EFMD Global Network: Activities and Events 2014
Dear Members,

The EFMD Global Network (EFMD GN) was established in Geneva to support our international offices in Asia (Hong-Kong) and the Americas (Miami) in order to offer our non-European members closer proximity and better-targeted services. We see this evolution as a great opportunity to ensure better visibility for the EFMD brand and activities worldwide.

In 2014, the EFMD GN hosted our first Annual Americas Conference at Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas (FGV-EAESP) in April and we were also key strategic partners of the Fifth International Business School Shanghai Conference that was hosted by Antai College of Economics and Management (ACEM), Shanghai Jiao Tong University in October. Both events were a great success and brought EFMD GN into contact with many existing members as well as new contacts interested in joining and engaging with the international network.

EFMD GN oversees the day-to-day management of the Business School Impact Survey (BSIS) and the EFMD Deans Across Frontiers (EDAF) mentoring and development programme.

BSIS was officially launched during the 2014 EFMD Conference for Deans and Directors General in Gothenburg and provides a process and tool to capture the value that a school brings to a defined region. It is a service for business schools anywhere in the world that are interested in collecting key statistical data on their impact. Once collected, this information can then be used both internally and externally with key stakeholders to widen the debate about “the role of business schools in society” and showcase the value and impact they bring to a community.

EFMD has a mission to promote excellence in business and management education worldwide. This is partly fulfilled by its existing accreditation systems, EQUIS and EPAS, which are aimed at the very top schools. However, EFMD and EFMD GN also have a social responsibility to support all levels of schools, whether they are members of EFMD or not. EDAF was designed in response to this need and aims to assist business schools to develop further through the mentoring of their senior management teams. Six schools from China, Colombia, Madagascar, Saudi Arabia, Senegal and South Africa have successfully completed the EDAF evaluation stage so far with another seven schools from different regions currently in the EDAF pipeline.

Finally, 2014 saw the announcement of an exciting new partner for the EFMD Global Network, the Association for Human Resources Management in International Organizations (AHRMIO), which is dedicated to furthering the management of people in not-for-profit international organisations in the governmental and non-governmental sectors.

Both organisations have the common goal of improving and maximising management development and have similar aims, objectives and values. We are convinced that this collaboration will allow AHRMIO and EFMD GN to serve and expand its membership better, broaden the scope of its activities, develop more events and go from strength to strength in the future.

Prof. Eric Cornuel
Director General & CEO
EFMD Global Network

Alain Dominique Perrin
President
EFMD Global Network
EFMD GN MEMBERS ARE PRESENT IN 82 COUNTRIES

EFMD Global Network’s regional presence brings us closer to local interests

EFMD Global Network Americas in Miami, USA

EFMD Global Network in Geneva, Switzerland

EFMD Global Network Asia in Hong Kong, China

EFMD Global Network in Miami, USA
EFMD Global Network’s regional presence brings us closer to local interests.

Over 700 members from various geographical regions.

EFMD Global Network Americas in Miami, USA

EFMD Global Network Asia in Hong Kong, China
Introduction

The past year was marked by the consolidation of the EFMD Quality Services portfolio and its three systems: the EQUIS and EPAS accreditation processes and the EDAF development through a mentoring structure.

Each is a freestanding quality-improvement process dealing with different aspects of an institution. But they are also linked, with potential pathways between them.

With this structure, EFMD Quality Services offers a coherent portfolio of improvement and development services open to the full quality spectrum of business programmes or institutions wherever they are located and whatever their stage of development.

EDAF is designed to improve the quality of business institutions through evaluation and mentoring. The process first evaluates where an institution is currently positioned with respect to its key strategic objectives and then offers an (optional) three-year mentoring process to assist the institution’s management to achieve them.

What has pleased us most about the EDAF mentorship, is that the process is a collective one, directed towards the needs of the institution. Our experience has been one of unity and collaboration across departments and teams looking to improve our processes of internationalisation, research and teaching.

Gisele Becerra
Undergraduate Programmes Director, Colegio de Estudios Superiores de Administración (CESA), Colombia
Recent Activities

In 2014, the EDAF Committee met on 16 January and via telephone conference on 6 May and 23 September. During the year, the Committee declared five new institutions in Argentina, Australia, Cameroon, Ghana and Senegal eligible to enter the EDAF mentoring process.

There are currently 13 institutions in the EDAF process located in different regions (Africa, Asia, Europe, Middle East, Latin America and Oceania). Each has diverse goals that they aim to achieve through the EDAF mentoring and development programme (either general improvement or pursuing in the long term, an EPAS or EQUIS accreditation).

The first six institutions evaluated within the EDAF process are all now in the mentoring phase. These institutions are located in China, Colombia, Madagascar, Saudi Arabia, Senegal and South Africa. Progress reports on the first year of mentoring have already been received from two of those institutions and the others will follow.

Two EDAF Peer Advisory Visits were scheduled in 2014 but had to be postponed for varying reasons: one due to the unstable political situation in the country and the other due to major changes at the institution, which prompted it to request a postponement of the visit for one year. The other five eligible institutions in the pipeline are preparing the self-assessment phase of the process and are expected to host their Peer Advisory Visits in 2015/2016.

The EDAF Manuals and Guidebooks underwent their annual revision at the beginning of 2014 and one significant change was introduced in the process: mentoring was decoupled from evaluation and became optional. A major revision of the EDAF core documents is planned for 2015 that will integrate the learning from the evaluation of the first six institutions that have gone through the process.

EFMD GN continued to promote EDAF actively in the past year through presentations at various EFMD events as well as at events organised by other networks such as the Latin American Council of Management Schools (CLADEA) and the Global Business School Network (GBSN).

Presentations on EDAF were included in the EQUIS and EPAS accreditation seminars held in Paris, London and Bangkok in 2014. QS portfolio information sessions that also covered EDAF were organised during the EFMD Conference in the MENA Region in April and the EFMD Africa Conference (jointly organised with GBSN) in November.

Finally, the EFMD Global Network Americas Annual Conference that took place in April for the first time included a session on accreditation and mentoring in the region.

The mentoring has helped us strategically and makes us really know where we are. We do recommend it. It is a transformation experience and the mentoring has a significant impact in ISCAM’s organisation. Thanks to EDAF, we have set up an International Advisory Board which aims to support us in our development.

Jaona Ranaivoson, Director General, Institut Supérieur de la Communication, des Affaires et du Management (ISCAM), Madagascar
Launch of BSIS
BUSINESS SCHOOL IMPACT SURVEY

At the 2014 EFMD Conference for Deans and Directors General in Gothenburg, Sweden, in January, the EFMD Global Network officially launched BSIS - Business School Impact Survey.

At a time when all organisations, public or private, are being held accountable for their activities, there is a need to demonstrate the impact that they are having on their immediate environment. This is particularly the case when they are financed or politically supported by local stakeholders.

BSIS is an important addition to the EFMD Global Network’s portfolio of services as it provides a process and tool to capture the value that a school brings to a defined region.

The BSIS scheme identifies the tangible and intangible benefits that a business school brings to its local environment. For example, a school invests financially in its impact zone; it provides jobs and pays salaries that are partially spent in the zone; and it attracts faculty and students from outside the zone whose expenditures contribute to the local economy. Beyond this measurable financial impact, a school contributes to the life of the community in numerous ways.

Its faculty generates new business creation through entrepreneurial projects and supports local business needs through professional training. Its students are a source of dynamism in the life of the region and are a valuable talent resource when they graduate.

A business school also provides an important intellectual forum for the introduction of new ideas in a wide variety of social, cultural and political areas of concern within a region. Finally, it contributes to the image of a city or region.

The scheme was initially designed by the French National Foundation for Management Education (FNEGE) and has been tested successfully in several institutions, both public and private, in the French higher education sector. These institutions include Toulouse Business School, EM Normandie, Audencia, Groupe ESC Troyes, IAE Lyon, IAE Grenoble and La Rochelle Business School.

BSIS PROCESS

Following the initial work by FNEGE, the BSIS assessment criteria and process have been adapted for an international audience and are now offered in a joint venture between EFMD Global Network and FNEGE as a service to business schools in any part of the world.

Three international pilots have taken place at Corvinus University of Budapest, Faculty of Business Administration, Hungary; Instituto Internacional San Telmo, Spain and University of St Gallen, Switzerland.
CASE STUDY 1
Responsibility of a National Champion

“The Faculty of Business Administration at the Corvinus University of Budapest took part in BSIS because it wanted to keep track of the impact it has as the leading business school in Hungary from both an economic and a social point of view. The BSIS process looks closely at relevant statistical data but also includes a visit from experts who interviewed a wide range of FBA’s relevant stakeholders. The process has brought great value to the school by providing a framework to quantify and qualify our impact based on a wide reaching set of indicators which we will be sharing internally and externally with our many stakeholders.”

Zita Zoltay Paprika
Dean, Corvinus University of Budapest, Faculty of Business Administration, Hungary

CASE STUDY 2
Connecting the Managerial Community in Southern Spain

“In 1981, when the San Telmo Foundation began its journey, few believed in the viability of the project in Andalusia. A change in the mentality and perception that society had about the role of entrepreneurs and business was needed. In addition, we had to create the demand for business training and management development. At San Telmo, we are convinced that well-trained, strong and committed business networks build the basis of a society that thrives, because it creates jobs and wealth. For us, it is clear that our connections with participants, alumni and business are the best indicators to measure the social impact of a Business School in the long term. Participating in the BSIS initiative has brought confirmation to San Telmo that the efforts made over the years, and that we continue making, are going in the right direction.”

Antonio Garcia de Castro
Director General, Instituto Internacional San Telmo, Spain

CASE STUDY 3
Balancing International and Regional Impact

“The University of St. Gallen is a cantonal/state school with an international role. Less than 10 percent of our students are from the region, but our university needs the support of the local citizens when, for example, it needs new buildings or other infrastructure, as the citizens have to vote on them. Securing the university’s legitimation in the region is therefore a key challenge and thus also a major strategic issue. Treating internationalisation and regionalisation as two parts of a whole, we strive to maximize the impact we create through international cooperations in the region by, for instance, offering internationalisation services to regional businesses. For us, the BSIS impact assessment by EFMD GN not only helps to create a transparent scheme for impact measurement and improves our strategy by fruitful inputs and benchmarking, but it also significantly increases internal awareness of the importance of regional legitimation”.

Thomas Bieger
President, University of St. Gallen, Switzerland
In 2014, the Board of the Association for HR Management in International Organizations (AHRMIO) formally agreed to EFMD Global Network taking over its administration and the organisation of its activities.

The AHRMIO network was founded in 1999 at the initiative of senior HR people from the UN System and the International Financial Institutions. They met a year before to brainstorm and ponder what to do about the status and practice of the management of human resources in both international governmental and non-governmental organisations.

AHRMIO was born as a truly international association that would reflect in its membership, events and research the unique characteristics of international not-for-profit organisations.

AHRMIO organises an annual conference and training events, bringing together its active international network. The AHRMIO website provides further opportunities for interaction with the online community.

Membership is composed of Advisory Organisational Members, Organisational Members, Associate Members and Individual Members. All categories combined represent nearly 70 international organisations.

EFMD Global Network’s aim is to support AHRMIO in professionalising processes and in facilitating growth in membership and development of activities. Synergies with the EFMD network and in particular with the corporate and public sector member networks will be at the core of the initiative.

The handover by former AHRMIO staff to EFMD Global Network was very smooth and EFMD wishes to thank the former AHRMIO staff for their thorough briefing. In November 2014 Helke Carvalho Hernandes, the Deputy Director General of EFMD Global Network, was appointed AHRMIO’s Executive Director; as of 2015 Griet Houbrechts will act as AHRMIO’s Administrative Officer; and Zdenka Evansova as Accounting and Office Co-ordinator.

The first activity was to organise the elections for the AHRMIO Board during November and December. Two new board members were elected to replace outgoing board members. On 28–30 September 2015, the AHRMIO’s Annual Conference will take place at Bologna University Business School, Italy.
AHRMIO Board Members

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

(2) Negar Rafikian, Vice-Chair, AHRMIO Board, Manager, World Bank Corporate-Global HR Business Partners Team, United States

(3) Ana. C. Catterton, Director, HR Policy and Program Division, Budget Personnel and Management Department, Asian Development Bank, Philippines

(4) Eric Cornuel, Director General & CEO, EFMD, Belgium

(5) Neeti Banerjee, Founder and CEO, TalentNomics Inc., United States

(6) Zarinah Davies, Director of Human Resources, Commonwealth Secretariat, United Kingdom

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

(8) Michèle Pagé, Head of Human Resource Management, Organisation for Economic Co-operation and Development (OECD), France

(9) Ann Rennie, Deputy Director General, Asian Development Bank (Budget, Personnel and Management Systems Department), Philippines
Events

FIRST EFMD GLOBAL NETWORK AMERICAS ANNUAL CONFERENCE

The Role of Business Schools in the Americas

The EFMD Global Network Americas team celebrated its inauguration with the first EFMD Global Network Americas Annual Conference, which took place in Sao Paulo, Brazil, on 27-29 April. Led by conference Chair, Professor Maria Tereza Leme Fleury, also the Director of the host institution Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas (FGV-EAESP), the conference audience enjoyed an inspiring set of speakers from the business, political and higher education sectors.

The conference Steering Committee, which is composed of volunteers from the Americas and Europe, established a conference programme around the theme “The role of business schools in the Americas”.

The conference attracted over 70 participants from 21 different countries from around the world. About two-thirds of the participants were from North and South America, underlining the relevance of this new event for the Americas region.

Highlights included reflections from former Brazilian ambassador Marco Azambuja, a corporate panel with high-level representatives from Avon, General Electric and PricewaterhouseCoopers as well as discussions from the leading business school deans such as Howard Thomas and David Saunders.

The EFMD Global Network Americas Annual Conference attracted over 70 participants from 21 different countries
Events

2015 EFMD GN Americas Annual Conference, 19-21 October 2015

Hosted By
Université Laval, Quebec City, Canada

Theme
The Power of Collaboration

2015 EFMD GN Asia Annual Conference, 20-21 November 2015

Hosted By
Sasin Graduate Institute of Business Administration of Chulalongkorn University, Phuket, Thailand

Theme
Brand ASIA – The Next Revolution: Challenges and Opportunities for the World

For more information about our events, and to register, go to www.efmdglobal.org/events
EFMD Global Network Staff

2015

(1) Eric Cornuel
   Director General & CEO

(2) Helke Carvalho Hernandes
   Deputy Director General

(3) Zdenka Evansova
   Administrative and Accounting Manager

(4) Marisol Puentes
   Administrative Assistant

EFMD Global Network Asia

(5) Japhet Law
    Senior Advisor

(6) Nishit Jain
    Country Advisor

(7) Jiajia Zhu
    Coordinator

EFMD Global Network Americas

(8) Francisco Mazzucca
    Senior Advisor

(9) Friedemann Schulze-Fielitz
    Associate Director

(10) Zulay Perez
     Coordinator

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EFMD GLOBAL NETWORK STAFF  

- 2015
EFMD has over 800 members representing companies and business schools. It recognises the role that business schools play in preparing future leaders who can bridge the gap between the academic and business world. It runs a series of activities and projects that foster an active exchange of knowledge between the academic and business world. It also manages the EQUIS, EPAS, and CLIP accreditations which all aim to raise the standards of management education and management development. EFMD promotes new ideas and best practice. It has strong relationships with sister associations in Asia, CIS, Eastern Europe, Central Asia, Central America, United States, Canada, Australasia, and has strong relationships with sister associations in the Arab World. EFMD disseminates information, research, networking and has strong relationships with sister associations in academia, business, public service and consultancy. It generates new ideas for a better understanding and debate on topical issues. EFMD coordinates and exchanges best practice and management thinking and practices. EFMD provides an enabling network for a continual enhancement of management education and management development internationally. EFMD is an accreditation body of quality among its members and helps contribute to a better understanding of the continual changes in the business and management education environments.