ANNUAL GENERAL ASSEMBLY 2017

CHAIRMED BY
RAY VAN SCHAIK
HONORARY PRESIDENT, EFMD
AGENDA

- WELCOME BY HONORARY PRESIDENT RAY VAN SCHAIK
- RATIFICATION OF NEW MEMBERS
- RATIFICATION OF NEW BOARD MEMBERS
- EFMD GN ACTIVITY REPORT
- EFMD GN FINANCIAL REPORTING
- EFMD GN BYLAWS SPECIFICATIONS
- CLOSING BY HONORARY PRESIDENT RAY VAN SCHAIK
FULL MEMBERS

ACADEMIC

- GROUPE ESC CLERMONT, FRANCE
- HOFSTRA UNIVERSITY, FRANK G. ZARB SCHOOL OF BUSINESS, UNITED STATES
- IBMEC, BRAZIL
- INDEG-ISCTE EXECUTIVE EDUCATION, PORTUGAL
- INDIAN INSTITUTE OF MANAGEMENT INDORE, INDIA
- MACEWAN UNIVERSITY, SCHOOL OF BUSINESS, CANADA
- NANJING AUDIT UNIVERSITY, SCHOOL OF INTERNATIONAL AUDIT, CHINA
- NICOLAUS COPERNICUS UNIVERSITY IN TORUŃ, FACULTY OF ECONOMIC SCIENCES AND MANAGEMENT, POLAND
- N. L. DALMIA EDUCATIONAL SOCIETY, N. L. DALMIA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH, INDIA
- OBS BUSINESS SCHOOL, SPAIN
- QUEEN MARY UNIVERSITY OF LONDON, SCHOOL OF BUSINESS AND MANAGEMENT, UNITED KINGDOM
- RIGA TECHNICAL UNIVERSITY, LATVIA
- THAPAR INSTITUTE OF ENGINEERING & TECHNOLOGY (TIET) UNIVERSITY, L M THAPAR SCHOOL OF MANAGEMENT, INDIA
FULL MEMBERS

ACADEMIC

- UNIVERSIDAD DEL DESARROLLO, FACULTY OF BUSINESS AND ECONOMICS, CHILE
- UNIVERSIDAD DIEGO PORTALES, FACULTAD DE ECONOMIA Y EMPRESA, CHILE
- UNIVERSIDAD INTERNACIONAL DE LA RIOJA (UNIR), FACULTY OF ECONOMICS AND BUSINESS SCIENCE, SPAIN
- UNIVERSITY OF LEICESTER, SCHOOL OF BUSINESS, UNITED KINGDOM
- UNIVERSITY OF MALAYA, FACULTY OF BUSINESS AND ACCOUNTANCY, MALAYSIA
- UNIVERSITY OF MINHO, SCHOOL OF ECONOMICS AND MANAGEMENT, PORTUGAL
- UNIVERSITY OF MÜNSTER, SCHOOL OF BUSINESS AND ECONOMICS, GERMANY
- UNIVERSITY OF NAVARRA, SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION, SPAIN
- UNIVERSITY OF SCIENCE AND TECHNOLOGY OF CHINA, SCHOOL OF MANAGEMENT, CHINA
- UNIVERSITY OF SPLIT, FACULTY OF ECONOMICS, CROATIA
- WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, UNITED STATES
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Country</th>
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<tbody>
<tr>
<td>ERSTE GROUP BANK AG</td>
<td>Austria</td>
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<tr>
<td>FAURECIA SERVICES GROUP</td>
<td>France</td>
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<tr>
<td>LAFARGEHOLCIM</td>
<td>Switzerland</td>
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<tr>
<td>STEELCASE S.A.</td>
<td>France</td>
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<tr>
<td>TELKOM INDONESIA</td>
<td>Indonesia</td>
</tr>
<tr>
<td>THE COMMERCIAL INTERNATIONAL BANK OF EGYPT (CIB)</td>
<td>Egypt</td>
</tr>
</tbody>
</table>
AFFILIATED MEMBERS

ACADEMIC

- AGRARIAN UNIVERSITY OF HAVANA "FRUCTUOSO RODRÍGUEZ PÉREZ", CUBA
- AMERICAN UNIVERSITY OF CENTRAL ASIA (AUCA), SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION, KYRGYZ REPUBLIC
- CHITKARA UNIVERSITY, CHITKARA BUSINESS SCHOOL, INDIA
- FUNDACIÓN UNIVERSITARIA CEIPA, SCHOOL OF MANAGEMENT, COLOMBIA
- HOWARD UNIVERSITY, SCHOOL OF BUSINESS, UNITED STATES
- O.P. JINDAL GLOBAL UNIVERSITY, JINDAL GLOBAL BUSINESS SCHOOL, INDIA
- RITSUMEIKAN ASIA PACIFIC UNIVERSITY, COLLEGE OF INTERNATIONAL MANAGEMENT & GRADUATE SCHOOL OF MANAGEMENT, JAPAN
- THE GEORGE WASHINGTON UNIVERSITY, SCHOOL OF BUSINESS, UNITED STATES
- UNIVERSIDAD CENTRAL "MARTA ABREU" DE LAS VILLAS, CENTER OF MANAGEMENT STUDIES, CUBA
AFFILIATED MEMBERS

ACADEMIC

- UNIVERSIDAD DE CAMAGÜEY IGNACIO AGRAMONTE LOYNAZ, FACULTY OF ECONOMIC SCIENCES & STUDIES CENTER FOR ENTREPRENEURIAL AND TERRITORIAL MANAGEMENT, CUBA
- UNIVERSIDAD DE HOLGUÍN, CENTER OF ORGANIZATIONAL MANAGEMENT STUDIES & FACULTY OF INDUSTRIAL ENGINEERING AND TOURISM, CUBA
- UNIVERSIDAD IBEROAMERICANA, CAMPUS MEXICO CITY, BUSINESS DEPARTMENT, MEXICO
- UNIVERSIDAD PANAMERICANA, CAMPUS MEXICO, SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION, MEXICO
ASSOCIATE MEMBERS

ACADEMIC

- ABMS OPEN UNIVERSITY OF SWITZERLAND*, ABMS ACADEMY OF BUSINESS MANAGEMENT SWITZERLAND, SWITZERLAND
- BUSINESS SCIENCE INSTITUTE, LUXEMBOURG
- INSTITUTE OF MANAGEMENT TECHNOLOGY - HYDERABAD, INDIA
- INTERNATIONAL MANAGEMENT SCHOOL GENEVA (IMSG), SWITZERLAND
- THE MOHAMMED BIN SALMAN COLLEGE OF BUSINESS AND ENTREPRENEURSHIP, SAUDI ARABIA
TRANSITION FROM ASSOCIATE TO FULL MEMBERSHIP

ACADEMIC

- MOSCOW SCHOOL OF MANAGEMENT SKOLKOVO, RUSSIA
- NAZARBAYEV UNIVERSITY, GRADUATE SCHOOL OF BUSINESS, REPUBLIC OF KAZAKHSTAN
TRANSITION FROM AFFILIATED TO FULL MEMBERSHIP

ACADEMIC

- AIM - ASIAN INSTITUTE OF MANAGEMENT, PHILIPPINES
- BEIJING JIAOTONG UNIVERSITY, SCHOOL OF ECONOMICS AND MANAGEMENT, CHINA
- INSTITUTE OF MANAGEMENT AND TECHNOLOGY (IMT) GHAZIABAD, INDIA
- KAIST COLLEGE OF BUSINESS, KOREA
- MANAGEMENT DEVELOPMENT INSTITUTE, GURUGRAM, INDIA
- SAINT PAUL ESCOLA DE NEGÓCIOS, FACULDADE SAINT PAUL, BRAZIL
- THE UNIVERSITY OF THE WEST INDIES, ST. AUGUSTINE, ARTHUR LOK JACK GRADUATE SCHOOL OF BUSINESS, TRINIDAD AND TOBAGO
- UNIVERSIDAD DEL PACIFICO, SCHOOL OF BUSINESS, PERU
- UNIVERSIDAD ESAN, ESAN GRADUATE SCHOOL OF BUSINESS, PERU
- UNIVERSITI UTARA MALAYSIA, OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS (OYA GSB), MALAYSIA
- UNIVERSITY OF CANTERBURY BUSINESS SCHOOL, NEW ZEALAND
NEW RECIPROCAL MEMBERS

- EMERALD PUBLISHING, UNITED KINGDOM
- PETER DRUCKER SOCIETY OF AUSTRIA, AUSTRIA
- THA-TRIPLE HELIX ASSOCIATION, ITALY
HONORARY MEMBERS

PRESENTED BY PROF. REBECCA TAYLOR

VICE PRESIDENT, EFMD & EFMD GN BOARD
EXECUTIVE DEAN, THE OPEN UNIVERSITY BUSINESS SCHOOL, UNITED KINGDOM
PROF. DAVID SAUNDERS
DEAN, QUEEN’S UNIVERSITY, SMITH SCHOOL OF BUSINESS, CANADA
OUTGOING CHAIR, EQUIS ACCREDITATION BOARD, EFMD
PROF. LAURENT CHOAIN

CHIEF PEOPLE AND COMMUNICATION OFFICER, MAZARS
BOARD MEMBER, EFMD & EFMD GN
NEW BOARD MEMBERS RATIFICATION

PRESENTED BY PROF. VALERY KATKALO

VICE PRESIDENT, EFMD & EFMD GN BOARD
DEAN, SBERBANK CORPORATE UNIVERSITY, RUSSIA
ACCORDING TO THE BYLAWS: **10 TO 30 MEMBERS**

BOARD HISTORICALLY **+/- 20 MEMBERS**

**CURRENTLY 21 MEMBERS** WITH AN HONORARY PRESIDENT AND ONE INSTITUTIONAL OBSERVER

“THE BOARD SHOULD MAKE EVERY EFFORT TO ENSURE INSO FAR AS POSSIBLE A REASONABLE BALANCE BETWEEN THE VARIOUS COUNTRIES AND THE DIFFERENT TYPES OF INSTITUTIONAL MEMBERS, INDUSTRIAL ORGANISATIONS OR EDUCATIONAL AND RESEARCH ESTABLISHMENTS.”

[ARTICLE 9, EFMD BYLAWS]

SUB-COMMITTEE ON BOARD NOMINATIONS: SET UP TO SCRUTINISE AND OVERSEE THE PROCESS

THE BOARD OF TRUSTEES REVIEWS ALL THE APPLICATIONS AND DISCUSSES THE SUB-COMMITTEE RECOMMENDATIONS IN ACCORDANCE WITH THE BYLAWS
BOARD DEPARTURES

PROF. EUGENIA BIETO
DIRECTOR GENERAL
ESADE BUSINESS SCHOOL
SPAIN

PROF. FERNANDO D’ALESSIO
DIRECTOR GENERAL
CENTRUM CATOLICA, PONTIFICIA UNIVERSIDAD CATOLICA DEL PERU
PERU
NEW BOARD MEMBERS

PROF. JIKYEONG KANG

PRESIDENT & DEAN, AIM – ASIAN INSTITUTE OF MANAGEMENT
PHILIPPINES

“I take inspiration from AIM’s new logo, the Nexus, and will focus on being a connector for business schools from East and West by fostering engagement, innovation, and integration of local, regional, and global perspectives to sustain best practices and also to create new pathways in business and management education.”
“Organisational goals only can be achieved by and through people. Management therefore has to be rooted in a deep understanding of people, their aspirations but also fears. And this in a more and more diverse world. Coming from Switzerland and rooted in Europe I hope to contribute to the human dimension of management education and the development of educational institutions.”

PROF. THOMAS BIEGER

PRESIDENT, UNIVERSITY OF ST. GALLEN

SWITZERLAND
FIRST COMPREHENSIVE IMPACT ASSESSMENT TOOL FOR BUSINESS SCHOOLS

FINANCIAL IMPACT

BUSINESS DEVELOPMENT IMPACT

IMPACT WITHIN THE REGIONAL ECOSYSTEM

IMAGE IMPACT

EDUCATIONAL IMPACT

INTELLECTUAL IMPACT

SOCIETAL IMPACT
$ 329 MILLION
ANNUAL CONTRIBUTION TO REGIONAL ECONOMY (NOVA SCOTIA)

- CREATION OF 34 BUSINESSES AND 156 JOBS
- 447 REFUGEES HELPED
- FOOD DISTRIBUTED TO THOSE IN NEED
- 45% FACULTY MEMBERS INVOLVED IN COMMUNITY ORGANISATIONS

$ 290 MILLION
ANNUAL CONTRIBUTION TO REGIONAL ECONOMY (SHANGHAI)

- HIGH IMPACT ON BUSINESS DEVELOPMENT IN SHANGHAI
- 400 FOREIGN ALUMNI WORK IN THE CITY
- PUBLIC MANAGEMENT IMPACT: TRAINING OF HIGH-LEVEL CIVIL SERVANTS

- 21 PEER-REVIEWED ARTICLES AND 4 CASES
- 11 REPORTS, 7 BOOK CHAPTERS
- 39 CONFERENCE PRESENTATIONS AND KNOWLEDGE SHARED WITH OVER 1,000 PARTICIPANTS THROUGH RESEARCH CENTRES

- CEIBS AND SHANGHAI BENEFIT FROM EACH OTHER’S IMAGE
- CEIBS MAKES SHANGHAI AN EVEN MORE ATTRACTIVE PLACE TO LIVE AND WORK
- STRONG AND POSITIVE IMAGE AMONG ITS STAKEHOLDERS

- FORMAL RECOGNITION FROM REGIONAL AUTHORITIES
“EOCCS represents an important step in increasing awareness of the specific capabilities needed to design, create and support high-quality online learning experiences. It can be an important contributor to improving engagement with online learning and raising both aspirations and achievement of quality for learning providers.”

PROF. MARK FENTON-O’CREEVY
ASSOCIATE DEAN
EXTERNAL ENGAGEMENT & PROFESSOR OF ORGANISATIONAL BEHAVIOUR
THE OPEN UNIVERSITY BUSINESS SCHOOL
UNITED KINGDOM
FIRST INTERNATIONAL QUALITY BENCHMARK FOR ONLINE COURSES

NEARLY 100 EXPRESSIONS OF INTEREST

OFFICIALLY LAUNCHED IN NOVEMBER 2016

24 COURSES FROM 10 INSTITUTIONS
6TH YEAR OF ASSISTING BUSINESS SCHOOLS ON DEVELOPMENT PATH

16 SCHOOLS IN THE PROCESS

3 NEW INSTITUTIONS ELIGIBLE TO ENTER THE EDAF MENTORING PROCESS IN BRAZIL, PERU AND SENEGAL

4 EDAF PEER ADVISORY VISITS IN AUSTRALIA, CAMEROON, GHANA AND LITHUANIA

PEER ADVISORY IN 3 LANGUAGES: ENGLISH, FRENCH AND SPANISH
AIMS

- EXPAND INTERNATIONALLY
- RECEIVE A THOROUGH & OBJECTIVE REVIEW OF ITS SYSTEMS

EDAF PEER ADVISORY VISIT IN 2013

50 RECOMMENDATIONS

MENTORED BY
CHALLENGES

- CLARIFICATION OF THE VISION AND MISSION OF ISCAM
- ALIGNEMENT OF STRATEGIES AND ORGANISATION
- ROBUST MANAGEMENT
- APPOINTEMENT OF WELL QUALIFIED CORE FULL-TIME FACULTY TO ACT AS SUBJECT LEADERS

RESULTS

- ESTABLISHMENT OF AN INTERNATIONAL ADVISORY BOARD
- NEW BOARD OF THE ALUMNI ASSOCIATION
- NEW MARKET POSITIONING
- ESTABLISHMENT OF A CAREER CENTRE AT THE SCHOOL
- DEVELOPMENT OF PARTNERSHIPS WITH BUSINESS SCHOOLS IN OTHER COUNTRIES
PROF. VIRGINIJUS KUNDROTAS
PRESIDENT
BALTIC MANAGEMENT DEVELOPMENT ASSOCIATION (BMDA)
LITHUANIA

PROF. UDO STEFFENS
PRESIDENT & CEO
FRANKFURT SCHOOL OF FINANCE & MANAGEMENT
GERMANY

PROF. SAIBAL CHATTOPADHYAY
DEAN
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA (IIMC)
INDIA
A platform that connects companies, top business schools and students.

25-50 daily top quality global opportunities from the! EFMD GN corporate members: Internships, apprenticeships and graduate positions.

90% of CEOs globally say finding talent is their number 1 concern.

3 million outstanding international talent prospects from 600 top business schools.

More than 1000 students every week.
FROM LEADING WITHOUT AUTHORITY  LEADING WITH IMPACT

3 MODULES
- PREPARATORY TRAINING INCLUDING 360° ASSESSMENT
- ONE-WEEK FACE-TO-FACE WORKSHOP
- IMPLEMENTATION

3 PILLARS
- LEADING ONESELF
- LEADING OTHERS
- MANAGING SUCCESSFUL PROGRAMMES

3 GEOGRAPHICAL STREAMS
- PRAGUE – MAY 2017
- MIAMI – SEPTEMBER 2017
- SINGAPORE – 2018
2016 EVENTS

- **EFMD GN ADVISORY SEMINAR ON INTERNATIONALISATION IN THE LATIN AMERICAN CONTEXT**
  
  HOSTED BY FUNDAÇÃO GETULIO VARGAS – EAESP, SÃO PAULO, BRAZIL

- **SEMINAR SERIES ON “DISCOVER TOMORROW’S BUSINESS SCHOOL” CO-ORGANISED WITH CARRINGTON CRISP**
  
  HOSTED BY TEMPLE UNIVERSITY, PHILADELPHIA, GEORGETOWN UNIVERSITY, WASHINGTON DC AND PACE UNIVERSITY, NEW YORK, UNITED STATES

- **EFMD GN INFORMATION SESSION**
  
  HOSTED BY EGADE BUSINESS SCHOOL, SANTA FE, MEXICO CITY, MEXICO

- **CONTINUOUS QUALITY IMPROVEMENT WORKSHOP**
  
  CO-ORGANISED WITH SCHOOL OF MANAGEMENT, UNIVERSIDAD DE LOS ANDES, BOGOTA, COLOMBIA
UPCOMING EVENTS

AMERICAS

- EXECUTIVE ACADEMY – TEACHING & LEARNING EXECUTIVES
  25-29 SEPTEMBER 2017
  EFMD GN, MIAMI OFFICE

- EFMD GN ADVISORY SEMINAR
  FACULTY MANAGEMENT IN THE LATIN AMERICAN CONTEXT
  20-21 AUGUST 2017
  HOSTED BY FGV-EBAPE, RIO DE JANEIRO, BRAZIL

- EFMD GN AMERICAS ANNUAL CONFERENCE
  29 NOVEMBER – 1 DECEMBER 2017
  HOSTED BY ISESE BUSINESS SCHOOL, NEW YORK, UNITED STATES

ASIA

- EFMD GN ASIA ANNUAL CONFERENCE
  3D IN MANAGEMENT EDUCATION - QUALITY, TECHNOLOGY AND FUTURE LEADERSHIP
  26-27 OCTOBER 2017
  HOSTED BY BINUS UNIVERSITY INTERNATIONAL, BALI, INDONESIA

- 2017 EFMD GN WORKSHOP
  28 OCTOBER 2017
  HOSTED BY BINUS UNIVERSITY INTERNATIONAL, BALI, INDONESIA

- EXECUTIVE ACADEMY – TEACHING & LEARNING EXECUTIVES
  2018
  SINGAPORE

CENTRAL & EASTERN EUROPE

- EFMD GN CENTRAL AND EASTERN EUROPE CONFERENCE
  2018
  HOSTED BY KOZMINSKI UNIVERSITY, WARSAW, POLAND
2016

AHRMIO ANNUAL CONFERENCE
CHANGE OR BE CHANGED – SHIFT HAPPENS

HOSTED BY IMF, WASHINGTON DC, UNITED STATES
140 PARTICIPANTS

2017

EXECUTIVE TRAINING ON DEVELOPING LEADERSHIP COMPETENCIES
ACCELERATING THE CHANGE JOURNEY

MAY 2017
HOSTED BY IESE BUSINESS SCHOOL, BARCELONA, SPAIN

AHRMIO ANNUAL CONFERENCE
COLLABORATE – EMPOWER – INNOVATE: THE KEY TO IMPACTFUL CHANGE

25-27 SEPTEMBER 2017
HOSTED BY SDA BOCCONI, MILAN, ITALY

MID-LEVEL MANAGERS TRAINING

27-29 SEPTEMBER 2017
HOSTED BY SDA BOCCONI, MILAN, ITALY
FINANCIAL RESULTS APRIL 2016 – MARCH 2017
& FORECAST APRIL 2017 – MARCH 2018
## Financial Results 2016 – 2017 & Forecast 2017 – 2018

<table>
<thead>
<tr>
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<th>Actual 1 Apr 2016 – 31 Mar 2017 CHF</th>
<th>Forecast 1 Apr 2017 - 31 Mar 2018 CHF</th>
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<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
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<tr>
<td>Membership Fees</td>
<td>982,605</td>
<td>999,540</td>
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<tr>
<td>Conferences (Incl. Sponsorship &amp; Donations)</td>
<td>81,303</td>
<td>186,872</td>
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<tr>
<td>EDAF</td>
<td>60,008</td>
<td>107,784</td>
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<td>BSIS</td>
<td>85,875</td>
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<tr>
<td>EOCCS</td>
<td>44,836</td>
<td>109,944</td>
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<td>AHRMIO &amp; Others</td>
<td>87,763</td>
<td>85,000</td>
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<tr>
<td><strong>Total Operating Income</strong></td>
<td>1,342,390</td>
<td>1,578,896</td>
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<tr>
<td><strong>Operating Charges</strong></td>
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<tr>
<td>Direct Costs</td>
<td>233,987</td>
<td>314,465</td>
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<tr>
<td>Support to Asia, Americas &amp; CEE</td>
<td>269,370</td>
<td>355,000</td>
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<tr>
<td>Personnel</td>
<td>419,426</td>
<td>467,691</td>
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<tr>
<td>Travel &amp; Representation</td>
<td>55,417</td>
<td>60,000</td>
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<tr>
<td>Overheads</td>
<td>159,446</td>
<td>160,500</td>
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<tr>
<td><strong>Total Operating Charges</strong></td>
<td>1,137,644</td>
<td>1,357,656</td>
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<td><strong>Net Result</strong></td>
<td>204,745</td>
<td>221,240</td>
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<td><strong>Cash Flow</strong></td>
<td>207,428</td>
<td>225,740</td>
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OPERATING INCOME

CHF 1,123,420
04/2015 - 03/2016

CHF 1,342,390
04/2016 - 03/2017

CHF 1,578,896
04/2017 - 03/2018
NET RESULT

- 04/2015 - 03/2016: CHF 152,240
- 04/2016 - 03/2017: CHF 204,745
- 04/2017 - 03/2018: CHF 221,240
IN CASE OF DISSOLUTION OF THE ASSOCIATION, THE AVAILABLE ASSETS WILL BE ENTIRELY ALLOCATED TO A SIMILAR INSTITUTION OF PUBLIC INTEREST THAT BENEFITS FROM TAX EXEMPTION. UNDER NO CIRCUMSTANCES, THE ASSETS COULD BE RETURNED TO THE PHYSICAL FOUNDERS OR TO THE MEMBERS, NOR BEING USED FOR THEIR PROFIT IN ALL OR IN PART AND IN ANY WAY WHATSOEVER.

THE EMPLOYEES OF THE ASSOCIATION CAN ONLY SIT ON THE BOARD IN AN ADVISORY CAPACITY.

MEMBERS OF THE BOARD ACT ON A VOLUNTARY AND PRO BONO BASIS.