/ Decision Canvas 1: Where Should Our MBA Evolve

Dimension	Questions to assess	What might this require?	Our notes
A. Purpose and Value	• What distinctive value does our MBA provide today, and for whom? • What is working particularly well and contributes most to that value? • How are expectations of value changing among the learners and markets we serve? • Where, if anywhere, is our current value proposition becoming less distinctive or relevant?	☐ **Preserve** ☐ **Enhance** ☐ **Redesign** (Select all that apply)	Type your comments here
B. Learner needs	• Who does our MBA serve today, and who might it need to serve tomorrow? • How well does our current model meet the needs of those learners? • Where are expectations around flexibility, personalization, access, and career outcomes changing? • How might learner needs and definitions of value differ across career stages, cultures, geographies, and markets?	☐ **Preserve** ☐ **Enhance** ☐ **Redesign** (Select all that apply)	Type your comments here
C. Employer and Capability Needs	• What capabilities do employers and the changing workplace increasingly require? • How well does our MBA currently develop and enable learners to demonstrate those capabilities? • Where are the greatest gaps between what learners know and what they can apply or demonstrate? • Which capabilities are broadly transferable, and which may need to reflect regional, cultural, or market contexts?	☐ **Preserve** ☐ **Enhance** ☐ **Redesign** (Select all that apply)	Type your comments here

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D. Learning Experience	• Which elements of our current MBA experience create the greatest value and should remain central? • How effectively does the learning experience enable students to apply, integrate, and demonstrate what they learn? • Where could stronger connections between academic learning and practice improve outcomes? • Which elements should remain common to all le	☐ **Preserve** ☐ **Enhance** ☐ **Redesign** (Select all that apply)	Type your comments here
E. Technology and AI	• How is AI changing what our graduates need to know and be able to do? • How well does our current MBA prepare learners to work effectively and responsibly with AI? • Where could AI meaningfully strengthen learning, teaching, and/or assessment? • What distinctly human capabilities and experiences should be strengthened or protected as AI becomes more integrated?	☐ **Preserve** ☐ **Enhance** ☐ **Redesign** (Select all that apply)	Type your comments here
F. Flexibility and Lifelong Learning	• How well does our current structure serve learners across different career stages and circumstances? • Where would greater flexibility, personalization, or modularity create meaningful value? • Could learners engage with the school at multiple points across their careers, and where would that be valuable? • What elements of coherence, rigor, community, and shared experience could be at risk as flexibility increases?	☐ **Preserve** ☐ **Enhance** ☐ **Redesign** (Select all that apply)	Type your comments here

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