

Dare to Dream

Collaborate with the CFBSD to define a system that will allow us to rigorously and systematically measure the impact of business schools at a stakeholder-level.

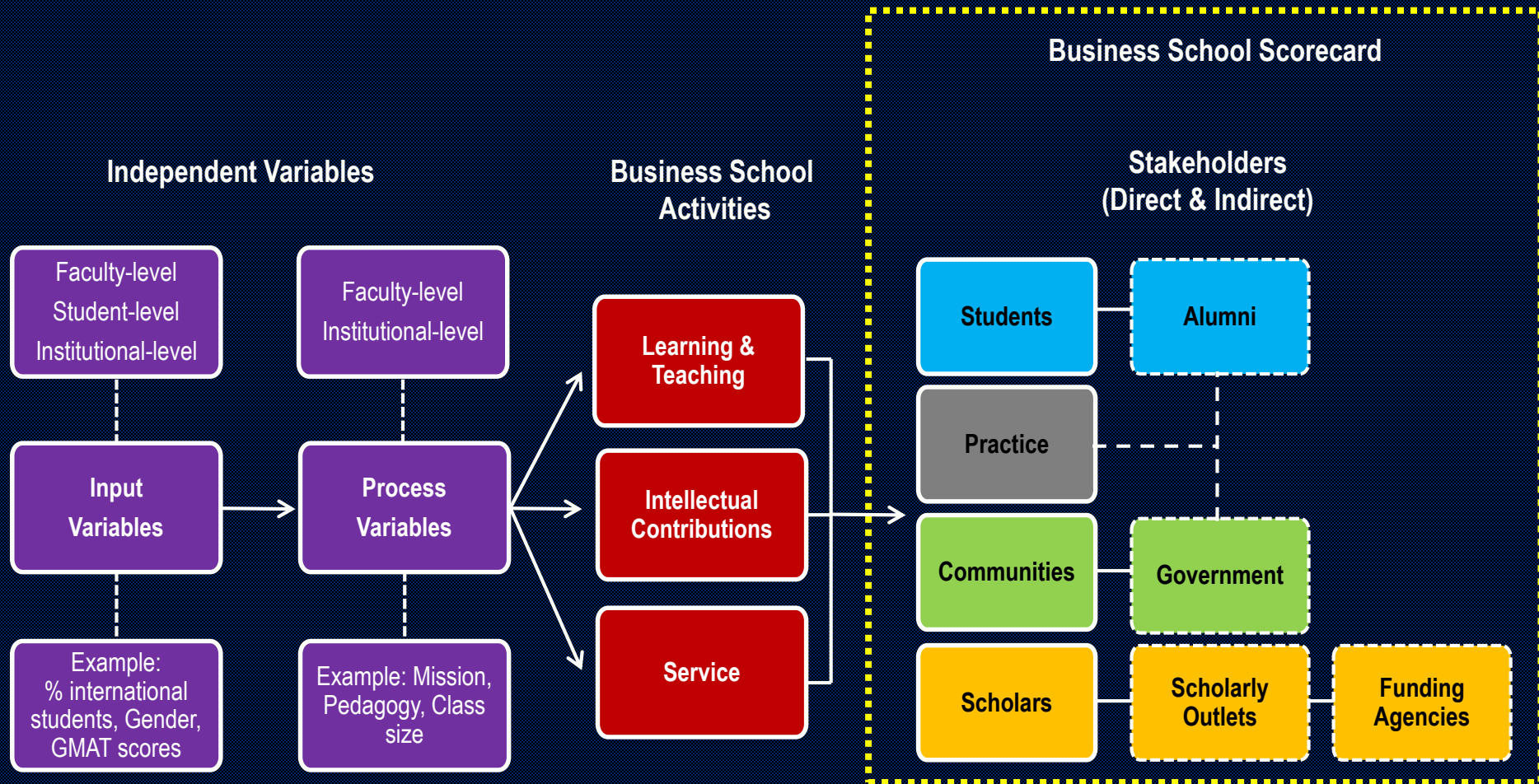
The Scorecard

1. Enhance overall industry performance through rigorous, systematic, consistent, open, longitudinal data collection.
2. Measure the probable causal impact of business school activities and interventions on stakeholders.
3. Reflect the diverse missions of schools.

*“Effective performance management should identify and make explicit the sequence of hypotheses about the **cause-and-effect relationships** between outcomes and measures and the performance drivers of those outcomes”.*

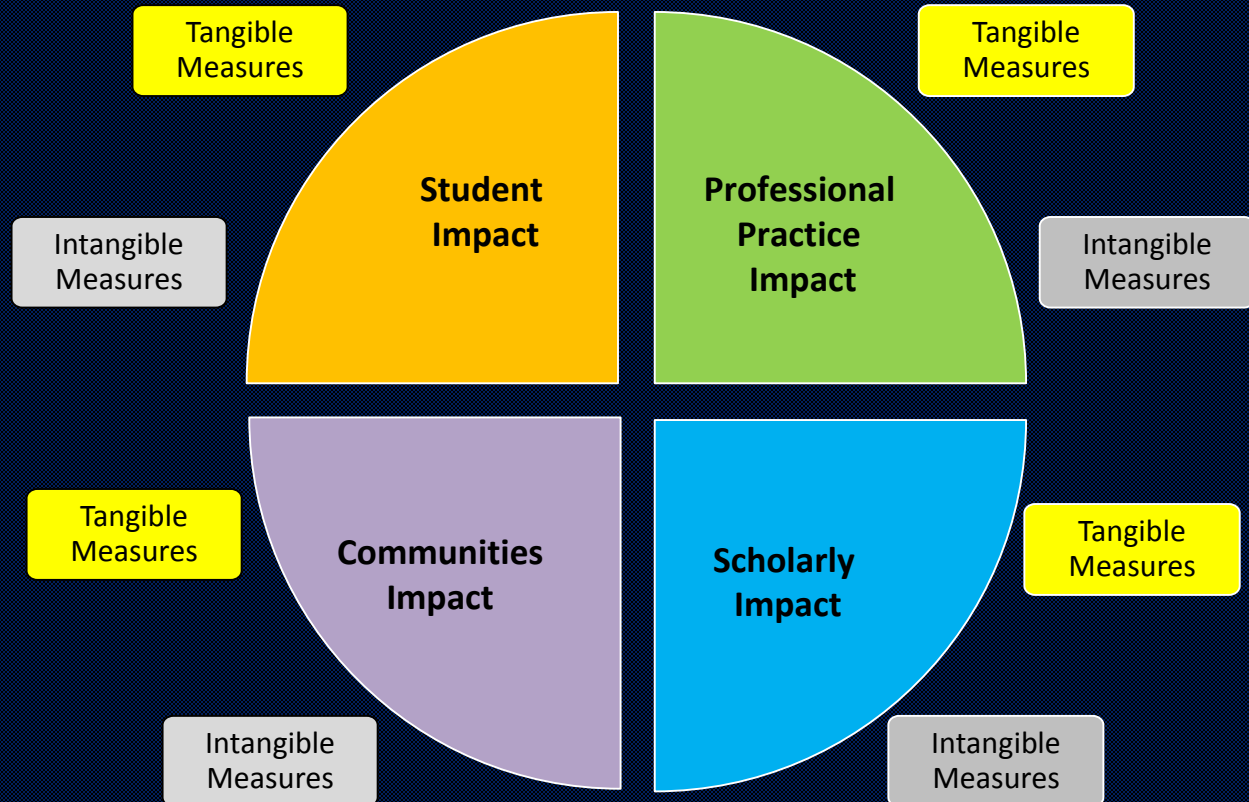
Kaplan and Norton (1996: 30)

The B-School Value Chain

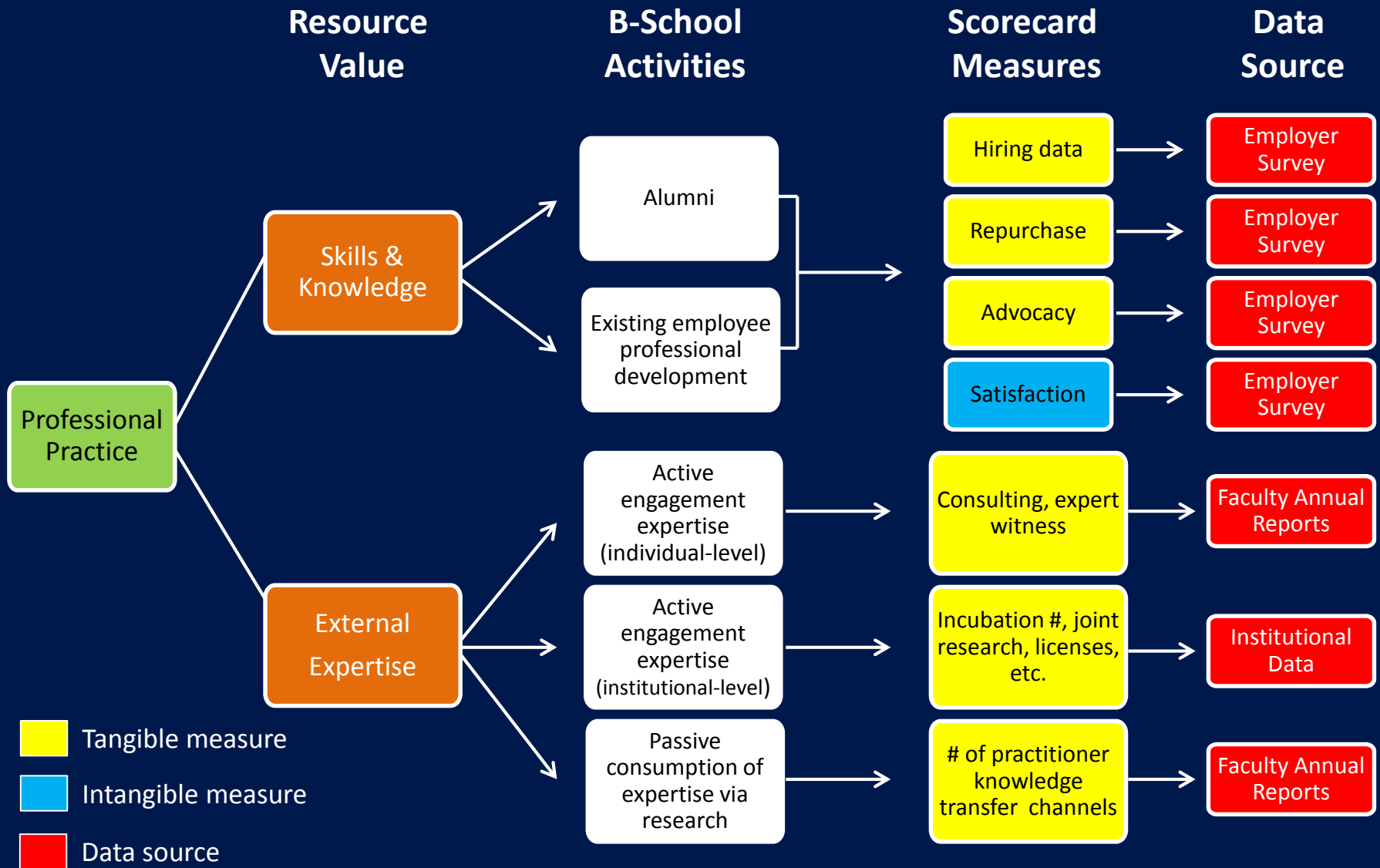


The B-School Scorecard

In summary, the proposed business school scorecard will be composed of four major dimensions based on direct stakeholder impact. The associated measures for each stakeholder will be composed of both intangible and tangible impact measures.



Sample: Professional Practice



It is the measurement process more than the measurements themselves that shape the institution and guide its members' activities.

The right success measures provoke the right kinds of conversations. Ultimately it is those conversations that keep the university evolving adaptively.

Provoke a conversation:

1. Define the top three stakeholder-level outcome/ impact measures (existing or other) that will support the management of your business.
2. What are the top three barriers to collaboration today?
3. What are the top three areas, associated with the performance of business schools, that keep you up at night? Is there a gap in evidence? Is there value in collaboration?

Stakeholder Breakout Groups

Students

Mike (Facilitator)

Kara

Ernest

Maurice

Peter

Louis

Practitioners

David (Facilitator)

Ken

Michele

Gurupdes

Jennifer

Scholars

Loren (Facilitator)

Naresh

Harjeet

Roy

Francois

Maria

Communities

Paul (Facilitator)

Kelly

Jacques

Linda

Catherine

Jerry

Martine

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