Message from the President and Director General

Dear members,

The EFMD Global Network (EFMD GN) was established in Geneva six years ago to support the international development of EFMD and provide a local presence and wider visibility for EFMD across the world. Three additional offices (in Prague, Hong Kong and Miami) are now fully established. Core functions of each office are network development, brand awareness and showcasing the international network’s value including over 200 events, presentations, workshops and visits to schools and companies during 2018.

In 2017 we launched the EFMD GN Executive Academy for Learning and Teaching. The programme is led and managed by the EFMD GN CEE office and is designed to help Programme Directors, Associate/Assistant Deans of Teaching and Learning, and Senior Programme Managers become more effective in their executive roles by taking on broader and more strategic responsibilities. The response and feedback from participants have been exceptional and there is now a broad and growing alumni group associated with the Academy.

Moreover, three new customised programmes focused on day-to-day challenges and trends in management education, such as impact, internationalisation and new technologies were developed in 2018. The events were held at SKOLKOVO Moscow School of Management, Russia; CENTRUM Católica Graduate Business School, Peru and Tallinn University of Technology, Estonia, with great success. The Executive Academy and professional development services are an outstanding addition to the EFMD GN portfolio.

Across all sectors and industries, key questions include: how best to use online learning; what is my impact; and where do I find talent? At EFMD GN we are tackling these questions head-on and building communities of practice linked to the online course certification system (EOCCS), the business school impact system (BSIS) and the global talent portal (Highered). All three domains made considerable progress in 2018.

EOCCS held its second annual learning symposium hosted by IE Business School in Madrid, Spain, with the theme “Digital Engagement in Business Education”, during which the EOCCS Online Community of Practice was launched. By the close of 2018, EOCCS had certified 95 courses from 19 institutions in 11 countries.
BSIS had another strong year at a time when higher education institutions across all sectors are under pressure to show their impact and relevance. Six schools went through BSIS in 2018 and, for the first time, the label was renewed at a further six schools. At the end of 2018, 32 schools had been through the process across 11 countries, and there is a growing interest in the system with enquiries coming in from across the world.

Highered offers EFMD GN schools individually branded portals that aim to support and enhance the schools’ career services by opening the world to international placement and internship opportunities. Over 500 portals have been set up, 200,000 students are registered and over 50,000 jobs and internships have been posted. Highered is also building a Community of Practice for students and career services professionals that will continue to develop next year.

To finish, it is profoundly satisfying to see how the strategy and vision behind EFMD GN are moving forward with the strong and valued support of the membership.

Alain Dominique Perrin
President, EFMD Global Network

Professor Eric Cornuel
Director General & CEO, EFMD Global Network
First conference in Japan in cooperation with KEIO Business School under the theme: How can business schools support the internationalisation of Japanese companies?

Potential complementarities and synergies of joint BSIS/EPAS and BSIS/EQUIS visits are analysed, with promising outcome.

EOCCS Community of Practice (CoP) was launched during the second EOCCS Learning Community Symposium at Politecnico di Milano.

EDAF launched the Two Path Strategy enabling schools to use the service to either bridge the gap towards EQUIS and EPAS or to fulfil their own institutional development goals.

One more institution completed the EDAF mentoring process: University of Ghana Business School.

Excellent implementation of Highered with over 500 schools in set-up, more than 200,000 students registered and over 50,000 international opportunities posted during 2018.
Two institutions outside of Europe obtained EOCCS certification for their online courses.

First EFMD GN Central and Eastern Europe Annual Conference at Kozminski University attracted an important community of business school representatives from Eastern Europe and Central Asia. EFMD GN is intensifying its presence in the region.

Two tailor-made programmes derived from the flagship programme Executive Academy were delivered: “The Leadership Accelerator Academy” in cooperation with Moscow School of Management SKOLKOVO and “The Programme Management Accelerator Workshop” in cooperation with Tallinn University of Technology.

BSIS ran the first certification renewals in 2018.

2018 EFMD GN Americas Annual Conference under the theme “Leveraging the Unconventional” attracted 75 participants in Bogota at the School of Management, Universidad de los Andes.
During 2018, the BSIS team supported the first BSIS renewals. A special effort was made to explore how to make the process easier for the schools that commit to BSIS and envisage EFMD accreditations in the future or have already engaged with the accreditation systems. Two pilots were run to test the potential synergies that joint BSIS/EPAS and BSIS/EQUIS visits could bring, with promising outcomes.

The BSIS team held the following strategic meetings in 2018, to assess the service’s positioning and identify ways to develop it further.

- 11 January at EFMD GN Geneva
- 12 June at EFMD GN Prague
- 13 December at EFMD Brussels

At the beginning of 2018, the BSIS post-visit reports for University of St Gallen and HEC Lausanne (which had their BSIS reviews in November 2017) were finalised.

In the first half of 2018, EFMD GN supported two business schools to successfully renew BSIS:

- Corvinus Business School, Hungary, in March
- HEC Liège, Belgium, in May

The BSIS renewal at Corvinus Business School was combined with an EPAS review. This was a pilot to test the complementarities and synergies that these joint visits could bring. The feedback from the school was largely positive. A report was produced on the potentialities of this joint visit.

EFMD GN supported two business schools to successfully complete BSIS in July 2018:

- Faculty of Economics, University of Ljubljana, Slovenia
- Bedfordshire Business School, University of Bedfordshire, United Kingdom
The BSIS visit to University of Ljubljana directly followed the EQUIS review. This pilot combining the two processes offered insight into the synergies, complementarities and mutual enrichment of the two systems. The school found the joint visit a great opportunity to confirm and/or identify future actions to improve quality and impact. A report on this pilot was written to identify the synergies between the two processes and it was suggested to propose to EQUIS business schools in the renewal process to consider a joint EQUIS and BSIS visit.

At the 2018 EFMD Global Network Annual General Assembly that took place in Copenhagen on 7 June, the following 11 business schools were awarded the BSIS label:

**BSIS Label**
- HEC Lausanne, University of Lausanne, Switzerland
- IGR-IAE Rennes, France
- IAE Saint-Etienne, France
- IAE Savoie Mont Blanc, France
- University of Porto (Faculty of Economics and Porto Business School), Portugal

**BSIS Label Renewal**
- Corvinus Business School, Hungary
- Groupe ESC Troyes, France
- HEC Liège Management School, Belgium
- La Rochelle Business School, France
- Montpellier Business School, France
- University of St Gallen, Switzerland

At the end of 2018, 32 business schools across 36 campuses from 11 countries had successfully completed BSIS. The year ended with five new schools in the BSIS process.
Marketing and Promotion

BSIS was promoted at the following EFMD conferences and external events:

- 2018 EFMD Conference for Deans and Directors General in Munich, Germany
- 2018 EFMD GN Workshop in Taipei, Taiwan
- 2018 EFMD Annual Conference in Copenhagen, Denmark
- EQUIS and EPAS Introductory Accreditation Seminars in Singapore
- Fourth Applied Research Colloquium of Fundação Getúlio Vargas (FGV) in São Paulo, Brazil
- 30th Annual EAIE Conference and Exhibition in Geneva, Switzerland. BSIS Co-Director, Michel Kalika and Carolyn Magnani from HEC Lausanne, presented a session titled “Beyond numbers: measuring the impact of business schools”. The session was chaired by Christophe Terrasse, EFMD Director of International Projects
- First EFMD Global Network CEE Annual Conference at Kozminski University in Warsaw, Poland. BSIS Co-Director Michel Kalika participated in one of the discussion forums on meaning and relevance of impact. Two schools that have gone through the BSIS process, Grenoble Ecole de Management, represented by Julie Perrin Hallot and Corvinus Business School, represented by Zita Zoltay Paprika, contributed to the forum
- 7th International Business School Shanghai Conference (IBSSC), China. During the two-day EFMD GN workshop on Market Trends, Quality and Accreditations following the conference, Michel Kalika presented a session on impact
- EFMD Middle East Africa Conference in Abu Dhabi, United Arab Emirates

In addition to promotional activities at various events, the BSIS Co-Director Michel Kalika visited one school in Russia, three business schools in Canada and one business school in Malaysia.

BSIS maintained its visibility across EFMD’s various social media channels in 2018 with a total of 13 blog posts on the EFMD website and two articles for EFMD Global Focus magazine.
We are delighted to be leading the way for other British business schools to evidence their impact on the world around them through the BSIS tool. BSIS has helped us focus on those strategic priorities that create impact across the communities we serve and we look forward to sharing our BSIS journey over the next three years with the EFMD business school network.

Debra Leighton, Executive Dean of the University of Bedfordshire Business School

Going through the BSIS process was an experience of broadening horizons for the Faculty of Economics, University of Ljubljana (FELU), Slovenia, and expanded our understanding of the impact on different stakeholders. The BSIS experts recognised FELU as a major actor in the field of economics and business education in Slovenia and Central Europe and acknowledged very strong relations between the FELU and partner companies and organisations.

The BSIS feedback with recommendations of the experts provides a great opportunity for the school to confirm and identify future actions to improve quality and impact. We appreciate the experts supporting us in communicating the obviously very significant impact of our school more frequently to more stakeholders.

Metka Tekavčič, Dean of the Faculty of Economics, University of Ljubljana

A business school leaves its imprint on its environment come what may. However, the great difference lies in the fact how conscious its faculty is about this impact. BSIS is a process that helped us become fully aware of our impact and in the end, this unquestionably leads us to further improve ourselves in making this influence as constructive as possible.

Zita Zoltay Paprika, Dean of Corvinus Business School
While the overarching goal of EDAF is the improvement of management education we want to address the fact that schools have different contexts and priorities. In order to serve them better, EDAF has launched a two-path strategy: Bridging the Gap Path and Institutional Development Path.

Schools receive the EDAF Certificate as they complete the path and become entitled to specific follow-ups consistent with their aspirations.

The EDAF Committee met on 16 January, 16 May and 27 September 2018. The face-to-face meeting in May was primarily devoted to advancing the discussions of the new strategy to develop EDAF further by improving its visibility and making it more accessible to business schools. During this meeting, one institution in Africa was declared eligible to enter the EDAF process.

In September, the Committee reviewed the progress in refining the new strategy and reiterated its support to the approach that the EDAF team has been developing. Two key proposals were endorsed as part of the new strategy:

1) In order to better serve schools with different goals, EDAF will offer two different paths in the mentoring process:
   - Path A: Institutional Development for Schools seeking capacity-building and institutional development
   - Path B: Bridging the Gap for Schools wishing to prepare for an EFMD institutional or programme accreditation

2) In order to better integrate EDAF within the EFMD Quality Services portfolio, formal links will be established between EDAF and EQUIS/EPAS for schools that decide to apply for an EFMD accreditation as part of the EDAF process.

At the same time, the EDAF team has made further progress in other aspects around the new strategy, such as improving the promotion of EDAF (a revised EDAF section on the website was launched) and revising process documents.

In 2018, one more institution completed the EDAF process – University of Ghana Business School – and received a certificate at the Awards Ceremony held in June during the EFMD Annual Conference in Copenhagen. Some of the first schools to complete the EDAF process in 2017 have successfully applied for EQUIS or EPAS accreditation.
By the end of 2018, there were 11 institutions involved in different stages of the EDAF process; they are located in Africa (6), Europe (1) and South America (4).

The following events with relevance for EDAF took place in 2018:

- Participation in the Annual Conference of the Baltic Management Development Association (BMDA) hosted by Porto Business School, University of Porto in Portugal on 18-20 April 2018. This was an opportunity to reinforce contacts with some members of this regional network who have recently expressed interest in collaborating with EDAF.
- Participation in the EFMD and EFMD GN Workshop on “Market Trends, EFMD Accreditations and Certifications”, hosted by the Kyrgyz State University of Construction, Transport and Architecture in Bishkek: n.a.N.Isanov, Kyrgyz Republic on 11-12 September 2018. It appears that there could be potentially interesting opportunities for EDAF in this region in the longer term.
- The Quality Services Information Seminar attached to the EFMD GN CEE Annual Conference in Warsaw was a good opportunity to showcase EDAF to a new audience not yet familiar with EFMD and its services.
- EDAF was included in the “Market Trends, Quality, Impact and Accreditations” EFMD workshop following the 7th International Business School Shanghai Conference (IBSSC), at Antai College of Economics and Management, China.
- A session on EDAF took place during the EFMD Middle East and Africa Conference hosted by Abu Dhabi University College of Business, United Arab Emirates.
- A session on EDAF was held during the EFMD GN Americas Annual Conference hosted by the School of Management, Universidad de Los Andes in Bogotá, Colombia. The session included the live testimony of a representative from one of the institutions in the region currently in the EDAF process.
In 2018 the main focus of EOCCS activity was to build an international awareness as well as to share best practice in online business and management education. In order to facilitate sharing best practice, the EOCCS Online Community of Practice was launched during the second EOCCS Learning Community Symposium held at IE Business School in Madrid, Spain.

For the first time, EOCCS has certified courses from two institutions located outside Europe, one in India and one in Brazil.

The EOCCS Team met in February to discuss an annual strategic plan focused on marketing and promoting greater global visibility of EOCCS. Crucial points discussed were the upcoming re-certifications in 2019 and a strategic partnership with FutureLearn (FL).

In 2018, the EOCCS Team had regular contact with FL’s representatives and worked on a pilot scheme. The active engagement of three higher education institutions offering MOOCs was established. The first Review Panel associated with this partnership took place in late November. The reviewed courses were presented to the EOCCS Certification Board in December where eight MOOCs from the Open University Business School in the United Kingdom were certified as the first courses as part of the strategic partnership with FL.

The EOCCS team is exploring other certification partnership possibilities with different providers and MOOC platforms. To support this initiative, a special podcast briefly explaining the EOCCS process and vision is available on the EFMD YouTube channel.

In September, the second EOCCS Learning Community Symposium was held at IE Business School in Madrid with the theme “Digital Engagement in Business Education”. Seventy-eight participants attended the symposium, of which five joined the event online. The EOCCS team organised the first live-streamed session with two professors remotely hosting the workshop on “Teaching e-teachers” from Lancaster University Management School, United Kingdom. Participants’ feedback showed that the hybrid concept of the event – on site and live streamed – was highly appreciated.

The EOCCS Symposium saw the launch of the EOCCS Community of Practice (CoP) powered by DifferChat – a networking system available from BI Norwegian Business School. An EOCCS promotional video capturing the EOCCS Symposium and the official launch of the CoP was shot in Madrid and made available via the EFMD YouTube channel.

Finally, the EOCCS team has developed broad guidelines for re-certification anticipating the first ones in June 2019 and shared them with the pioneer institutions and Certification Board members to gather their feedback.
The following courses were certified during 2018:

- **ESADE Business School, Spain**
  - MOOC: Geopolitics and global governance: risks and opportunities

- **Saint Paul Escola de Negócios, Brazil**
  - Strategic Planning and Indicator Management (part of MBA programme)

- **SDG - Simuladores e Modelos de Gestão S.A., Portugal**
  - Simulation: Global Management Challenge

- **DOBA Faculty of Applied Business and Social Studies Maribor, Slovenia**
  - Communication and Lobbying (part of M.A. programme International Business Management)

- **Amity University A/C Amity University Online, India**
  - 22 courses from Bachelor of Business Administration
  - 12 courses from Master of Business Administration

- **The University of Liverpool Management School, United Kingdom**
  - Six MSc courses: Strategic Management; Strategic Marketing Management; Strategic Human Resource Management; Business Leadership; Managing Financial Resources; Research Methods

- **Faculty of Economics, Lomonosov Moscow State University, Russia**
  - Suite of five MBA courses: Organizational Behaviour; Strategic Management; Marketing; Pricing and Investment Management.

- **The Open University Business School, United Kingdom**
  - Suite of eight Business and Finance Fundamentals MOOCs: Customer Engagement; Effective Communication; Effective Networking; Project Management; Managing the Household Balance Sheet; Financial Planning and Budgeting; Investment Theory and Practice; Financial Services after the Banking Crisis.

To increase visibility and to reach a larger online community, EOCCS was promoted at a variety of events:

- **2018 EFMD GN Central & Eastern Europe Annual Conference, Warsaw, Poland**
  - Anne Swanberg presented EOCCS during a session dedicated to Education 4.0.

- **5th PRME Research Conference, Cologne, Germany**
  - Antonia Lütgens delivered a presentation on online learning and its potential role in achieving Sustainable Developmental Goals (SDGs).

- **OEB Conference, Berlin, Germany**
  - Theme: Learning to Love Learning
  - EOCCS was once again a conference partner of OEB and was prominently promoted through an exhibition stand. EOCCS Director, Keith Pond facilitated a Learning Café on “Build Your Digital Credentialing Ecosystem Today” addressing the importance of offering more than a quality stamp in certification of online education (and linking back to the CoP). Antonia Lütgens chaired a panel session on “Collaborating to Streamline Quality Course Creation”.
Professional Development

ProfDev enriched portfolio capturing current market trends

The emerging ProfDev activity portfolio has a strategic importance for members of the EFMD network as it fosters the advancement of management development as a pioneer of lifelong learning for business school professionals. The courses provide balance in covering market trends and generating improved performance for sponsoring organisations. The distinctive combination of analysis, constructive alignment (teaching, learning and assessment), integrated application and self-paced coaching through project work leads to a sustainable impact on participants’ career advancement.

The current flagship activity of the portfolio is the Executive Academy for Teaching and Learning Professionals, launched in 2017.

State-of-the-art leadership development

The Executive Academy (EA) targets Programme Directors, Associate/Assistant Deans of Teaching and Learning, and Senior Programme Managers with more than 10 years of executive experience as decision makers. We look back on two successful years with two completed streams each year (in Singapore and Prague during 2018) and 75 top-level candidates from more than 30 countries.

A series of publications presented the EA achievements to the EFMD network, including an article on the first year of operation by Hommel/Diaz in Global Focus 1/2018, an article in Global Focus 2/2018 with three EA graduates on what it means to truly internationalise student learning (Blomback/Carlisle/Gaudes with Hommel) and a special supplement of Global Focus (1/2019) on the strategic role and different facets of professional development delivered by EFMD and EFMD GN.

The Executive Academy’s Team launched a number of activities to continuously improve the course: the EFMD Annual Conference in Copenhagen saw the first alumni face-to-face meeting and the first face-to-face Steering Committee meeting. The two-day alumni meeting demonstrated the strong need for EA community building. It was followed by a second meeting in November 2018 during the EA Prague stream when alumni from three streams joined the participants for an afternoon session led by Prof Dr Nick van Dam, Global Chief Learning Officer at McKinsey, and a networking dinner.

The Steering Committee meeting in Copenhagen enabled the ProfDev Team to discuss changes to be implemented during the EA second global cycle. The next Steering Committee meeting is scheduled during the 2019 EFMD Annual Conference in Lisbon, Portugal.

Distinguishing spin-offs

Complementing the flagship programme, the ProfDev Team has developed customised programmes for business schools and regions. Two tailor-made programmes were delivered in the autumn; encouraged by the programmes’ success, repeat editions are envisaged for subsequent years.

“The Leadership Accelerator Academy” was developed in cooperation with SKOLKOVO Moscow School of Management and targeted business schools and university executives in Russia. Focus areas reflected pressing issues for managers working in Russian higher education, in particular institutional transformation processes to enhance impact and engagement, internationalisation and digitalisation.

“The Programme Management Accelerator Workshop” was launched in October 2018 in Tallinn in cooperation with Tallinn University of Technology. The two-day workshop offered a comprehensive training opportunity for programme directors and managers.
**Professional Development Events 2019**

**Executive Academy Americas Stream**  
6-10 May  
Hosted by: EFMD GN Americas

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**The Leadership Accelerator Academy**  
26-27 September  
Hosted by: SKOLKOVO School of Management

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**Executive Academy European Stream**  
7-11 October  
Hosted by: EFMD GN CEE

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**The Programme Management Accelerator Workshop**  
28-30 October  
Hosted by: Tallinn University of Technology

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**Executive Academy spin-off**  
November  
Hosted by: Ural Federal University

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"Participation in the EA opened up additional dimensions in the processes of programme management and the challenges that we face not only in the local environment, but also globally. The invaluable experience of participating colleagues and excellent lecturers have helped me to trace my future engagement in the academic world. I would like to see this kind of programme take place at the beginning of my career path because such knowledge would save me many disappointments, especially by understanding the ‘human’ factor in different groups of students and other stakeholders in higher education. Many thanks to EFMD, Jordi Diaz and other team members for a great experience."

**Polona Domadenik, Full Professor, PhD, Faculty of Economics, University of Ljubljana, Slovenia**

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"We are all works in progress, and the Executive Academy offered a great opportunity to develop further. The programme enabled me to discover more about myself, and how I may leverage my strengths and work on my weaknesses to better lead the students, staff, and faculty within my school to achieve their own personal and professional fulfilment."

**Andrew Gaudes, Dean, Goodman School of Business, Canada**

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"It is easy to become myopic when looking at your institutional practices. I look forward to continuing to take advantage of the EFMD Global Network I have joined through the Executive Academy to ensure my institution is benchmarking against the best in the world. I’m so grateful for having had the opportunity to get to know my EA class in an inspirational, and intensive, week of discussions and self-reflection."

**Shawn Tracey, BSc, MBA, Director, Graduate Student Support & Recruitment, Sobey School of Business at Saint Mary’s University, Canada**
Events 2018

EFMD Global Network represents the membership community in different parts of the world. Being the first contact point for members from the Americas, Asia, Ocean-Australia, Eastern Europe and Central Asia, the EFMD Global Network offices engage with the regions by being present and speaking at relevant conferences in the region, visiting schools and helping them navigate their engagement with the network. In 2018, four conferences and ten seminars and info-sessions were organised all over the globe, including locations such as Japan, Kyrgyzstan, Peru or Taiwan. EFMD Global Network also works together with its strategic partners to develop common activities in the regions, for example by organising a series of webinars together with Highered on how to place students internationally.

One of the key projects throughout the year of 2018 was the procurement, purchase and remodelling of office spaces for EFMD Global Network Americas and EFMD Global Network Central and Eastern Europe. This development sends a strong signal on how committed EFMD Global Network is to the activities in these regions.

Conferences

EOCCS Learning Community Symposium
25–26 September
Theme: Digital Engagement in Business Education
The Symposium was hosted by IE in Madrid, Spain. The 25% growth in attendance compared with the previous year proves the relevance of the event, a hybrid format that sets the standard for the future.

EFMD GN Central and Eastern Europe Annual Conference
8-10 October
Theme: One Europe, One World
The first annual conference of EFMD GN CEE was hosted by Koźmiński University in Warsaw, Poland. Seventy-eight participants attended the event and tackled the trends in management development: geopolitical changes and their implications for the industry; disruptive technologies; internationalisation; and business schools’ impact.

The programme included a pre-conference day with the awarding ceremony for the doctor honoris causa title to Professor Edward C Prescott, Nobel Prize Winner; and the EFMD and EFMD GN Accreditations and Certifications Seminar.

2018 EFMD GN Americas Annual Conference
28 November - 1 December
Theme: Leveraging the Unconventional
The event was hosted by the School of Management at the Universidad de los Andes in Bogotá, Colombia, and attracted 75 participants.

The conference was based on the question: What does it mean to redefine management education and development outside of its conventional norms? Instead of viewing business schools and institutions as passive receivers of change, we were urged to re-imagine business schools as being themselves agents of disruption with the power to influence shape and change events.

EFMD GN – KEIO Joint Executive Conference
17-18 December
Theme: How can business schools support the internationalisation of Japanese companies?
The conference was organised in partnership with Keio Business School, Yokohama, Japan. It highlighted the importance of internationalisation as a shared interest and identified a promising course of action for Japanese participants, who came from both the business community and academia, to improve their global outreach and succeed on their international journey.
The Brain Balance workshop was based on the Neuroscience of Leadership and led by Dr Steven Poelmans. The scientist explained what can be learned from neuroscience in order to work and manage oneself more efficiently. Twenty-eight participants attended the workshop, a substantial part from the corporate sector.
Events 2019

EFMD Quality Services Seminar
23 January
Hosted by: China Europe International Business School

Realising Your Internal Ambition EFMD GN Workshop
28 February - 1 March
Theme: The journey from being a nationally relevant to an internationally leading business school
Hosted by: Education Promotion Society for India (EPSI)

EQUIS and EPAS Accreditation Seminars
18-20 March
Hosted by: Babson College Miami

Smart Data Management Workshop in partnership with RimaOne
4-5 April
Theme: Transforming data into strategic value for your business school
Hosted by: ESCP Europe, Montparnasse Campus

Impact Workshop
17 April
Theme: Measuring the impact of Business School Education in 21st century for Excellence in Quality
Hosted by: Shri Dharmasthala Manjunatheshwara Institute for Management Development (SDMIMD)

BSIS Symposium
24-25 April
Theme: Assessing Impact – Questions and Answers
Hosted by: HEC Liège

Executive Academy Americas Stream
6-10 May
Hosted by: EFMD GN Americas

China on the Rise: Your Talent Roadmap to Success. A conference in partnership with HIGHERED
8-10 May
In Shanghai, China

EFMD & EFMD GN Workshop
23-24 September
Hosted by: KIMEP University Kazakhstan

EOCCS Symposium
26-27 September
Theme: AI & IA: Use of Artificial Intelligence and Innovative Analytical Tools in Online Education
Hosted by: HEC Paris

The Leadership Accelerator Academy
26-27 September
Hosted by: Moscow SKOLKOVO School of Management

Executive Academy European Stream
7-11 October
Hosted by: EFMD GN CEE
The Programme Management Accelerator Workshop
28-30 October
Hosted by: Tallinn University of Technology

Internationalisation in the LATAM Context
30 October
Hosted by: CENTRUM PUCP Graduate Business School

eLearning, EFMD Executive Course in Online Learning
4-6 November
Hosted by: Politecnico di Milano School of Management

2019 EFMD GN Asia Annual Conference
7-8 November
Theme: Vision 2030: Rising Asia Impact Through the Power of Collaboration
Hosted by: French Vietnamese Center of Management (CFVG)

EFMD Quality Services Seminar
9 November
Hosted by: French Vietnamese Center of Management (CFVG)

EFMD GN Americas Annual Conference
20-22 November
Theme: Embracing Lifelong Impact
Hosted by: Miami Business School, University of Miami

Executive Academy spin-off
November
Hosted by: Ural Federal University
Highered

Highered - EFMD GN Global Career Services was launched in February 2017. The initiative combines the strength of all stakeholders in the network and supports member schools with international and local graduate jobs, full-time positions and internships.

The fully digital global career service initiative supports all three stakeholders in the network: students; schools; and corporate members:

- Assists international and local students to find top global internships and job opportunities in an easy and efficient manner
- Enhances schools’ career services by providing global job opportunities, career path resources and training, student employability initiatives, and solutions to reduce the amount of administrative work in career departments
- Supports ranking, accreditations and reputation by providing reports on corporate relations and students’ satisfaction, and by improving schools’ international footprints through global career placement
- Provides corporate members with a cost-effective way to target and recruit top talent from around the world as well as the ability to present their value proposition as an employer in a new and sustainable way

In 2018 the rate of adding schools and students to the platform has remained strong and the network continued to welcome global companies. The platform is fully global and is contributing considerable value to all stakeholders:

- 300,000 student user sessions, up 60% in 2018
- 46% growth of new users in 2018
- Over 500 schools in the setup of which 300 are actively engaging; a key focus in 2019 is to grow school and student engagement from 60% to 90% penetration
- 50,000 international opportunities posted in over 100 countries
- Complimentary psychometric online assessment taken by 30% of the students. Seventeen-page career report provides insight into work-related behaviour, verbal reasoning, numerical reasoning, and vocational interests and motivation
The platform is attracting interest from current EFMD GN corporate members and welcoming new companies such as BASF, Deutsche Bank, EF Education, Expedia Group, Gartner Group, Geely, Google, JD.com, Mars and more.

In October 2018, Highered established an office in Shanghai, China, to support the placement of numerous Chinese students studying abroad, especially in Australia, the United Kingdom, France, Canada and the United States. The goal is to help schools place their Chinese students in Chinese or international companies located in China. This initiative is also supported by the first Global Talent Summit planned for 8 to 10 May 2019 in Shanghai.

For 2019 all schools will transition to a completely revamped interface with an enhanced focus on students’ needs through the use of machine learning and AI. The development is based on students’ and corporates’ feedback on the need for a more direct approach to recruiting.

With the release of the Highered 4.0 platform upgrade, career services will be relieved of more mundane administrative work by introducing self-posting of positions and shared resources for both career services and students.

A constant preoccupation is to grow the size of the network in order to increase the amount of high-quality, relevant positions. To accelerate this process, several schools have connected Highered with international companies where they have partnerships. The target for growth is aimed at global companies with subsidiaries or departments in over 20 countries. Together we can leverage the power of the network, grow placement and recruitment processes and ensure innovation in career services. We invite you to take part.

**HIGHERED EVENTS 2019**

**Masterclass Series for Talent Career Development**

At the end of 2018, Highered launched a series of 10 monthly webinars designed to provide the network talents with insight into how to effectively manage the next steps towards advancing their careers. The series host is Amber Wigmore Alvarez, Chief Innovation Officer Highered. The first four webinars (November 2018-February 2019) had over 1,300 unique registrants from 300+ institutions, signing in from roughly 40 countries.

**Global Talent Summit, 8-10 May, Shanghai, China**

The Summit will bring together the career services of EFMD GN member schools and companies’ HR professionals to discuss their talent acquisition and placement goals, with the main focus on global Chinese talent. Keynote speeches, networking events, alumni gatherings and breakout sessions for collaboration are scheduled to take place over the three-day event. The Steering Committee includes representation from nine EFMD GN member schools that have a particular interest in and focus on China.

The platform is attracting interest from current EFMD GN corporate members and welcoming new companies such as BASF, Deutsche Bank, EF Education, Expedia Group, Gartner Group, Geely, Google, JD.com, Mars and more.

In October 2018, Highered established an office in Shanghai, China, to support the placement of numerous Chinese students studying abroad, especially in Australia, the United Kingdom, France, Canada and the United States. The goal is to help schools place their Chinese students in Chinese or international companies located in China. This initiative is also supported by the first Global Talent Summit planned for 8 to 10 May 2019 in Shanghai.

For 2019 all schools will transition to a completely revamped interface with an enhanced focus on students’ needs through the use of machine learning and AI. The development is based on students’ and corporates’ feedback on the need for a more direct approach to recruiting.

With the release of the Highered 4.0 platform upgrade, career services will be relieved of more mundane administrative work by introducing self-posting of positions and shared resources for both career services and students.

A constant preoccupation is to grow the size of the network in order to increase the amount of high-quality, relevant positions. To accelerate this process, several schools have connected Highered with international companies where they have partnerships. The target for growth is aimed at global companies with subsidiaries or departments in over 20 countries. Together we can leverage the power of the network, grow placement and recruitment processes and ensure innovation in career services. We invite you to take part.

**HIGHERED EVENTS 2019**

**Masterclass Series for Talent Career Development**

At the end of 2018, Highered launched a series of 10 monthly webinars designed to provide the network talents with insight into how to effectively manage the next steps towards advancing their careers. The series host is Amber Wigmore Alvarez, Chief Innovation Officer Highered. The first four webinars (November 2018-February 2019) had over 1,300 unique registrants from 300+ institutions, signing in from roughly 40 countries.

**Global Talent Summit, 8-10 May, Shanghai, China**

The Summit will bring together the career services of EFMD GN member schools and companies’ HR professionals to discuss their talent acquisition and placement goals, with the main focus on global Chinese talent. Keynote speeches, networking events, alumni gatherings and breakout sessions for collaboration are scheduled to take place over the three-day event. The Steering Committee includes representation from nine EFMD GN member schools that have a particular interest in and focus on China.
AHRMIO Board Meetings

The AHRMIO Board held its first meeting of 2018 on 25 January in Munich, during the 2018 EFMD Conference for Deans and Directors General. The main purpose of the meeting was to develop the programme for the 2018 AHRMIO Annual Conference that took place on 10-12 September in Braga, Portugal. Representatives from the host organisation, INL (International Iberian Nanotechnology Laboratory) were also present to contribute to the conference planning. The second Board meeting took place online on 29 May to develop the annual conference programme further. The final Board meeting took place on 9 September during the Annual Conference. The meeting addressed primarily the theme of the 2019 Annual Conference and forward-looking strategy for AHRMIO.

At the beginning of the year, AHRMIO launched a new website with improved changes to navigation, structure and content as well as additional features to provide a more impactful experience for users.

AHRMIO also established a LinkedIn AHRMIO community to strengthen connections and engagement among its members and to share the latest updates on AHRMIO activities. Since its launch, AHRMIO has had 40 posts on its LinkedIn community page with 245 members subscribed, 12 Twitter posts in 2018 with 74 followers and 10 blog posts on the AHRMIO website.

AHRMIO Webinars

In 2018, AHRMIO launched a series of webinars on cutting-edge HR issues. The first webinar took place on 6 February on a Gender Pay Gap study by the World Bank to discuss the results of a study that examined differences in salaries for men and women at the World Bank. The webinar received feedback from over 35 participants. The webinar recording was also shared with 50 participants.
The second webinar took place on 10 May. Mark Lipton, Professor of Management at the New School in New York City and author of the book ‘Mean Men. The Perversion of America’s Self-Made Man’, discussed how “mean men” can create toxic cultures in our organisations...and how to prevent it. About 40 participants heard Professor Lipton’s insight into how our culture celebrates mean men in various work environments and the long-term effects of their behaviour. The blog post published on the AHRMIO website immediately following the webinar provided the network with insights, discussion points brought up by participants and additional resources about this difficult topic. Mark Lipton also delved deeper in an article that was published in the EFMD Global Focus magazine titled “Beyond Misogyny: our Pathologically Mean Leaders.”

A third webinar took place on 21 June on the topic, “Beyond Learning: How can we support performance and build engagement”? Nick Shackleton Jones, Professor and Author of ‘A Preliminary Explanation of Learning and the Methods of Learning Design’, presented innovative and fresh methods of thinking and generated a highly interactive session to over 40 participants. The webinar recording was shared with the 107 participants who had registered. A blog on the highlights from this webinar was posted on the AHRMIO website and shared among the network.

The final webinar of the year took place on 25 October on the topic, “Don’t Ditch your Performance Evaluation Just Yet”. Carissa Palmer and Liz Woods from McLean and Company and AHRMIO Board members, Edna Diez (ADB) and Ana Catterton (IADB) provided research results and experiences from their organisations to support a forward-looking performance-oriented approach. The webinar was well appreciated by 35 participants and a blog post on the AHRMIO website highlighted the key insights from this webinar.

In December 2018, AHRMIO invited the network to participate in a series of webinars that showcased the EFMD Excellence in Practice (EIP) 2018 winning cases.

Membership update
AHRMIO was pleased to welcome three new individual members. AHRMIO’s current membership stands at 48 organisational members and 42 individual members.

Key highlights for AHRMIO 2018

Launch of a new website with improved navigation, new features and easier access to information.

Launch of a LinkedIn AHRMIO community to facilitate networking and to share latest updates about the network.

Launch of webinar series on cutting-edge HR issues that was well received by the network with great attendance and positive feedback.

Launch of a workshop to complement the theme of the annual conference and expand on ideas generated throughout the conference. The first edition was well appreciated by participating members.
2018 AHRMIO Annual Conference
The 2018 AHRMIO Annual Conference took place on 10-12 September and was hosted by the International Iberian Nanotechnology Laboratory (INL) in Braga, Portugal. The conference addressed the theme, “Do People Still Matter?”. The conference brought together 90 professionals from international organisations, NGOs, companies, educational institutions and other associations to discuss the impact of AI and technological developments on the HR value chain. The conference received great feedback. Participants particularly appreciated the networking, diversity of presentations, mix of content (HR and technology challenges), and quality of the speakers.

2018 AHRMIO Workshop
Following the conference, AHRMIO hosted an optional one-day workshop from 12-13 September on the theme “HR -Technology and People”. The workshop aimed to explore in more depth, the impact of AI and technological change on HR processes. The workshop, led by an experienced professor, Isabel Paiva de Sousa, provided by Porto Business School was well received by 12 participants who praised the content, method of facilitation and practical hands-on approach.

AHRMIO Advisory Council Meeting
The AHRMIO Advisory Council, composed of representatives from Advisory member organisations and AHRMIO sponsors, met during the 2018 AHRMIO Annual Conference on 10 September to discuss AHRMIO’s developments and strategy. The Chair of the Annual Conference, Prof Yih-teen Li, a professor at IESE, Spain, was present at the meeting to facilitate a discussion on technological changes and their impact on management.

Testimonials for 2018 AHRMIO Annual Conference, INL, Braga, Portugal

“ The most valuable aspect was the topic itself, which updated me on the latest developments in the AI area, as we are all determining how to best and most effectively incorporate AI in the workplace. ”

“ The conference was a great mix of big ideas, theory and practical solutions to issues we all face in HR. ”

“ I loved the experience sharing, and panel of speakers by our sponsors. Very motivating! ”

“ Variety and quality of the speakers and possibility of dialogue with them. Perfect home of the whole AHRMIO team and very good logistics. ”

“ The workshop was interesting and very valuable. It would be great to have a few more of these during the seminar to get to know other attendees in a small team environment (the workshop was just the correct amount of people) as well as to hear their experience with challenges within their organisations. ”

“ It would be nice to include the workshop in the regular schedule of the AHRMIO conference as I believe that a practical, hands on exercise will be of value for everybody! ”
AHRMIO Board Members

1. Olivier Fleurence
   Chair, AHRMIO Board, Advisor/Senior Personnel Manager, IMF, United States

2. Negar Rafikian
   Vice-Chair, AHRMIO Board, HR Manager – Fragile States, World Bank Group, United States

3. Neeti Banerjee
   Founder & CEO, TalentNomics Inc., United States

4. Arturo Pagán
   Deputy Director and Chief Strategic Partner, Division for Human Resources, United Nations Population Fund (UNFPA), United States

5. Eric Cornuel
   Director General & CEO, EFMD, Belgium

6. Ana C Catterton
   Principal HR Advisor for IDB|Invest, Human Resources Department, Inter-American Development Bank, United States

7. Zarinah Davies
   Director of Human Resources, Worldfish, Malaysia

8. Edna Diez
   Director, HR Policy and Programs Division, Asian Development Bank, Philippines
EFMD GN Team 2019
1. **Eric Cornuel**, Director General & CEO
2. **Helke Carvalho Hernandes**, Deputy Director General, AHRMIO Executive Director
3. **Griet Houbrechts**, Senior Advisor, AHRMIO Administrative Officer
4. **Mayen Enodien**, Project Manager
5. **Ulrich Hommel**, Director Business Schools Development
6. **Michel Kalika**, BSIS Co-Director
7. **Gordon Shenton**, BSIS Co-Director
8. **Alfons Sauquet**, Director EDAF
9. **Keith Pond**, Director EOCCS
10. **Stephanie Lambert**, Project Consultant, EOCCS
11. **Antonia Lütgens**, Project Consultant, EOCCS

**EFMD Global Network Asia**
12. **Japhet Law**, Senior Advisor
13. **Nishit Jain**, Special Advisor
14. **Jiajia Zhu**, Project Manager

**EFMD Global Network Americas**
15. **Friedemann Schulze-Fielitz**, Director
16. **Michael Page**, Senior Advisor
17. **Zulay Perez**, Project Manager

**EFMD Global Network Central and Eastern Europe**
18. **Ivana Marinkovic**, Director
19. **Arseni Haliabovich**, Manager Operations
20. **Sophie Zuchowicz**, Project Manager
21. **Ingrid Grigorjeva**, Coordinator
22. **Jitka Jerabkova**, Coordinator
23. **Adriana Kudrnova Lovera**, Coordinator
24. **Andrea Maresova**, Coordinator/Assistant to the Management
25. **Hansol Park**, Events Coordinator
26. **Martina Ticha**, Coordinator
27. **Tereza Valkova**, Coordinator, Communications