Dear Members,

EFMD Global Network (EFMD GN) established in Geneva to support our international offices in Asia (Hong Kong) and the Americas (Miami) in order to ensure better visibility for the EFMD GN and activities worldwide. We are delighted to report that during 2016, and in only its third year, our vision for the role and contribution of the EFMD Global Network to EFMD has started to show real progress.

During 2016, EFMD GN hosted events in Mexico, Brazil, Argentina, the US, Korea and China, all with a focus on quality improvement, trends in business education and strategies for internationalisation.

The past year saw EFMD GN launch two exciting and very valuable new projects. The first was the Online Course Certification System (EOCCS), which is an international online course certification system designed to evaluate the quality of online business and/or management-related courses.

EOCCS is firmly embedded in the general philosophy of EFMD internationalisation, practical relevance and quality improvement and during the year, 18 courses from eight leading business schools and corporate universities took part in the pilot testing with great success. EOCCS was officially launched in November to the members and wider market with almost 100 expressions of interest in certifying courses. Online learning is now a natural component and way of life for the next generation of students and it is very satisfying to see EFMD GN taking the lead on being the key representative body bringing quality assurance and improvement to this area.

The second new initiative was the EFMD Global Network Talent Portal in partnership with HigherEd. Ninety percent of CEOs globally say finding talent is their number one concern and EFMD GN HigherEd aims to address this providing schools and student in the network with their own branded internship career portal, which makes this, the largest community of top talent in the world. The portal gives companies access to an exclusive pool of three million outstanding international intern prospects, creating a unique opportunity to follow the students throughout the lifecycle of their specific education and career paths. Tapping into a vast pool of selected quality graduate talent in one single place is at the heart of this initiative and HigherEd brings great value to schools, students and companies all over the world.

Two of the activities of EFMD GN, the Business School Impact System (BSIS) and the EFMD GN Deans Across Frontiers (EDAF) mentoring and development programme, continue to flourish with EDAF contributing to help schools at all levels put in place a strategic plan for development and BSIS proving to be an outstanding tool to measure and collect data on a school’s impact. Currently, 21 schools have been through the BSIS process and 16 schools are engaged in EDAF.

Finally, via our partnership, EFMD GN continues to oversee the day-to-day management of the AHRMIO Association. The 2016 Annual Conference took place in September at IMF Headquarters in Washington DC in the US. The event brought together more than 130 key HR people from more than 20 countries to review the role of Change Management in International Organisations. It was also an excellent opportunity to network and set the stage for future AHRMIO activities and the EFMD GN in 2017.

Alain Dominique Perrin
President, EFMD Global Network

Prof Eric Cornuel
Director General & CEO, EFMD Global Network
EFMD GLOBAL NETWORK REGIONAL OFFICES BRING US CLOSER TO LOCAL MEMBERS

AMERICA

AFRICA

EUROPE

EFMD GLOBAL NETWORK REGIONAL OFFICES BRING US CLOSER TO LOCAL MEMBERS

123

494

33
EFMD GN MEMBERS ARE PRESENT IN 88 COUNTRIES
In January 2016, the EFMD Global Network Board, in partnership with FNEGE, introduced a BSIS Label for business schools that have completed the BSIS (Business School Impact System) process. This development meant a thorough revision of the BSIS process and documentation to reflect recently introduced upgrades.

At the EFMD 2016 Annual Conference in June, nineteen schools were awarded the BSIS Label, which is valid for three years, and is granted in recognition of a school’s on-going commitment to impact accountability. In order to qualify for the BSIS Label, a school must go through the entire process and then define a three-year Development Plan based on the recommendations in the Experts’ Report and subject to approval by the BSIS team. The school is then required to report annually on progress made.

A total number of 21 schools in nine countries have so far completed BSIS successfully.

2016 BSIS Awarded Schools

- AUDENCIA Business School, France
- Corvinus University of Budapest, Hungary
- CEIBS, China
- EM Normandie, France
- Groupe ESC Pau, France
- Groupe ESC Troyes, France
- Grenoble Ecole de Management, France
- HEC Management School, Université de Liège, Belgium
- IAE Bordeaux, France
- IAE Grenoble, France
BSIS was present at a number of events over the course of the year, including a session at the 2016 EFMD Annual Conference during which input was gathered from schools that had been through the BSIS process. The BSIS team participated in a debate about impact at an international conference organised jointly by the Arab Society of Faculties of Business, Economic and Political Sciences (BEPS) and the Faculty of Business and Commercial Sciences at the Holy Spirit University of Kaslik (USEK) in April. Finally, the team presented BSIS at the Canadian Federation of Business School Deans in October 2016.
In 2016, EDAF completed its fifth year of assisting business schools to develop further through a mentoring programme. EDAF aims to raise the standard of management education worldwide. It is targeted at business schools in both developed and developing countries that are eager to improve their quality. The core component of EDAF is mentoring offered by an experienced active or former dean or associate dean. Mentors are drawn from the EFMD GN network and provide guidance and advice to schools.

EDAF Activities in 2016

In 2016, the EDAF Committee met in Brussels in January and had two subsequent conference calls in May and September. The face-to-face meeting in January was mainly devoted to discussing ways to strengthen EDAF’s market position. It also included a joint session of Committee members and EDAF mentors to share the mentors’ experiences and to raise any operational issues.

During 2016, the Committee declared three new institutions in Brazil, Peru and Senegal eligible to enter the EDAF mentoring process.

Four EDAF Peer Advisory Visits took place in 2016 to institutions in Australia, Cameroon, Ghana and Lithuania. The fact that the Peer Advisory Visit can also be conducted in French (as was the case in Cameroon) or Spanish broaden the potential outreach of EDAF to institutions located in non-anglophone countries.

Twelve schools have successfully completed the EDAF assessment stage so far. Most of these institutions are now going through the mentoring phase and the others are expected to follow soon. There are currently sixteen institutions in the EDAF process in different regions of the world. Each aims to achieve particular goals through the EDAF mentoring and development programme, usually general improvement or pursuing an EPAS or EQUIS accreditation.
Promotion of EDAF

EFMD GN actively promoted EDAF during 2016 through dedicated sessions in various conferences including:

- the EFMD MENA Conference hosted by The American University in Cairo, Egypt (April 2016)
- the joint GBSN and EFMD Africa Conference hosted by the Institute of Management and Public Administration in Accra, Ghana (November 2016)

EDAF was also presented and promoted during the Quality Services sessions at the EFMD Deans and Directors Meeting in Budapest and the EFMD Annual Conference in Rome.

Furthermore, a Quality Improvement Workshop was hosted by the School of Management at Universidad de Los Andes, Bogotá, on 25 May 2016. It included a testimony by CESA, Colombia, about its EDAF experience. Finally, on 11 November 2016, a workshop on Mentoring and Accreditation for African Business Schools was organised in Dakar. The workshop was hosted by Groupe ISM and was conducted in French.

Since there is increasing interest in EDAF from schools in Latin America, EDAF brochures in Spanish and French explaining the mentoring system have been produced.

EDAF provides a service across the full spectrum of business schools and continues to add value to the global network of business schools.

EDAF is advancing thanks to the various stakeholders who provided their valuable feedback and insight on the EDAF mentoring programme this year as well as the institutions which placed their trust in us. At the end of September, Christian Delporte stepped down as EDAF Director and Alfons Sauquet joined EDAF team as EFMD GN Senior Advisor.

“Thanks for EDAF team and the mentoring service! We are proud to be the first business school in Asia mentored by the EDAF team. It was a new service from EFMD GN at that time. Three years of mentoring in Beijing Jiaotong University tells a wonderful story of an old Chinese business school fitting in with global business education standards. Senior management team members, as well as the other staff members, have benefited from EDAF mentor Professor Arnaud Langlois-Meurinne. The EDAF mentoring system has assured us a safe way towards EQUIS accreditation.”

Qiusheng Zhang, Dean, School of Economics and Management, Beijing Jiaotong University, China
EOCCS, a pioneering international online course certification system, was launched in January 2016, the latest addition to the EFMD GN. EOCCS can be considered as an add-on to EQUIS, EPAS and CLIP, where online provisioning is not a mandatory feature. Open to any institution delivering online business or management-related courses that stand-alone or constitute part of a certificate or a programme, EOCCS’ key benefits are:

- International quality benchmark
- Continuous improvement
- Community and peer-to-peer learning

At the same time it allows different approaches and diversity in designing and implementing online courses.

**EOCCS Activities in 2016**

The first half of 2016 was largely devoted to the pilot phase of EOCCS, testing and sharpening the documents accompanying the process and the technology to conduct an online review. Between February and May, a total of five panel reviews were completed both onsite and online by the EOCCS team along with some external reviewers as chairpersons. On 8 June, the EOCCS Board certified a total of nine courses from five institutions.

At the 2016 EFMD Annual Conference, the Technology Enhanced Learning (TEL) Task Force met to review the pilot phase and discuss future steps. The EOCCS Team also conducted a break-out session where ‘voices from the pilot institutions’ were heard by the EFMD and EFMD GN communities.

Between June and September, the EOCCS Team held a workshop, taking stock of the lessons learned, consequently refining the process, revising the documentation and steps to move forward. By the end of September, the last three online reviews of the pilot phase were completed.

On 11 October, the EOCCS Board met virtually for the first time and certified nine courses from three institutions.

EOCCS concluded the pilot stage with a combination of 18 certified stand-alone courses, suite of courses and MOOCs from eight renowned institutions (seven higher education institutions and one corporate based in Europe) representing both the business school and corporate worlds:

- Grenoble Ecole de Management, France
  - Penser Global (MOOC)
- HEC Paris, France
  - Executive Online Certificate in Corporate Finance ICCF @ HEC Paris
  - Financial Analysis (Analyse Financière)
  - Company Valuation (Evaluation de Société)
  - Investment and Financing Decisions (Choix d’Investissement et de Financement)
- BI Norwegian Business School, Norway
  - Consumer Behaviour
- Sberbank Corporate University, Russia
  - Finance for Managers I
  - Risk Management I
  - Risk Management II
IE Business School, Spain
- Marketing Mix Implementation MOOC Specialisation
- Brand and Product Management
- Pricing Strategy
- Channel Management and Distribution
- Integrated Marketing Communications
- Marketing Mix Implementation Capstone Project

Henley Business School, University of Reading, United Kingdom
- Managing People: Engaging Your Workforce (MOOC)

Hult International Business School, United Kingdom
- Master of Management (online)
  - Postgraduate Certificate
  - Postgraduate Diploma
  - Masters [project]

The Open University Business School, United Kingdom
- BBB48: Leadership and Management in Cross Cultural Contexts

On 1st November, EOCCS opened the ‘regular certification’ to the general public

Promotion of EOCCS
The EOCCS Team and members of the Certification Board continued to promote EOCCS in different venues in Europe, most notably, OEB Educa — the global, cross-sector conference on technology supported learning and training held in Berlin on 30 November – 2 December 2016, where the EOCCS certification system was introduced to the general public for the first time.

In the course of 2016, Jens Petter Tøndel joined the EOCCS team as Senior Advisor.

“The EOCCS certification system is [further] evidence of EFMD GN’s global leadership in innovations in management education. It is a great honour and responsibility to become the first corporate member awarded EOCCS.”

Olga Udovichenko, Vice-Dean, Programs Development, Sberbank Corporate University, Russia

“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.”

Mark Fenton-O’Creevy, Associate Dean External Engagement & Professor of Organisational Behaviour, The Open University Business School, United Kingdom
Alongside the commitment to fostering the growth of our network, EFMD GN regional offices ensure our network remains strong and connected through regular communication with members. Members appreciate the effort we put into understanding the characteristics of the markets in which they operate and, in particular for schools in Latin America and Asia, appreciate being able to reach out to an office where we speak their language.

During 2016, EFMD GN organised or contributed as strategic partner to two major events in Latin America and Asia, organised workshops and information sessions and was represented at various events held in these regions.

2016 EFMD GN Americas Annual Conference, 2 - 4 November
Theme “Purpose and Responsibility”
Hosted by: IAE Business School, Pilar, Buenos Aires, Argentina.

The conference theme was inspired by the need to understand the impact of a business school as an institution on its surroundings and among those it is created to serve.

Attended by 64 participants coming mostly from the region, it provided an intimate gathering of peers that facilitated the opportunity for attendees to truly discuss and learn from each other.

The Sixth International Business School Shanghai Conference (IBSSC), 16 - 18 October, Shanghai, China
Theme: “Technology and Management”
Hosted by: Antai College of Economics and University, Shanghai, China

EFMD has supported IBSSC since 2010 and remains a permanent strategic partner of the conference. After 10 years of brand building, the IBSSC conference is the most well regarded in the region. Since its inception, it has attracted close to 1,000-plus senior delegates from universities in over 40 countries.
Prof. Eric Cornuel, CEO of EFMD GN, opened the conference in 2016 jointly with Prof. Lin Zhou, Dean of Antai College of Economics and Management. Eric Cornuel also gave a keynote speech on “How Do International Business School Organisations Contribute to Global Business Education?”

An EFMD GN booth was setup at the IBSSC conference, providing a more personal avenue to interact with the conference delegates. Many participants indicated that they were surprised by the wide spectrum of interesting and useful services and activities provided by EFMD GN, that have been developed in recent years.

To increase the value of the conference in 2016, a one-day EFMD GN workshop was added. QS Director Ulrich Hommel and EFMD GN Senior Advisor Japhet Law led the session attended by 22 participants.

Workshops and info sessions

EFMD GN Information Session, 10 March
Hosted by: EGADE Business School, Santa Fe, Mexico City, Mexico

Continuous Quality Improvement workshop, 25 May
Co-organised with School of Management, Universidad de los Andes, Bogotá, Colombia

EFMD GN Advisory Seminar on Internationalisation in the Latin American Context, 22 August
Hosted by: Fundação Getulio Vargas – EAESP, São Paulo, Brazil

Seminar Series on “Discover Tomorrow’s Business School” co-organised with Carrington Crisp, 19 - 21 September
Hosted by: Temple University, Philadelphia, Georgetown University, Washington DC and Pace University, New York, United States

EFMD GN Info Session, 9 November
Hosted by: FICCI, New Delhi, Mumbai, India
The session was attended by 21 senior deans, directors and chief accreditation officers of reputed business and management schools from India. During the event a strong emphasis was laid on EFMD GN products.

EQUIS/EPAS Accreditation Seminar, 21 - 23 November, Hong Kong, China
EFMD GN Hong Kong Office organised the Seminar in Hong Kong, with 27 participants in attendance for EQUIS and 29 for EPAS.

EFMD GN meeting with Korean Deans, 25 October, Seoul, Korea
The meeting was attended by 10 representatives from Korean business schools who were invited to discuss how they can further benefit from the EFMD GN international network and services.
EFMD GN HigherEd, the most recent initiative from EFMD GN, was launched at the EFMD Annual Conference in Rome. EFMD GN HigherEd, a global talent network, aims to provide international students at EFMD GN member institutions with rapid and easy access to internships and trainee opportunities and graduate positions with our corporate members around the world.

The EFMD GN HigherEd initiative will digitise the process of recruitment and bridge the gap between corporate recruiters and students through one global platform.

Every full EFMD GN member school has been set up with its own unique global talent portal. The process of branding and student activation for the first 100 schools started in autumn 2016. The goal is to have all full members set up by the third trimester in 2017. This is a service provided to full-membership schools and will be complimentary for students to use. Students at EFMD GN institutions now have access to a dynamic global network of opportunities while the corporate members are linked to top talent around the world.
Executive Academy - Teaching & Learning Executives

Europe Stream
22 - 26 May 2017
Hosted by: EFMD GN, Prague, Czech Republic

Americas Stream
25 - 29 September 2017
Hosted by: EFMD GN, Miami, United States

EFMD GN Advisory Seminar
20 - 21 August 2017
Hosted by: FGV- EBAPE, Rio de Janeiro, Brazil
Theme: Faculty Management in the Latin American Context

AHRMIO Annual Conference
25 - 27 September 2017
Hosted by: SDA Bocconi, Milan, Italy
Theme: Collaborate-Empower-Innovate: The Key to Impactful Change

2017 EFMD GN Asia Annual Conference
26 - 27 October 2017
Hosted by: BINUS University International, Bali, Indonesia
Theme: "3D in Management Education" - Quality, Technology and Future Leadership

EFMD GN Workshop
28 October 2017
Hosted by: BINUS University International, Bali, Indonesia

2017 EFMD GN Americas Annual Conference
29 November - 1 December 2017
Hosted by: IESE Business School, New York, United States
In January 2016, AHRMIO underwent several governance changes. Anne Rennie, Deputy Director General, Asian Development Bank, stepped down from the Board and two board seats were put forward for election. AHRMIO was pleased to welcome in 2016 Lea Lonsted, Chief of Learning, Leadership and Organizational Development, United Nations Secretariat, and Edna Diez, Director, HR Policy and Programs Division, Asian Development Bank, as Board members.

In 2016, EFMD GN took concrete steps to increase AHRMIO’s visibility within the community. AHRMIO’s presence on social media was relaunched with a reactivated Twitter account and the creation of an AHRMIO page on LinkedIn. 2016 also saw the completion of the first phase of the complete restructuring of AHRMIO’s website with the introduction of a new events page.

AHRMIO is pleased to report on a stable level of membership with 58 organisational and 52 individual members. In 2016, through active promotional efforts, AHRMIO attracted a new organisational sponsor: Axa Global Protect.

The 2016 AHRMIO Annual Conference was a great success with 138 participants converging to explore the theme “Change or Be Changed – Shift Happens”. The event was hosted by the IMF in Washington DC from 12 - 14 September 2016. The conference programme provided a mix of best practice examples of change projects in international organisations, input from corporations on managing change, reflection on barriers to change as well as discussions and networking.

The conference was followed by a training programme for mid-level HR managers in international organisations, exploring the same theme of change management as the conference. The programme was approached in a more detailed and practical way and addressed the following questions: “How to influence and implement change? How to engage with stakeholders and motivate them? What are success factors and pitfalls?” This interactive training programme was designed and delivered by Robins School of Business, University of Richmond, Virginia, United States.
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. Catteron, 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 Pagan, 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
GLOBAL NETWORK TEAM

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. Zdenka Evansova, Administrative and Accounting Manager
6. Ulrich Hommel, Director Business Schools Development
7. Gordon Shenton, Senior Advisor, BSIS Co-Director
8. Michael Kalika, Senior Advisor, BSIS Co-Director
9. Alfons Sauquet, Senior Advisor, EDAF
10. Jens Petter Tøndel, Senior Advisor, EOCCS
11. Anne Berit Swanberg, Project Director, EOCCS
12. Stephanie Lambert, Project Consultant, EOCCS
13. Antonia Lütgens, Project Consultant, EOCCS
EFMD Global Network Asia

14 Japhet Law, Senior Advisor
15 Nishit Jain, Special Advisor
16 Jiajia Zhu, Coordinator

EFMD Global Network Americas

17 Friedemann Schulze-Fielitz, Associate Director
18 Francisco Mazzucca, Senior Advisor
19 Zulay Perez, Coordinator

EFMD Global Network Central and Eastern Europe

20 Ivana Marinkovic, Associate Director
21 Arseni Haliabovich, Manager Operations
22 Sofie Zuchowicz, Coordinator