AGENDA

1. Welcome by Honorary President, Dr. Ray van Schaik
2. Ratification of new Members
3. Ratification of new Board Members
4. EFMD activity report
5. EFMD financial reporting
6. Closing by Honorary President, Dr. Ray van Schaik
FULL MEMBERS - ACADEMIC

- Ca' Foscari University of Venice, Department of Management, Italy
- Cairo University, Faculty of Economics and Political Science (FEPS), Egypt
- CESINE Centro Universitario, Spain
- HAN University of Applied Sciences, Arnhem Business School, The Netherlands
- Harbin Institute of Technology, School of Management, China
- Hochschule Bremen - City University of Applied Sciences, International Graduate Center, Germany
- IAE de Poitiers, Université de Poitiers, France
- Indian Institute of Management Kozhikode (IIMK), India
- Iqra University, Faculty of Business Administration, Pakistan
- Kazan Federal University, Higher School of Business, Russia
FULL MEMBERS - ACADEMIC

• King’s College London, King’s Business School, United Kingdom
• Loyola Institute of Business Administration, India
• Naresuan University, Faculty of Business Administration, Economics and Communications, Thailand
• NHTV Breda University of Applied Sciences, The Netherlands
• Oslo Metropolitan University, Oslo Business School, Norway
• PSG Institute of Management, India
• Robert Gordon University, Aberdeen Business School, United Kingdom
• The University of Newcastle, Newcastle Business School, Australia
• Tomsk State University, Institute of Economics and Management, Russia
• Turiba University, Faculty of Business Administration, Latvia
• United Arab Emirates University (UAEU), College of Business and Economics, United Arab Emirates
FULL MEMBERS - ACADEMIC

• Universidad ORT Uruguay, Facultad de Administración y Ciencias Sociales, Uruguay
• Università Cattolica del Sacro Cuore, Faculty of Economics - Milan, Italy
• Universitas Brawijaya, Faculty of Economics and Business, Indonesia
• Universitas Sebelas Maret, Faculty of Economics and Business, Indonesia
• Universiti Teknologi Brunei, UTB School of Business, Brunei
• University College of Southeast Norway, School of Business, Norway
• University of Chile, School of Economics and Business, Chile
• University of Montenegro, Faculty of Economics, Montenegro
• University of Technology Sydney, UTS Business School, Australia
• Valencian International University (VIU), Spain
• Wroclaw University of Economics, Faculty of Economic Sciences, Poland
• AlphaSights, United Kingdom
• AIA Leadership Centre, Thailand
• Bank Negara Indonesia (Persero), BNI Corporate University, Indonesia
• Deloitte University EMEA, Belgium
• UBS AG, Switzerland
• Yara International ASA, Norway
• Concordia University, John Molson School of Business, Canada
• Mount Royal University, Bissett School of Business, Canada
• Taylor's University, Faculty of Business and Law, Malaysia
• Universidad Autónoma de Nuevo León, Facultad de Contaduría Pública y Administración, Mexico
• University of Miami, School of Business Administration, United States
• University of Toronto, Rotman School of Management, Canada
• Washington State University, Carson College of Business, United States
ASSOCIATE MEMBERS - ACADEMIC

• Monarch Business School (UGSM), Switzerland
• Nirma University, Institute of Management, India
TRANSITION FROM AFFILIATED TO FULL MEMBERSHIP

- Chongqing University, School of Economics and Business Administration, China
- Hong Kong University of Science and Technology, School of Business and Management, (HKUST Business School), China
- Institute of Public Enterprise, India
- Ritsumeikan Asia Pacific University, School of Management, Japan
- S.P. Jain Institute of Management & Research, India
- Sultan Qaboos University, College of Economics and Political Science, Oman
- University of Auckland Business School, New Zealand
NEW RECIPROCAL MEMBER

• APUI - Association of Polish Universities for Internationalization, Poland
MEMBERSHIP

Honorary Member

Presented by Prof. Rebecca Taylor
EFMD Vice President
Pro Vice-Chancellor and CEO (Malaysia)

University of Southampton
United Kingdom
Prof. Dominique Turpin
EFMD Board Member
Dean of External Relations and Former President

IMD
Switzerland
New Board Members Ratification

Presented by Prof. Valery Katkalo
EFMD Vice President
Dean
----
Sberbank Corporate University
Russia
**BOARD DEPARTURES**

**Prof. Witold Bielecki**  
Rector  
Kozminski University  
Poland

**Prof. Michael Page**  
Professor of Finance & Management  
Former Provost  
Bentley University  
United States

**Prof. Howard Thomas**  
Dean Emeritus  
Lee Kong Chian School Of Business  
Singapore Management University  
Singapore
I have the desire and interest to invest myself in the EFMD Board for three main reasons:

- Help the EFMD continue its evolution and transformation in order to always be at the forefront of the evaluation and support of management schools
- Contribute to the discussions on new projects or products to be developed
- Share best practices between schools so that the EFMD keeps developing its accreditation systems and stays ahead!
NEW BOARD MEMBERS

As a member of the Board of EFMD my commitment is to:

• Enhance the global impact of business schools as trailblazers for innovation in higher education

• Support the role of EFMD as the leading authoritative reference for quality, diversity and innovation in business education

• Contribute to the diffusion of the best practices in accreditation and quality improvement.

Prof. Santiago Iñíguez de Onzoño
President
IE University
Spain
NEW BOARD MEMBERS

Prof. Kar Yan Tam
Dean
School Of Business And Management
Hong Kong University of Science and Technology, (HKUST Business School)
China

“It is my honor to serve on the EFMD Board and contribute to the network in enhancing excellence in management development globally.

As a firm believer in education in bringing personal opportunities and social and economic prosperity, I will seek to promote the positive value of business education and make it accessible to more learners in Asia Pacific and beyond.

Meanwhile, we cannot make our curriculum truly relevant and impactful without broader and deeper involvement from the business sector, and therefore I will foster closer academia-industry collaboration for the network.

Last but not least, I will look into how business education can bring more positive changes in the society and address different environmental and sustainability issues facing the world. Together with all member organisations in the network, I believe we can make a genuine difference in business education and talent development.”
MEMBERSHIP

912 members – 88 countries

- 83 members in North America
- 529 members in Europe
- 35 members in Africa
- 28 members in the Middle East
- 146 members in Asia
- 37 members in Oceania
- 54 members in Central / South America
QUALITY SERVICES

Guiding Members on their Strategic Journey

175
BUSINESS SCHOOLS

106
PROGRAMMES

20
COMPANIES
175 accredited schools across 42 countries

The leading accreditation for business schools
2 highlights by EQUIS Committee

- Continuous development as a key factor
- Reiteration of basic data provision during the EQUIS assessment exercise

Our incoming and outgoing student exchange numbers nearly tripled compared to the time before EQUIS accreditation.

Koç University School of Business
Turkey

7 new accredited schools
Brazil, Chinese Taipei, Czech Republic, Germany, India, Poland & the United Kingdom

47 peer review visits

EQUIS 20TH ANNIVERSARY

QUALITY SERVICES
Accreditation Board

Mrs. Hanneke Frese
Founder
-----
FreseConsulting
and Former Head of Group Capabilities,
Zurich Financial Services
Switzerland

Prof. Giuseppe Soda
Dean
-----
SDA Bocconi School of Management
Italy

Mr. Robert van der Ven
Global Talent Management
-----
ERGO Group AG, Global HR
Germany
Committee

Prof. Paolo Boccardelli
Dean
LUISS Business School
Italy

Prof. Luiz Artur Ledur Brito
Dean
EAESP - Escola de Administração de Empresas de São Paulo
FGV - Fundação Getulio Vargas, Brazil

Ms. Laura Huntley
HR Business Partner UBS Wealth Management South East Asia
Co-Head of HR UBS Singapore
UBS AG, Switzerland

Dr. Saul Klein
Dean
Peter B. Gustavson School of Business
University of Victoria, Canada

Mrs. Tyra Malzy
Head of Group Learning & Development
Kering
France

Dr. Sofia Salgado-Pinto
Dean
Católica Porto Business School
Universidade Católica Portuguesa
Portugal

Prof. Fan Wang
Dean
Business School
Sun Yat-sen University
China
The international programme accreditation system

106 accredited programmes across 37 countries
26

Expansion to 3 new countries
India, Tunisia and Uruguay

11 new programmes from 10 institutions

25 re-accreditations

We take the input and constructive criticism from peers to heart; they are invaluable in our efforts for continual improvement, and for that we are grateful.

Andreas Charitou, Dean, School of Economics and Management, University of Cyprus, Cyprus

6 EPAS seminars and info sessions in Europe, Americas and Asia
Accreditation Board

Mrs. Sue Laurenson – New Chair
Associate Dean
Academic Programmes and International
The University of Auckland Business School
New Zealand

Dr. Anna Blomback
Associate Dean of Education
Jönköping International Business School
Jönköping University
Sweden

Mr. Lee Dalgleish
Leadership and HR Consulting
United Kingdom

Dr. Tatiana Garanina
Academic Director, EMBA Programmes
Graduate School of Management
St Petersburg University
Russia

Dr. Ramon O’Callaghan
Dean
Porto Business School
Portugal

Mr. David Watkins
Senior Vice President
Group Talent Management,
Corporate Culture & Employer Branding
OC Oerlikon Management AG, Switzerland
Committee

Mrs. Karin Vidic  
HR Director EMEA  
Steelcase  
France

Prof. Erming Xu  
Dean  
Shantou University Business School  
China
Growth of the CLIP community

in Asia

with Telkom Indonesia

CLIP Steering Committee meetings

- Sharing experiences of going through the CLIP peer review process and the re-accreditation process


- Discussion around the theme: “The Networked Leader”
Committee

Mr. Danang Baskoro Dwinugroho
Senior General Manager
Corporate University, Telkom Indonesia
Indonesia

Ms. Carmen Fernandez Alvarez
Director of Culture and Talent
Gas Natural Fenosa
Portugal

Ms. Alexandra Hoffmann
Head
Mazars University
France

Ms. Sarah Otley
Vice President, Director Learning Approaches & Learning Centers of Expertise
Capgemini
France

Mr. André Rinnensland
Group Director, House of Learning
Metro AG
Germany

Mr. Peter Hurst
Head of Learning
SwissRe
Switzerland
LEARNING & NETWORKING

2017 EFMD Events Attendance

OVER 2700 PARTICIPANTS

- 531 ANNUAL CONFERENCE
- 470 ACCREDITATION EVENTS
- 168 CORPORATE EVENTS
- 101 MASTERS
- 72 MEA
- 309 DEANS & DIRECTORS
- 90 EXTERNAL RELATIONS
Professional Development Programmes

- Strategic Leadership Programme for Deans
- Summer School
- Asia-Pacific School
- Research Leadership Programme (RLP)
- Winter School
- Admissions Institute for New Professionals Europe (AINP)

NEW in 2017
Participating in the EFMD Job Fair allowed us to take into consideration many interesting profiles with very diverse backgrounds, which will effectively contribute to enriching the academic and professional experience for both our students and the new faculty.

Juan-Carlos Ley Garcia
Director, Universidad de las Américas Puebla, Mexico
LEARNING & NETWORKING

2017 EFMD Middle-East and Africa Conference
LEARNING & NETWORKING

Highlights 2017

- 45 events in 22 countries on 5 continents
- Over 2700 participants
- 50 schools at PhD Job Fair
- 145 trained professionals
- Record attendance at the Annual Conference in Berlin
Excellence in Practice Awards
INTERNATIONAL PROJECTS

AMERICAS
Expanded EFMD activities in Cuba

AFRICA
Increased presence on the continent

ASIA
Southeast Asian Initiative

FORINT
Internationalisation of universities in Cuba and Panama

Entrepreneurship, creativity & innovation education

AFRICA
Africa-Europe Initiative
Close cooperation with the African Association of Business Schools (AABS) and EU authorities

Universities closer to local communities
First participation in an EU funded project in Africa - Angola & Mozambique

European Management University (EMU) - Vietnam
FINANCIAL RESULTS 2017 AND FORECAST 2018
TURNOVER SPREAD 2017

- Conferences (17%)
- Projects (19%)
- CLIP (1%)
- EPAS (9%)
- EQUIS (20%)
- Membership (30%)
- Other (4%)
RESULTS 2017

• **Operating revenue increased by 24.2 % in 2017** mainly due to:
  • Contracts & projects with an increase of 256.7 % with the finalisation of the FORGEC project
  • Conferences with an 11.2 % increase in attendance
  • Quality Services with an increase of 12.3 % in the number of schools and programmes accredited

• **Operating expenses increased 24.4 %** mainly due to higher activity impacting direct costs

• **Surplus for 2017 amounts to € 215,178**
• **The operating revenue** is forecasted to be around € 9,24m which is 10.4 % lower than in 2017

• **The operating expenses** are forecasted to be € 9,03m which is a decrease of 10.6 % compared to 2017

• **The surplus** should be equivalent to 2017

• **The cash flow** should be over € 500,000 allowing EFMD to pursue its development strategy
OPERATING INCOME

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Income (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>7,693,936</td>
</tr>
<tr>
<td>2016</td>
<td>8,300,416</td>
</tr>
<tr>
<td>2017</td>
<td>10,310,985</td>
</tr>
<tr>
<td>2018 (Forecast)</td>
<td>9,240,221</td>
</tr>
</tbody>
</table>
NET RESULT

- 2015: € 165,925
- 2016: € 185,179
- 2017: € 215,178
- 2018 (Forecast): € 210,337
EVOLUTION OF EFMD AND EFMD GN ACTIVITIES

Evolution of EFMD and EFMD GN activities