Dear Members,

Welcome to the Activity Report of the EFMD Global Network.

The EFMD Global Network (EFMD GN) was established in Geneva to support EFMD’s international offices in Asia (Hong Kong) and the Americas (Miami) to ensure better visibility for the EFMD brand and activities worldwide.

In 2015 the EFMD GN really started to take shape with conferences and events, the day-to-day management of BSIS (Business School Impact System) and EDAF (EFMD GN Deans Across Frontiers) mentoring and development programme, and the deeper integration and alignment involved in running the Association for Human Resources Management in International Organisations (AHRMIO).

In October, the second EFMD GN Americas Annual Conference was hosted by the University of Laval, Quebec City, Canada with the theme “The Power of Collaboration” and in November the first EFMD GN Asia Annual Conference was hosted by the Sasin Graduate Institute of Business Administration of Chulalongkorn University in Phuket, Thailand, with the theme “Brand ASIA - The Next Revolution: Challenges and Opportunities for The World”

Both events were very successful and brought EFMD GN into contact with many existing members as well as new contacts interested in joining and engaging with the international network.

2015 was also a very good development year for BSIS as 17 schools have completed the process and there is a growing global interest in taking part. In the ambitious times we face, being able to collect impact data to widen the debate about “the role of business schools in society” and showcase the value they bring to a community is of great importance. Certainly, one of the most pleasing aspects coming out of BSIS is the pride and value that staff within a business school gets from a realisation of how important and embedded their school is in a region.

The same positive message for 2015 is also true for EDAF, with 14 institutions in the EDAF process located in different regions (Africa, Asia, Europe, Middle East, Latin America and Oceania). So far, eight schools have successfully completed the EDAF assessment stage. These institutions come from Argentina, China, Colombia, Ghana, Madagascar, Saudi Arabia, Senegal and South Africa. For the first time, EDAF Peer Advisory Visits in Spanish and French were successfully conducted.

Finally, the 2015 AHRMIO Annual Conference took place in September at Bologna Business School, Italy. The conference brought together over a hundred key HR people from more than 20 countries to review the role of “Leadership in International Organisations” and included a keynote speech from Romano Prodi, former Prime Minister of Italy and former President of the European Commission.

These activities reinforce the value of the EFMD Global Network and we thank the membership for your continued support and engagement.

Alain Dominique Perrin
President

Eric Cornuel
Director General & CEO
EFMD GN MEMBERS ARE PRESENT IN 83 COUNTRIES

EFMD GLOBAL NETWORK’S REGIONAL PRESENCE BRINGS US CLOSER TO LOCAL INTERESTS
EFMD Global Network's regional presence brings us closer to local interests.

Over 800 members from various geographical regions.

- Europe: 475
- America: 110
- Asia: 121
- Africa: 31
- Middle East: 32
- Oceania-Australia: 36

EFMD Global Network Asia in Hong Kong, China
EDAF
EFMD GN DEANS ACROSS FRONTIERS

Introduction
EDAF was launched in 2011 to assist promising business schools, through a mentoring programme, to develop further. Through EDAF, EFMD GN provides a service across the full spectrum of business schools and continues adding value to the global network of business schools.

EDAF is an ambitious endeavour by EFMD GN to raise the standard of management education worldwide. It is targeted at business schools eager to improve their quality both in developed and developing countries. EFMD and EFMD GN have a network of deans, associate deans and recently retired deans willing to make their expertise available to support the EDAF project. The EDAF process is designed to improve the quality of Business Schools through assessment and mentoring.

EDAF activities in 2015
In 2015 the EDAF Committee met in Brussels on 13 January and via conference call on 7 May and 15 September. During 2015, the Committee declared three new institutions eligible to enter the EDAF mentoring process. These institutions are situated in Colombia, Lithuania and Ghana.

There are currently 14 institutions in the EDAF process located in various 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 an EPAS or EQUIS accreditation.

So far, eight schools have successfully completed the EDAF assessment stage. Six of these are now going through the mentoring phase and the other schools...
Through EDAF, EFMD GN provides a service across the full spectrum of business schools and continues adding value to the global network of business schools.

Promotion of EDAF

EFMD GN actively promoted EDAF in 2015 through attendance at various conferences such as the EFMD MENA conference hosted by HEC Paris in Doha, Qatar, on 12-14 April and the EFMD Africa Conference in Dar es Salaam, Tanzania, on 29 November – 1 December. EDAF was also presented and promoted during the Quality Services sessions at the EFMD Deans and Directors General Conference and the EFMD Annual Conference.

An article ‘Crossing The New Frontiers’ was published in Global Focus magazine in which Jaona Ranaivson, Dean of Institut Supérieur de la Communication, des Affaires et du Management (ISCAM), Madagascar, and Jean-François Fiorina, Vice Dean of Grenoble Ecole de Management (GEM), France, described the experience of a school using the EDAF mentoring programme.

To meet increasing interest in EDAF from schools in Latin America, an EDAF brochure in Spanish explaining the mentoring system has been produced.

Based on the valuable feedback received from various stakeholders, a number of EDAF videos have been produced, introducing EDAF. The videos explain the value of EDAF, its mentoring aspect, how it fits into EFMD GN’s wider social responsibility, who can benefit from the system, the process and cost involved as well as a possible path through EDAF towards EPAS and EQUIS accreditations.

“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”.

Ms Gisele Becerra, Undergraduate Programmes Director, CESA, Colombia

are expected to follow soon. These institutions are located in Argentina, China, Colombia, Ghana, Madagascar, Saudi Arabia, Senegal and South Africa. Four EDAF Peer Advisory Visits took place in 2015. The first Peer Advisory Visits in Spanish and in French were also successfully conducted. The feedback was very positive. The schools, as well as the advisors, confirmed that the visits were more efficient and the sensitive issues were better addressed by using the schools’ own languages. By assuring the service in French and Spanish, the potential outreach of EDAF is broadened to institutions located in non-Anglophone countries.

A thorough analysis of the EDAF criteria and process was made and a few changes were introduced in 2015 in order to simplify documentation and process.
After a pilot phase in 2014, FNEGE and EFMD GN continued their collaboration in 2015. BSIS, the system that helps business schools measure their impact on their environment, is now fully operational with a complete set of working documents that have been revised following the experience gained in the pilot phase.

The interface with the FNEGE is working well and brings a lot to EFMD GN. A total of 19 schools have completed the process (12 FNEGE and 5 EFMD GN) and SKEMA is currently putting its five campuses through the exercise. A Canadian school is just entering the system and there are two expected applications in the pipeline.

Two new schools completed BSIS in 2015:
- Université de Liège, HEC Management School, Liège, Belgium
- Université Saint-Esprit Kaslik, Faculty of Business Administration and Commercial Sciences, Jounieh, Lebanon

The development of BSIS and the experience of business schools that have gone through the process raised a lot of interest among EFMD GN member schools. Very successful sessions at the EFMD GN Americas Annual Conference in Quebec and the EFMD GN Asia Annual Conference in Phuket attracted many participants and built on the experience of HEC Liège and IAE Lyon.

BSIS is very appreciated by schools going through the process and there is a high level of satisfaction and enthusiastic testimonials.

“...The BSIS final report has brought to our knowledge an unsuspected scope of influence and scale of impact of the business school on its surroundings, both internally and externally. BSIS demonstrated and measured the effect of HEC-ULg on its environment with regard to the three main university missions: teaching, research and service. The osmosis between the school and the business world has been highlighted with many concrete collaborations, including internships, doctorates, research, executive education and the involvement of business leaders in our courses. Our financial impact on the region, our area of influence, our leadership within our university, and our high level of research have also been considered outstanding. The approach, based on a self-assessment report and interviews with a panel of the key internal and external stakeholders of the school, was particularly motivating. For the future, this study will be a reference tool for HEC-ULg to design and monitor some “Key Impact Indicators” as a dashboard of its main ambitions.”

Adrian Hopgood, Director General & Dean, HEC Management School, University of Liège, Belgium
“To meet the demand for greater accountability, BSIS is an effective tool to help schools identify, measure and communicate all the positive contributions they make to the world around them”.

Prof. Gordon Shenton, Co-Director BSIS, EFMD GN

“The Faculty of Business and Commercial Sciences at USEK is the first business school in the Middle East region to acquire the BSIS label. We cannot but thank the EFMD GN and FNEGE for the great efforts invested in this regard. Today, measuring the level of contribution that a business school brings to its environment has become unequivocal. The BSIS final report has provided us with clear and detailed analysis pertaining to the impact that our Faculty has on its local and regional community as well as the attractiveness and image of the impact zone. It is from this perspective that we highly encourage all business schools in Lebanon and the region to apply for this service, and take advantage of its remarkable outcomes in order to contribute to the development of the region as a whole.”

Nehmé Azoury, Dean, Faculty of Business of Commercial Sciences at the Holy Spirit University of Kaslik, Lebanon.
During 2015, EFMD GN revised all AHRMIO processes to align them with EFMD GN practices. Membership administration and relationships with AHRMIO sponsors were streamlined. In agreement with the AHRMIO Board, the association’s logo was given a more up-to-date and dynamic look.

The main event in 2015 was the AHRMIO Annual Conference, which attracted over 100 participants from 20 countries. Thanks to its fantastic setting and dedicated team, our host, Bologna Business School in Italy, was able to provide an excellent environment for networking and sharing experience. During two days, the speakers and participants were engaged in “Re-imagining Leadership in International Organisations”.

Keynote speakers included Romano Prodi, Michael Jenkins (Roffey Park Institute), Giovanni E Corazza (University of Bologna and Chair of the Marconi Institute for Creativity), Anne Rennie (Asian Development Bank) and Andrew Kakabadse (Henley Business School) who brought a variety of experience and research into leadership, innovation and creativity. The parallel sessions allowed participants to discuss more in-depth differing aspects of authentic leadership and a range of HR best practices. The main event in 2015 was the AHRMIO Annual Conference, which attracted over 100 participants from 20 countries. The parallel sessions allowed participants to discuss more in-depth differing aspects of authentic leadership and a range of HR best practices.
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**  
   HR Principal for IIC at Inter-American Development Bank, Washington DC, United States

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. **Lea Grubb Lonsted**  
   Chief of Learning, Leadership and Organizational Development, United Nations Secretariat, United States

10. **Edna Diez**  
    Director, HR Policy and Programs Division, Asian Development Bank, Philippines
2015 EFMD GN Americas Annual Conference

The EFMD GN Americas Annual Conference is geared towards topics of interest for the Americas region, a diverse hemisphere of intersecting and diverging methodologies and ideologies. The theme for the second EFMD GN Americas Annual Conference was “The Power of Collaboration” and was held at Faculté des Sciences de l’Administration at Université Laval, Québec City, Canada, on 19-21 October. The programme sought to define the parameters of collaboration in the modern age covering diverse aspects of collaboration such as school-to-school, school-to-business and person-to-person.

It was the first time that the EFMD GN Americas Annual Conference was held in North America. At this special occasion, EFMD GN collaborated with the Canadian Federation of Business School Deans by organising its conference just after the CFBSD Deans meeting and having parts of the conferences overlapped.

This allowed for unique networking opportunities between EFMD GN members from all over the world and the Canadian business school community.

The conference attracted over 60 participants from 20 different countries from around the world. About two-thirds of the participants were from North America, underlining that there is strong interest in EFMD GN in this part of the world.

The conference featured high-level speakers such as Minerva’s Ben Nelson and Dipak Jain, the Director of the Sasin Graduate Institute of Business Administration, Chulalongkorn University, Thailand.

2015 EFMD GN Asia Annual Conference

The 2015 EFMD GN Asia Annual conference took place on 20-21 November on the Phuket campus of Sasin Graduate Institute of Business Administration, Chulalongkorn University, Thailand.

The event was hosted by Dean Dipak Jain of Sasin and chaired by Professor Zhihong Yi, Vice-President of Remin University in China and a board member of EFMD GN. The conference was well attended by deans of many of the region’s leading business schools, attracting over 100 participants from 24 countries around the world, including representatives of schools from Europe, Middle East and Africa.

The conference theme “Brand Asia - The Next Revolution: Challenges and Opportunities for The World” was considered timely by the participants, as the Asia Pacific region is experiencing a tremendous growth in business education, attracting interest from
students and business schools around the world. The two-day event provided a platform for senior deans in the region to discuss and debate with industry various issues and challenges that the business schools are, or will be facing as they compete on the global scene.

The discussion was enriched by prominent corporate representatives such as: Rajiv Verma, CEO of HT Group in India, Prasan Chuaphanich, former CEO of PwC Thailand, Alessandro Paparelli, Vice-President of Human Resources, Kering Asia Pacific, and Vivek Mehrotra, CFO of Microsoft Thailand.

A one-day EFMD Quality Services seminar on November 22nd was offered as part of the EFMD GN Asia Annual Conference, led by EFMD Senior Advisors Ulrich Hommel and Japhet Law, with 44 attendees from 16 countries. The active participation and interaction from the attendees throughout the seminar reflected the continued high level of interest in international accreditation services offered by EFMD in the Asia Pacific region.

The EFMD GN conferences and seminars on 5 continents attracted over 400 participants.

**2016 EFMD GN Americas Annual Conference**

2-4 November 2016  
Hosted by: IAE Business School, Buenos Aires, Argentina  
Theme: Purpose and Responsibility: The Impact of Business School

**EFMD GN Advisory Seminar**

18-19 August 2016  
Hosted by: Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas, Brasil  
Theme: Internationalisation in the Latin American Context

**EFMD Information Session & Introductory Accreditation Seminar**

18-19 October 2016  
Hosted by: Antai College of Economics & Management at Shanghai Jiao Tong University

**2016 AHRMIO Annual Conference**

12-14 September 2016  
Hosted by: IMF, Washington DC, United States
EFMD GLOBAL NETWORK TEAM

1. **Eric Cornuel**
   Director General & CEO

2. **Helke Carvalho Hernandes**
   Deputy Director General
   AHRMIO Executive Director

3. **Ulrich Hommel**
   Director, Business School Development

4. **Gordon Shenton**
   Co-Director BSIS

5. **Michel Kalika**
   Co-Director BSIS

6. **Christian Delporte**
   Senior Advisor EDAF

7. **Griet Houbrechts**
   Senior Advisor, AHRMIO
   Administrative Officer

8. **Zdenka Evansova**
   Administrative and Accounting Manager

9. **Marisol Puentes**
   Administrative Assistant

10. **Japhet Law**
    Senior Advisor

11. **Nishit Jain**
    Special Advisor

12. **Jiajia Zhu**
    Coordinator

13. **Friedemann Schulze-Fielitz**
    Associate Director

14. **Francisco Mazzucca**
    Senior Advisor

15. **Zulay Perez**
    Coordinator