Policy Governance Manual

Effective September 19, 2024

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POLICY GOVERNANCE

As prescribed in its mission statement, AACSB International fosters engagement, accelerates innovation, and amplifies impact in business education. AACSB encourages innovation, creativity, and effectiveness in business education; enhancements in the knowledge and skills of business faculty and practitioners; and improvements in processes and systems that strengthen business practices.

Working within the context of policy governance principles, the Board of Directors (the board) determines its own philosophy, accountability, and operations, with a focus on vision, values, and strategic leadership. Directors are trustee-owners and fiduciaries rather than volunteer-helpers or watchdogs. Board deliberations typically are marked by diversity of viewpoints, teamwork, proactivity, self-discipline, the long view, customer focus, win-win scenarios, and full participation.

The board s attention centers on the strategic plan and annual goals what AACSB should do to advance business education globally. The strategic plan and annual goals, reviewed during the board s annual planning meeting, may be amended or set aside, and new annual goals or strategic objectives may be introduced. New or amended policies take effect immediately upon passage or at such date as may be designated by the board.

Especially when viewed from a long-term perspective, the strategic plan reflects the board s strategic direction and gives definition to the mission and vision of AACSB. The board assesses the potential benefits of the strategic plan, and considers the costs associated with fulfillment. Once the board reaches its decision, staff s responsibility is to adopt the most efficient and appropriate means for achievement. The board regularly monitors and measures progress with regard to achievement of the strategic plan.

Governing

Forging a well-balanced, productive, and mutually rewarding relationship with staff is critical to any board. Under AACSB s policy governance model, the board s formal linkage to staff is through the president and CEO. Both entities board and staff must clearly understand how their roles complement each other.

The Board

The board s governing style includes the following practices:

1. To accomplish continuous improvement in its own activities, the board monitors and discusses its own performance at each meeting.

2. The board conducts orientation and periodic development for its directors.

3. The board disciplines itself in matters such as attendance, preparation, respect of roles, and meeting decorum.

4. Directors acknowledge the unique and important nature of their work as stewards of AACSB. The commitment to excellence that they share with staff is the driving force behind achievement of the strategic plan and annual goals, and the advancement of business education throughout the world.

5. Directors place loyalty to the interests of the membership above any personal interest they may have as consumers of AACSB services.

6. Directors avoid conflict of interest with respect to their fiduciary responsibility.

6.1 To ensure openness, competitive opportunity, and equal access to inside information, there is no self-dealing or conduct of private business between any director and AACSB, except as procedurally controlled.

6.2 When a director has an unavoidable conflict of interest in an issue under consideration by the board, the director must absent himself or herself without comment, not only from the vote, but also from the deliberation.

6.3 To provide guidance in this regard, AACSB has documented a

A vote of the majority of the board is needed to support placing an accredited school in dormancy. An organization may submit a letter requesting reconsideration and the basis for such request to the board through written communication within 30 days of notification of said action.

Accredited organizations do not pay accreditation fees or membership dues and may not participate in the benefits that accrue to accredited schools, including displaying the AACSB accreditation logo or AACSB membership logo while in dormancy.

A majority vote of the board is needed to support removing an organization from dormancy, either through returning it to active participation or exiting the organization from membership and accreditation. This may occur any time up until five years of being in

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actions, establish all practices, and develop all activities, unless otherwise noted in the Policy Governance Manual.

2.2 The board may change its strategic plan and annual goals, and executive limitations policies, thereby shifting the boundary between board and president and CEO domains. The board will respect and support the president and CEO s choices within the bounds of the policies that are in place at a given time.

3. Goals set for the president and CEO should be strategically driven, aligned with the long-range goals provided in the strategic plan, and focused on outcomes that the president and CEO can influence.

The president and CEO may additionally develop executive team goals, complementing goals set forth in the strategic plan.

Similarly, the president and CEO, in collaboration with the executive team, will develop annual goals for the organization that align with the strategic plan. The goals of the president and CEO, independent of the strategic plan, will be subject to the review and approval of the Executive Committee.

3.1 The board monitors organizational performance to determine the degree to which annual goals are being achieved, as well as the goals set forth in the strategic plan.

3.2 Progress against strategic plan and annual goals is reported at each board meeting.

4. The president and CEO, and the board chair, are the chief spokespersons of AACSB International. The president and CEO may designate others to speak on behalf of the organization.

Executive Limitations

The board establishes the boundaries within which operations are left to staff. The president and CEO endeavors to preclude the occurrence of any imprudent, illegal, or unethical activities that might detract from AACSB s purpose.

1. In interactions with organizations, the president and CEO shall not cause or allow conditions, procedures, or decisions that are undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

1.1 The president and CEO shall not collect information for which there is no clear necessity; allow improper access to member information through faulty methods of collection, transmission, or storage; or inaccurately depict information of any organization.

2. With respect to the treatment of paid and volunteer staff, the president and CEO may not cause or allow conditions that are unfair or undignified.

2.1 The president and CEO shall not: (1) operate without written policies that clarify personnel policies and protect against wrongful conditions and treatment; or (2) discriminate against any staff member for expressing an ethical dissent.

8. The president and CEO shall not permit the b

ORGANIZATIONAL POLICIES

Within the past 10 years, employment,[1] enrollment as a student,[2] or other service[3] in any capacity by an educational organization that is under review.

Within the past three years, employment, enrollment as a student, or other service in any capacity by an educational organization that is part of the same multi-institutional system as the organization under review.

Within the past year, employment, enrollment as a student, or other service in any capacity by an organization that is a competitor[4] of the organization under review or that may otherwise have a material interest in the outcome of the actions regarding the organization under review.

Within the past three years, employment, enrollment as a student, or other service capacity, direct involvement in the development, direct oversight, and continuing direct management of joint programs, or other collaborative educational activities at an organization in cooperation with the organization under review.

Current employment by an organization that is in the same state, province or territory[5] as the organization under review.

Within the past year, having been a candidate for employment in any capacity or having applied for enrollment as a student at the organization under review.

Having an immediate[6] family member(s) who is (are) a current employee(s), board o

Within the past 10 years, making a donation of $5,000 or more to the organization under review.

(a) I understand the mission of AACSB and agree to support the mission as it relates to the role I am assuming;

Non-Endorsement Policy

Issuing Public Statements

As a global organization serving members in over 100 countries and territories, AACSB realizes the complexities of sociopolitical issues, conflicts, humanitarian crises, and natural disasters, given the world we live in. In all cases, our practice is to contact schools impacted by such tragedies regarding their safety and to offer the support of the AACSB community. The AACSB Board of Directors has adopted the following policy regarding issuing public statements:

AACSB will remain neutral on political, social, and economic issues and will only issue public statements and commentary on issues related to our core mission that directly impact business education and business schools.

Our position for this policy is based on the following factors:

1. Focus on Core Mission: The primary mission of the AACSB is to elevate the quality and impact of business schools globally. By concentrating on issues that directly affect business education and business schools, AACSB can better serve its member institutions worldwide.

2. Global Neutrality: As a global association with a diverse membership, AACSB must maintain neutrality to ensure that it remains an inclusive and representative organization. Taking a stance on social, political, and economic issues, which often involve complex and divisive values and viewpoints, could alienate members and undermine the global unity and collaborative spirit within the AACSB community. An apolitical stance ensures that AACSB s policies and statements are globally relevant and respectful of the varied contexts in which its members operate.

3. Expertise and Credibility: AACSB s expertise is within business education, accreditation, and quality standards. Public statements and commentary from AACSB will have greater influence and credibility when focused on areas where the organization has established authority and knowledge. Addressing policies outside of this scope would dilute AACSB's voice and reduce its impact on critical issues within business education.

4. Resource Allocation: AACSB has limited resources that should be strategically allocated to initiatives and advocacy and awareness efforts that directly benefit members of AACSB by promoting the positive societal impact of business schools. By limiting public statements to policies directly impacting business education and business schools, AACSB can ensure that its resources are used effectively and efficiently.

Implementation:

1. AACSB executives, staff, board chairs, and members should not issue official

7. The appeal panel shall not include any members of the peer review team, accreditation committees, or board of directors who participated in the process leading to the decision under appeal. Appeal panel members should possess knowledge of the respective business or accounting accreditation process which is subject to the appeal.

8. The three appeal panel members shall choose one of its members to serve as chair. The appeal panel chair shall determine the date of the appeal hearing and shall notify all parties at least thirty (30) days in advance of the appeal hearing. The appeal hearing shall be an open proceeding unless the appellant business school or accounting unit requests that it be closed. The appeal hearing date shall be within six (6) months of notification of the adverse decision and will take place at the AACSB International headquarters location.

9. AACSB staff shall provide each panel member and all participating parties with copies of all correspondence, reports, and other materials relating to the decision being appealed, along with a copy of the request for appeal.

10. All costs and expenses incurred by AACSB in providing for the appeal hearing, expenses of the appeal hearing panel, and all other expenses (exclusive of legal fees, if any) in connection with the appeal shall be borne by the appellant business school or accounting unit. This includes the meeting costs and travel costs of the appeal panel, AACSB, and the host business school or accounting unit s staff and representatives at the hearing. A deposit for estimated expenses is required to be submitted by the appellant business school or accounting unit within thirty (30) days of receipt of the appeal request. Additional expenses will be paid by the appellant school or refunds of deposits will be reimbursed immediately following the hearing.

11. Either party of the appeal hearing panel may request a transcript of the hearing. The request for a transcript must be sent to the appeal panel chair at least twenty (20) days before the date of the hearing. Costs of the transcript will be shared equally by the appellant business school or accounting unit and AACSB. Any legal fees incurred by AACSB shall be paid by the corporation.

12. The appeal hearing shall be conducted in accordance with procedures determined by the panel. Representatives of the appellant business school or accounting unit and AACSB shall have the right to appear before the panel, to present evidence, to cross-examine witnesses, to be represented by counsel, and to present oral argument, all within the limitations prescribed by the panel chair. All evidence presented must relate to the facts and circumstances that existed at the time of the original decision. New evidence regarding facts and circumstances for periods after the original decision date is not allowed. The appeal hearing shall normally proceed in the following order (clarifying questions may be raised at any stage):

    Appellant business school or accounting unit presents its case
    AACSB presents rebuttal

leg room seats), provided that the combined cost of the two economy seats is lower than the cost of the one business class seat. Generally, no other costs related to the companion s travel will be reimbursed by AACSB. The value of the companion ticket is considered taxable income. U.S. Citizens and Resident Aliens will receive an IRS Form 1099-MISC for any related activity. It is also possible that there are additional reporting requirements and tax consequences for citizens in other countries. Travelers are encouraged to speak with a tax advisor. This companion policy does not apply when an institution other than AACSB is paying for the cost of travel.

4. The business class policy does not apply to air travel for trips within the 48 contiguous United States and D.C., which is to be booked at economy fares (plus the cost for additional leg room seats).

5. The business class policy does not apply to speaker and facilitator travel for AACSB conferences and seminars. Speaker and facilitator travel reimbursement is set on a per event basis by the applicable events team representative.

6. The host institution for travel involving a mentor or peer review team is expected to accept this policy as the minimum. Air travel for mentor or peer review team visits may be upgraded beyond this policy if offered and paid for by the institution and agreed to by the peer review team chair.

7. Trips to any institution, school, business or meeting may be upgraded beyond this policy if upgraded travel is the norm and the fare is paid for by a sponsoring organization other than AACSB.

Membership Criteria

AACSB membership includes educational organizations recognized or authorized by an appropriate governing body to grant degrees, and selected organizations which include business firms and corporations, non-degree granting educational organizations, learned societies, trade, foundation, research, professional, and governmental organizations. The applicant must meet the criteria listed below in order to qualify for membership in AACSB. Please note membership in AACSB does not guarantee eligibility to enter the accreditation process. Accreditation policies govern entry into accreditation.

Educational Organizations – Educational membership is available to organizations recognized or authorized by an appropriate governing body to grant baccalaureate and/or graduate degrees in business, management, or accounting. Member benefits extend to all faculty, staff, and administrators within the member organization.

Business Organizations – Business firms and corporations, non-degree granting educational organizations, learned societies, trade, foundation, research, professional, and governmental organizations may be admitted to membership in AACSB through the business member program. Member benefits extend only to those units/divisions 16204 Tw 3 aa46 0 T Td [d (p)Tj (.)4.3 ( )]B p(i)2.6 (t)-6.

BOARD OF DIRECTORS

Purpose

The Board of Directors (the board) meets as often as necessary to deliberate and execute AACSB s business. Board meetings focus primarily on the achievement of AACSB s strategic plan, annual goals, and accreditation and policy governance actions.

Structure

Board meetings are generally held three times per fiscal year. One meeting serves as the board s planning meeting for the next fiscal year beginning July 1. Board meetings vary in length, as needed, in order to conduct business. One board meeting is held prior to the annual business meeting of AACSB member organizations and at the same place. The board meeting schedule for each fiscal year is generally issued no less than three months prior to the start of the next fiscal year beginning July 1.

Operating Guidelines

1. Meetings of the board are led by the chair. In the absence of the chair, the vice chair-chair elect presides. In the absence of both, the immediate past chair leads the meeting. The chair is authorized to approve all guests to the meetings.

2. A quorum is represented by 40 percent of the directors in attendance, in person or by electronic means.

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BOARD OFFICERS

Board Chair

The board chair (chair) assures the integrity of the board's process, acts as the primary representative of the board, and works closely with the president and CEO to align board policies with organizational operations.

1. The chair ensures that the board acts in ways that are consistent with its own policies and those legitimately imposed upon it from the membership and outside the organization.

    1.1 Meeting discussion content will focus only on those issues that, according to board policy, clearly belong to the board.

    1.2 Deliberation will be timely, fair, orderly, and thorough, but also efficient and to the point.

    1.3 Agendas for board action and deliberation shall be developed through consultation among the chair, vice chair-chair elect, immediate past chair and president and CEO.

2. The chair is authorized to make decisions concerning the board's own job when such decisions are a reasonable interpretation of board policies on governance process and on relationships with the president and CEO.

    2.1 The chair presides at the annual business meeting and affairs of the corporation and the accreditation council, and at meetings of the board of directors d

Board Secretary- Treasurer

The board secretary-treasurer (secretary-treasurer) reviews the financial statements, reviews business plans, reviews the budget which is prepared by the president and CEO, and jointly with the vice chair-chair elect and Finance and Investment Committee, recommends the budget to the board, arranges for an annual audit of the financial records and makes the resulting audited statements available to stakeholders, and authorizes staff signature privileges for appropriate disbursal of funds in maintained bank accounts.

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MISSION, VISION, AND VALUES

The mission of AACSB International is to foster engagement, accelerate innovation, and amplify

COMMITTEES OF THE CORPORATION
(Authorized by AACSB Bylaws)

Articles and Bylaws Committee

Purpose
The Articles and Bylaws Committee is responsible for the creation and maintenance of the organization s Bylaws and prepares recommendations for changes in the Articles of Incorporation and/or Bylaws for consideration by the board. The committee is also responsible for preparing recommendations for changes to the Policy Governance Manual for consideration by the board.

Structure
The Articles and Bylaws Committee is composed of up to six, but no less than three, members of the AACSB Board of Directors. The composition of the committee should reflect AACSB s regional representation as well as its commitment to diversity, equity, inclusion, and belonging. Committee members may serve a maximum of three, one-year terms, which may run consecutively. One member is designated as committee chair by the vice chair-chair elect (who shall preside as board chair during the year for which the appointments are made). In addition, one member is designated as committee vice chair who serves as chair in the absence of the committee chair.

Operating Guidelines

1. The vice chair-chair elect (who shall preside as board chair during the year for which the appointments are made) appoints members to the Articles and Bylaws Committee no later than July 1 of the year of service.

2. The Articles and Bylaws Committee reviews and updates the Articles of Incorporation and Bylaws and recommends changes to the board.

3. One or more meetings of the Articles and Bylaws Committee may be scheduled during each fiscal year as needed to complete committee business. Meetings may be held in person or by means of video conferencing.

4. The committee chair presides over meetings of the committee and is authorized to approve all guests to the meetings.

5.

Executive Committee

Purpose

The Executive Committee advises the board chair and president and CEO on matters pertaining to the board s business and staff operations. Between meetings of the board, the Executive Committee may act on behalf of the entire board if the full board s participation is not feasible or warranted. The committee has oversight of executive compensation and benefits programs offered exclusively to the exec [(t)-6.7

8. The committee chair presides over meetings of the committee and is authorized to approve all guests to the meetings.

9. A quorum requires three committee members in attendance, in person or by electronic means.

10. Meetings are relatively informal, however, *Robert's Rules of Order* and parliamentary procedure guide formal actions.

ACCREDITATION COUNCIL COMMITTEES

Accounting Accreditation Committee (AAC)

Purpose
The Accounting Accreditation Committee (AAC) oversees initial accreditation and continuous improvement review

improvement review process that extends an additional year), or focused review is forwarded to AAC and holds as the decision of the review process.

4.

5. AAPC reviews the work of the Accounting Accreditation Committee to discover opportunities for improvements in

4. BAPC considers suggestions for improvements in AACSB business accreditation standards, interpretive material and processes submitted by the Initial Accreditation Committee and the Continuous Improvement Review Committee.

5. BAPC reviews the work of the business accreditation operating committees (CIRC and IAC) to discover opportunities for improvements in coordination among committees.

6. The chair of the Accounting Accreditation Policy Committee serves on the BAPC to ensure coordination of activities and polices between the BAPC and AAPC.

7. BAPC oversees business accreditation reviewer and volunteer training.

8. BAPC reports to the board as needed or when requested by the board chair.

9. The BAPC chair presides over meetings of BAPC and is authorized to approve all guests to the meetings. In the BAPC cC

Continuous Improvement Review Committee (CIRC)

Purpose
The Continuous Improvement Review Committee (CIRC) oversees processes for continuation of business accreditation to ensure consistency of accreditation standards application and equity of recomme[0.52-2 (om)5 (m)-6 (e)10.5 a

Initial Accreditation Committee (IAC)

Purpose

The Initial Accreditation Committee (IAC) oversees the acceptance of eligibility applications, approves the initial self-evaluation report (iSER), guides institutions in the implementation of the plans and oversees processes for initial business accreditation. The ultimate responsibility of the committee is to ensure consistency of accreditation standards application and equity of recommendations across teams and across programs reviewed.

Structure

IAC is composed of between 32 and 40 members, half of who serve on each of the IAC s two operating subcommittees (IAC-Y and IAC-Z). The two subcommittees are headed by a single IAC chair with vice chairs appointed to each subcommittee. The subcommittees are responsible for dealing with the accreditation caseload.

Committee member assignments reflect the schools served by the committee and consider geographical area, type of institution, and experience with accreditation. Committee members are appointed by the vice chair-chair elect (who shall preside as board chair during the year for which the appointments are made). Committee members may be current or former business school administrators. A committee member who moves to a non

TASK FORCES

Purpose
Task forces advise the b

SPECIAL COMMITTEES

Innovation Committee (IC)

Purpose
The Innovation Committee (IC)

5. The committee reports regularly to the board on its activities. These reports guide the board s discussion of emerging challenges and opportunities, and assists the board in focusing AACSB s strategic plan, annual goals, policies, and initiatives.

6. One or more meetings of the committee may be scheduled by the committee chair during each fiscal year as needed to conduct committee business. Meetings may be held in person or by means of video conferencing.

7. The committee chair presides over meetings of the committee and is authorized to approve all guests to the meetings.

8. A quorum is a simple majority of the committee, in person or by electronic means.

9. Meetings are relatively informal, however, *Robert's Rules of Order* and parliamentary procedure guide formal actions.

ADVISORY COUNCILS

Asia Pacific Advisory Council (APAC)

Purpose

The purpose of the Asia Pacific Advisory Council (APAC) is to: (1) advise the AACSB Board of Directors and staff on key issues and challenges, and assist in setting priorities related to business education and AACSB s activities and engagement in the Asia Pacific context; (2) enhance AACSB s ability to understand and serve the quality improvement needs of business schools in Asia Pacific; (3) provide guidance to the board of directors and staff in designing and implementing a strategic plan for AACSB s mission in the region, and in creating metrics to evaluate progress; (4) assist the staff in identification and planning of AACSB programming, and new service development to meet the needs of Asia Pacific business schools; and (5) recommend candidates for AACSB governance roles thereby increasing representation and engagement of schools from Asia Pacific.

APAC s work is driven by the five opportunities of a Collective Vision for Business Education:

Catalysts for innovation: Powering business creation and economic development through entrepreneurship and management innovation

Co-creators of knowledge: Convening and partnering at the intersection of academe and practice to reveal new insights

Hubs of lifelong learning: Connecting expertise and experiences to create opportunities across careery ca seisif x Le.2 (nt)-6.6 (e).6 (m)-ong knt5-2 (of)4. (eneur)-atirtiSBner the ie5.6 (he)10.6

The composition of the BPC reflects AACSB s regional representation as well as its commitment to diversity, equity, inclusion, and belonging. The BPC chair and the BPC staff liaison ensures that BPC membership includes diversity in gender, job functions/roles, etc.

Operating Guidelines

1. BPC typically meets twice each year and AASCB s budget incorporates appropriate support for these meetings. One or two meetings by means of video conferencing may also be scheduled. Additional commitments and engagement are at the discretion and interest of council members.

2. Normally, BPC meetings are held in conjunction with board meetings or AACSB conferences, and at least one executive team member is expected to attend each meeting. Meetings may be held in person or by means of video conferencing.

3. BPC adheres to AACSB timelines and deadlines in making recommendations to AACSB in regard to nominations and input on strategic issues or recommendations.

4. An AACSB staff member is assigned as staff liaison for BPC and provides logistical support for development of meeting agendas, meeting planning, and capturing meeting results and follow up.

Role of AACSB
AACSB supports BPC in order to seed interest in, sharpen focus around, and facilitate business school actions in shaping the future of business education, ensuring that the world s top institutions continue to graduate high-potential leaders with the skills needed to build a more prosperous future.

may, on occasion, include members from outside the region who possess expertise on, or have experience in, the European region.

Each EAC member serves a one-year term and may be reappointed, subject to the approval of the board vice chair-chair elect and current EAC chair. EAC members may not serve more than a total of three consecutive years on the council, although the board vice chair-chair elect may extend terms as deemed necessary to fulfill the charge of the council. Service as the EAC chair may extend the total service beyond three years while occupying the chair position.

The board vice chair-chair elect appoints an EAC chair who represents an AACSB accredited organization. The EAC chair serves a one-year term and may be reappointed as chair for a second year, by the board vice chair-chair elect.

The composition of EAC should reflect AACSB s commitment to diversity, equity, inclusion, and belonging. The EAC chair and the EAC staff liaison ensure that EAC membership includes diversity in gender, country representation, job functions/roles, etc. as represented within European business schools and the communities they serve.

Operating Guidelines

1. EAC will take a strategic perspective in its deliberations and recommendations.

2. EAC is expected to meet twice per fiscal year and AACSB s budget will incorporate appropriate support for these meetings.

3. Normally, EAC meetings are held in Europe and at least one AACSB executive team member is expected to attend each meetingn E w 1.87 0 Td [(hel)2.6 y816 (ed)10(n i)25 (s)-2 (uppor)5 (t)

organizations or business practice. LAAC may, on occasion, include members from outside the region who possess expertise on, or have experience in, the Latin American and Caribbean region.

Each LAAC member serves a one-year term and may be reappointed, subject to the approval of the board vice chair-chair elect and the current LAAC chair. LAAC members may not serve more than a total of three consecutive years on the council, although the board vice chair-chair elect may extend terms as deemed necessary to fulfill the charge of the council. Service as the LAAC chair may extend the total service beyond three years while occupying the chair position.

The board vice chair-chair elect appoints an LAAC chair who represents an AACS bM (es.061 gT7en)1ntoars

from business organizations or business practice. The MENAAC may, on occasion, include members from outside the region who possess expertise on, or have experience in, the MENA region.

Each MENAAC member serves a one-year term and may be reappointed, subject to the approval of the board vice chair-chair elect and current MENAAC chair. MENAAC members may not serve more than a total of three consecutive years on the council, although the board vice chair-chair elect may extend terms as deemed necessary to fulfill the charge of the council. Service as the MENAAC chair may extend the total service beyond three years while occupying the chair position.

The board vice chair-chair elect appoints an MENAAC chair who represents an AACSB accredited organization. The MENAAC chair serves a one-year term and may be reappointed as chair for a second year by the board vice chair-chair elect.

The composition of MENAAC reflects AACSB s commitment to diversity, equity, inclusion, and belonging. The MENAAC chair and the MENAAC staff liaison ensures that MENAAC membership includes diversity in gender, country representation, job functions/roles, etc. as represented within Middle Eastern and North African business schools and the communities they serve.

Operating Guidelines

1. MENAAC takes a strategic perspective in its deliberations and recommendations.

2. MENAAC is expected to meet twice per fiscal year and AACSB s budget incorporates appropriate support for these meetings.

3. Normally, MENAAC meetings are held in the Europe, Middle East and Africa (EMEA) region, and at least one AACSB executive team member is expected to attend each meeting. Meetings may be held in person or by means of video conferencing.

4. MENAAC is expected to be actively engaged with and supportive of regional network groups focused on the Middle East sub-region of EMEA.

5. MENAAC adheres to AACSB timelines and deadlines in making recommendations to AACSB in regard to nominations and input on strategic issues or recommendations.

6. An AACSB staff member is assigned as staff liaison for MENAAC and provides logistical support for development of meeting agendas, meeting planning, and capturing meeting results and follow up.

Role of AACSB

AACSB supports MENAAC in order to seed interest in, sharpen focus around, and facilitate business school actions in the pursuit of the five opportunities outlined above.