EFMD GLOBAL

Activities and Events 2020

The power of community, friendship and collaboration

Message from the Chairman of the Board and the President

Dear Member

The EFMD Global Network (EFMD GN) was established to support EFMD's international development and provide broader visibility for EFMD worldwide. The network now has offices fully established in Geneva, Prague, Hong Kong and Miami.

2020 has been a most difficult of years for the world, and also for EFMD and our members, but having a local presence across the globe with connections, relationships, friendships and trust has nonetheless allowed all EFMD GN offices to make important and valuable contributions to the wider EFMD network throughout this year.

Whilst we all moved online with webinars, professional development and assessment visits, we still managed to explore, innovate and keep moving forward with new ideas and services for our members.

EFMD is a vibrant network of members with thriving and active communities of practice. Activities focusing on themes such as impact, online teaching and learning, the future of work, designing online programmes, managing virtual teams, well-being, and faculty development were all run and implemented in a virtual format with insights and great feedback on a different learning experience. We adapted and learnt at great speed, with constant positive comments on the structure, openness, atmosphere, support and professionalism of the EFMD staff.

EFMD communities share the good and the bad of day-to-day working life in companies and business schools. They offer open forums for peer learning, exchange and debate, and play a key role in developing members professionally and personally and also in building networks.

The pandemic has shocked the world but has also shone a bright light on the value of people, networks, collaboration, the marvels and the speed of science. It has magnified the brilliance and resilience of business schools and companies across the network.

The Business School Impact System (BSIS) had another strong year in this difficult context. Indeed, higher education institutions in all sectors have never been under more pressure to demonstrate their impact, legitimacy, relevance and contributions both to the local community they serve as well as to the wider international community.

Our professional development activities continued to flourish despite the difficult circumstances, with online offerings such as the Quality Assurance Academy webinars (QAA), Game not Over: Gamification as a Key to Engagement in Today's Classroom, Leading Through a Global Crisis: Navigating the Unpredictable, Next Stage: Developing a Sustainable Online Strategy, Executive Academy Conversations, Coffee with Careers or Career Professionals Development Institute (CPDI), all taking place and building communities of peers.

Now, more than ever, EFMD GN stands for the power of community, friendship and collaboration to help us get through these tough times, and we thank you all for your continued trust and support.

Alain Dominique Perrin,
Chairman of the Board

Prof. Eric Cornuel,
President

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Highlights 2020

Increasing interest in measuring the impact a school has on its immediate ecosystem. 13 new schools from all over the world joined the **BSIS community** during a virtual ceremony.

Two institutions from South America completed the **EDAF process** in 2020, and two new schools entered in the process.

BSIS-Emerald Partnership Protection of children in a digital world, improvement of prospects for the young generation in disadvantaged areas and protection of the environment are just a few of the latest impact cases featured.

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An EDAF all-mentor **virtual meeting** was launched and will be repeated on a regular basis bringing the much needed synergy within the volunteer mentor pool.

EOCCS Community webinars provided relevant topics such as post-Covid pedagogy, proctoring of online assessments or 'E-Quality', and passionate expert speakers such as online guru Tony Bates.

Another launch by the Professional Development addressed the challenges faced by the industry in unprecedented times. A group of 16 business schools leaders attended the one-week programme **Leading Through a Global Crisis: Navigating the Unpredictable**.

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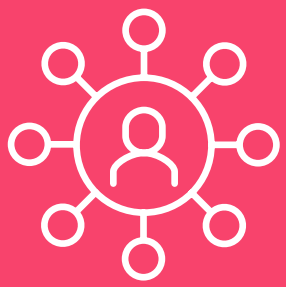
EFMD GN Americas and EFMD GN Asia organised three highly successful webinars targeted on their regions to update members on new activities and engage new members.



Professional Development Services enriched the portfolio with an up-beat ten-day online programme addressing low engagement rates in courses, and presenting Gamification of Learning as a possible solution.

A joint Highered-EFMD activity, the **Virtual Career Fair** Series, registered an unprecedented success in spring and autumn; more than 200 recruiting institutions and over 140 000 talents attended the 21 sessions.

Professional Development Services

EFMD Professional Development and its activities were heavily impacted by the pandemic in 2020. Moving our programmes online and continuing to offer a platform for exchange to the different groups we are serving was the main focus for the year.

The Quality Assurance Academy (QAA) presents the "HOW TO" webinars

20 April–30 June 2020, Online

After the successful inaugural edition of the Quality Assurance Academy in December 2019, and before the launch of the second one in early 2021, it seemed sensible to offer a platform to the community to keep the discussion going. The choice of an online series also fit into the year 2020 as it was affected by the pandemic crisis. The free webinars were designed in partnership with *Academ by RimaOne* as a series of moderated discussions building on expert knowledge, best practice cases, peer learning and common topics viewed through the prism of quality assurance – strategy, accreditations, leadership, data analytics, effectiveness of learning and teaching in an evolving world and report writing skills, amongst others. The original eight-episode series dealing with the most pressing topics was later extended with two additional episodes focusing, respectively, on the Americas and Asia-Pacific regions.

To further enhance efforts in community building, the QAA LinkedIn group was created this year to facilitate exchange between professionals from the field and a coverage of the full series was available on the EFMD Global blog.

“The best practices shared are unbelievable! Most of them are things any school should be able to implement right away, causing positive impact in numerous areas.”

***Adam Thomas**, Accreditation and Quality Manager, University of St. Gallen, Switzerland*

“These are great “mini recipe” takeaways that will rapidly add value to any school that is on the quality assurance journey – whether accredited or seeking accreditation. Myself and colleagues have learnt a lot and it’s comforting to see and hear that there is a lot of good and shared practice out there (some of which we are also implementing already at Bradford University School of Management).”

***Amir Sharif**, Associate Dean (International & Accreditations), School of Management (Faculty of Management, Law and Social Sciences), University of Bradford, The United Kingdom*

Game Not Over: Gamification as a Key to Engagement in Today's Classroom

3/8/12 June 2020, Online

In June 2020, the EFMD Professional Development team launched a brand-new online programme, addressing low engagement rates in programmes and courses, and presenting Gamification of Learning as a possible solution. The ten-day training attracted 23 participants from 11 countries. The attendees took part in three live sessions led by the facilitator covering the basics of gamification in business education along with the five steps to designing an engaging classroom experience. Attendees then worked asynchronously in teams on projects that focused on a variety of challenges such as finding creative solutions to motivating students to complete assigned materials before class, introducing challenging topics in class or effective approaches to digital transformation, presenting their prototypes in the final live session.

Next Stage: Developing a Sustainable Online Strategy

16–17 June 2020, Online

The goal of this interactive online workshop was to catalyse thinking about the next steps and map out parts of the journey from a survival mode to an effective strategy for online education.

The virtual workshop provided frameworks and tools for understanding the current situation, as well as opportunities for smaller groups of peers from different institutions to share their findings and discuss ways forward. Although the event was founded on the rapid response to a crisis, participants and experienced moderators were able to share their successes and effective methods used, as well as some of their key challenges. Those in attendance were able to gain a glimpse into approaches beyond their own institution and into the wider sector, and insights from across regions from both peers and experts. Indeed, the session was designed to be a briefer predecessor to the fuller 'Digital' course series, starting in January 2021. This full 'Next Stage' event will enable institutions to start laying the foundations and building blocks for developing their own strategy with experts facilitating an analysis of contexts.

For up-and-coming Business School Leaders

Leading Through a Global Crisis: Navigating the Unpredictable

22–26 June 2020, Online

At the end of June 2020, the Executive Academy team within EFMD Professional Development organised a week-long online programme with a specific focus on business school leadership in a global crisis. The training programme was offered as an extension of the Executive Academy and attracted the Executive Academy alumni as well as participants previously not acquainted with the Executive Academy programme. The participants explored the core Executive Academy concepts in greater depth, including topics such as leading oneself, leading others and leading successful programmes from a new perspective of working and leading a team in the global pandemic. The final session of the week allowed individual participants to share their specific challenges and led to a meaningful exchange of solutions and best practices between the programme attendees.

"The gamification workshop is a hands-on experience for any educator that wants to dip his or her toes into the basics of what gamification can mean for education. It provides a first-hand experience of what kind of issues you encounter in (re)designing your course with gamification elements. Useful, concrete tips were provided and Rob Alvarez is a highly engaging and knowledgeable lecturer."

***Mirella Kleijnen**, Programme Director BSc International Business Administration, VU University Amsterdam, The Netherlands*

Professional Development Services

The support of programme directors, facilitators and committee members has pushed the EFMD Professional Development team to find creative solutions during this challenging year. We are very grateful for their commitment and the energy they dedicated to the professional development of the Business School sector.

Griet Houbrechts, Director, Professional Development Services

Executive Academy (EA) Conversations

22 September 2020 and 18 November 2020, Online

The global pandemic has worked as a global disruptor, pressuring institutions to innovate fast. With that fact in mind, on 22 September and 18 November 2020 EFMD Professional Development organised a second initiative under the umbrella of the Executive Academy, entitled the 'Executive Academy Conversations'. Taking into account the knowledge accumulated in the steadily growing Executive Academy Alumni community, the EA Conversations is a series of informal online conversations featuring Executive Academy alumni. The main goal is to offer an opportunity to discuss the burning issues in business education among peers, share best practices and best failures and allow for a regular, meaningful knowledge exchange. The first conversation focused on preparing for the upcoming semester of omnichannel content delivery. The second conversation shed light on personal well-being, resilience and self-leadership of business school leaders.

For Career Professionals at Business Schools

Coffee with Careers

25 June 2020 and 10 September 2020, Online

As a reaction to the rapid transformation of work processes accelerated by the global pandemic, the EFMD Professional Development team, in cooperation with Highered EFMD Virtual Recruitment, launched a series of online discussions with the Careers community in mind. The goal of the ongoing discussions is to offer a space for the EFMD Careers Community to reflect on how COVID-19 times are shaping Career Services and to learn from their peers. The first conversation centred around the transformation to virtual, new, accelerated trends such as Artificial Intelligence or Gamification in Careers and quickly attracted around 180 participants. Following the success of the first discussion, the second edition focused on the relations between recruiters and Career Services. The career professionals and their recruiting partners sat in one Zoom meeting to discuss the changes to recruitment processes, the needs of the recruiters and how to work together in the 'new normal'.

Career Professionals Development Institute

19–23 October 2020, Online

The second edition of the Career Professionals Development Institute – the EFMD Professional Development training programme for Career Professionals – was again organised in cooperation with Highered EFMD Virtual Recruitment. This was initially planned for spring 2020, but was postponed due to the global circumstances and finally adapted to the online environment.

The online programme, divided into five modules, took place on 19–23 October and attracted 16 participants who were offered the opportunity to focus on topics including the core characteristics of high-trust leadership in Career Services, how to build an effective

career curriculum, the role of highly advanced technologies such as artificial intelligence and virtual reality, the latest innovations in recruitment such as gamification and video interviewing, handling career transformation, or advising business school talent in an online environment.

The online training stimulated fruitful peer-to-peer discussions, sharpened the career professionals' self-conception as drivers of institutional reputation, and fostered dialogue around the strategic role of talent and career services departments within business schools.

As the pandemic year opened in 2020, EOCCS positioned itself to support schools' transition to "emergency remote" delivery and shared its knowledge and experience of online issues with EQUIS, EPAS/EFMD Accredited and Business School Services.

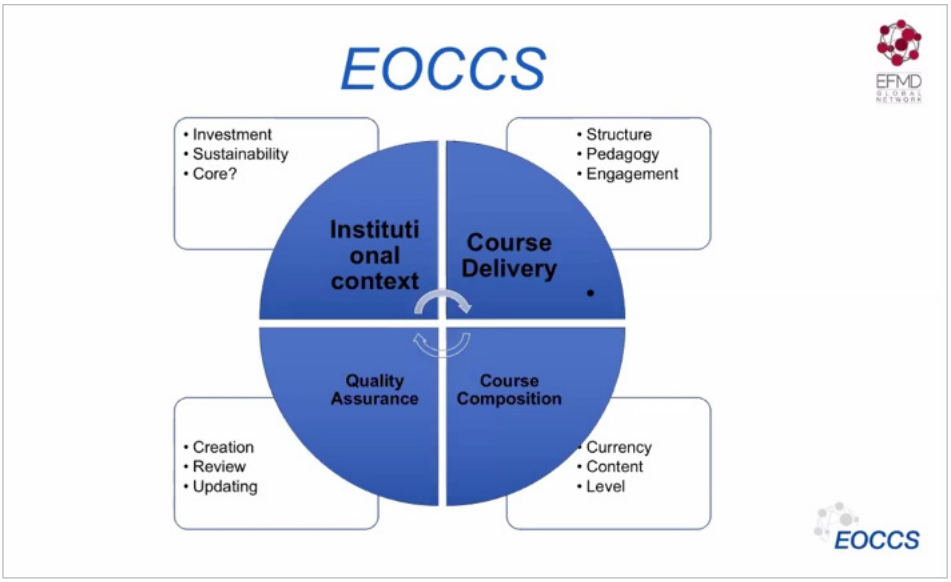
New certifications and re-certifications raised the numbers of certified EOCCS courses to 98 by the end of 2020. 92% of certifications were at business schools and 83% came from EFMD members.

The University of La Sabana in Colombia was successfully certified in the second half of the year after having followed a nine-month EOCCS Advisory Process. This was only the second time in EOCCS history that a school has gone through the advisory process and it proved to be an excellent way for institutions to benefit from expert advice and improve the quality of their courses. The process aligns well with the spirit of EOCCS where continuous improvement is one of the core values.

Throughout the year, the EOCCS team attended events related to online education – both as a participant and as an invited speaker. One highlight was a joint webinar with GBSN as part of its 'Virtual Conference Reimagined'.

EOCCS Community webinars continued throughout 2020 with topics including post-pandemic pedagogy, proctoring of online assessments as well as 'E-Quality' from online guru Tony Bates. Two of these webinars had record attendance with almost 150 registrations per event.

The fourth edition of the EOCCS Learning Community Symposium was hosted online by BI Norwegian Business School on 24–25 September, with a total of 64 participants. The overall theme of the symposium was 'New Pedagogy in a New Age' with individual sessions focusing on storytelling, innovations in pedagogical design, empowering human connections and the unavoidable reflection on the sudden switch to online teaching. The event was enhanced by contributions not only from Norway but also the United States, the United Kingdom, Portugal, Italy, Colombia, Germany, Russia and France. An innovation in 2020 was to introduce a call for contributions in the Pecha Kucha style – a successful interaction that will be continued.



Credit: GBSN

The following courses were certified during 2020:

IE Business School, Spain (recertification)

- MOOC Specialisation: Marketing Mix Implementation

Politecnico di Milano School of Management, Italy (recertification)
2 courses in the MBA programme:

- Innovation Management
- Supply Chain Management and Purchasing

OBS Business School, Spain (recertification)
Suite of 5 courses in the Masters programme:

- Leadership and Change Management
- Creative Thinking and Design Thinking
- Creating New Business Models
- Innovation in Processes
- Product Management and Growth Hacking

UPF Barcelona School of Management, Spain

Suite of 5 courses in the Masters programme:

- Advanced Consolidated Financial Accounts
- Stock Exchange and Financial Markets
- Advanced Working Capital Management
- Taxation of Investment and Financing
- Advanced Investments Analysis

Instituto Superior San Ignacio de Loyola (ISIL) S.A., Peru

Suite of 5 undergraduate courses:

- Fundamentos de Marketing
- Branding y Gestion de Productos
- E-commerce y Mobile Marketing
- Marketing Relacional y CRM
- Trademarketing y Category Management

International School of Economic and Administrative Sciences, Universidad de La Sabana, Colombia

Suite of 5 undergraduate courses:

- Marketing Management
- E-commerce & Internet Marketing
- Marketing Foundations
- International Marketing
- Global Fashion Marketing

As of December 2020, a total of 98 courses from 22 HE institutions in 14 countries hold EOCCS certification.

Given the importance of EOCCS' regular presence at global events to raise awareness, the EOCCS team members attended the following events (mostly online due to the pandemic):

- October, Online teaching webinar (jointly with GBSN, online)
- November, QS Reimagine Education Awards (online)
- November, BSAC conference in Canada (online)
- December, EdTech Forum: COVID-19 and beyond (online)

BI Head of Department, Professor Martinsen, shows off the multi-media talents of the Symposium host.
Credit: Roger Haugen

EOCCS ACKNOWLEDGEMENTS

On behalf of the EOCCS team I salute the continued vigilance, support and camaraderie of the EOCCS Certification Board under the Chairmanship of Professor Rebecca Taylor. We also recognise the hard work, generosity, attentiveness and commitment of our Review Teams, that are widely acknowledged by applicants as supporting development in the digital arena.

Keith Pond, Director, EOCCS

EOCCS Certification Board

Martin Boehm, Dean, IE Business School, Spain

Kristin Dahl, Special Advisor - Project Manager FOME/Insendi, BI Norwegian Business School, Norway

Mark Farrell, Former Dean, Victoria University Business School, Australia

Ginny Gibson, Former Deputy Dean & Director of Research, Henley Business School, University of Reading, The United Kingdom

Karine Le Joly, Director of Digital Learning Strategy and Innovation, HEC Paris, France

Johan Roos, Chief Academic Officer and Professor, Hult International Business School, The United Kingdom

Anne Berit Swanberg, Former EOCCS Director, Dean Teaching and Learning, Associate Professor, Head of LearningLab, BI Norwegian Business School, Norway

Rebecca Taylor, Pro Vice-Chancellor and CEO (Malaysia), University of Southampton, The United Kingdom, Chairperson of the EOCCS Certification Board

Tyra Malzy, Global LeadDiversity, Inclusion & Culture & EMEA Talent Director, JLL, France

Olga Udovichenko, Vice Dean, Graduate School of Public Administration, Russian Academy of National Economy and Public Administration (GSPM RANEPA), and Managing Director, IT Organization and Management Department, VTB Bank, Russian Federation

EDAF

EDAF extends the EFMD Global footprint across a wider geographical area and enables the excellence enhancement of management education by partnering with business schools in a mentor-led development process and – in some cases – bridging the gap toward accreditation.

The EDAF Committee

This oversight committee met in 2020 on 22 January, 26 May and 8 September. Given the global pandemic, all three meetings were held online, which in fact enhanced the ability of the committee members to participate actively in the discussions, contributing to the further development of EDAF.

Due to EFMD's overall switch to virtual operations, EDAF crafted a strategy for online peer advisory visits and remote mentoring. These matters were thoroughly discussed during the meetings together with a sustainable way of keeping the schools in the process engaged and committed.

In order to keep committee members informed and up-to-date, the EDAF team circulated updates with EDAF-related news among members on a bimonthly basis.

Two special initiatives

While the first online peer advisory visit will only happen in 2021, two online EDAF meetings occured in 2020.

A historical first, an all-mentor virtual meeting, was organised in the summer and will be repeated on a regular basis. The purpose of this meeting was to enable mentors to interact, to share best practices and difficulties they might be facing, and to create the much-needed synergy within the mentor pool.

Furthermore, the first EDAF introductory seminar was held in September, replacing the face-to-face meetings organised around EFMD conferences. The aim was to provide potential candidate schools with basic information about EDAF Development. Notwithstanding the rather focused audience, we are positive about the seminar's outcome and plan on repeating the same process on a biannual basis.

We took specific steps to reinforce cohesion among all stakeholders of EDAF Development, including our volunteer mentors, committee members, and current and past schools in the process. This will increase our ability to impact on the schools, the higher education landscape, and even broader society – especially if one takes into account the regions where EDAF schools operate.

Schools in the process

Despite the COVID-19 situation, two new schools applied to start the EDAF process and were declared eligible in 2020 – the School of Economics and Business Administration, Universidad Panamericana (Mexico City Campus), Mexico and the Faculty of Administrative Sciences and Economics, Tishk International University, Iraq.

Needless to say, by bringing in both BRAC Business School, Bangladesh in 2019 and Tishk International University in 2020, EDAF Development continues to reach out to the countries outside of EFMD's traditional scope. This reinforces the realisation of our common mission, as schools in the EDAF process also connect with the wider EFMD via their membership, and Tishk International University is a good example of this.

In 2020, two institutions from South America successfully completed the mentoring process; the School of Business, Universidad del Rosario, Colombia was already awarded the EDAF Certificate at the 2020 Online EFMD Annual Conference while the School of Management, Pontificia Universidad Católica del Perú will be awarded a certificate at the Awards Ceremony to be held in October 2021 during the 2021 EFMD Annual Conference.

As of December 2020, there are 11 institutions at different stages of the EDAF process. These are located in Africa (6), South America (3) and Asia (2). Another 11 institutions have so far benefitted from completing the EDAF process. One of these is expected to complete the process in the second or third quarter of 2021.

Increased EDAF visibility

To increase its visibility, EDAF was promoted and presented at a variety of virtual events held throughout 2020: EFMD Conference for Deans & Directors General (13–14 February); EFMD Global Annual Conference (31 August–2 September); EFMD Global Americas Annual Conference (7–9 December).

EDAF strategy review

EDAF undertook an internal strategic review in November 2020. The results were presented to the Quality Services team and also, partially, to the EDAF Committee. In response to the review, EDAF is working towards tighter administration of schools and finances. EDAF will also retain the two-path development trajectories, and continue focusing on internal and external marketing of the EDAF process.

We look back on a difficult, but successful year, and wish to thank the EDAF team, volunteers and internal EFMD staff for their support.

EDAF ACKNOWLEDGEMENTS

EDAF relies for its activities on the voluntary involvement of peers from the EFMD network. This applies to the EDAF Committee members who provided wisdom and oversight during an unusual 2020. It also applies to our dedicated mentors who worked tirelessly with EDAF schools to improve the quality of education. Our sincere thanks to all!

Piet Naude, Director, EDAF

EDAF Committee

Armando Dal Colletto, Former Dean, Business School São Paulo, Brazil

Nikolay Filinov, Professor and Dean, Faculty of Business and Management, National Research University Higher School of Economics, Russia

Jean-François Fiorina, Deputy Director General, Grenoble Ecole de Management, France

Thami Ghorfi, President, ESCA – Ecole de Management, Morocco

Mariëlle G. Heijltjes, Executive Director, Professor of Managerial Behaviour, Maastricht University School of Business and Economics, The Netherlands

Jikyeong Kang, President & Dean, MVP Chair in Marketing, Asian Institute of Management (AIM), The Philippines

Virginijus Kundrotas, President, Baltic Management Development Association (BMDA), Lithuania

Ramon O'Callaghan, Dean, Porto Business School, Portugal

Marcelo Paladino, Professor and former Dean, IAE Business School, Universidad Austral, Argentina

Michel Poté, Former Dean of EM Normandie and ESSCA business schools, France

Rajendra K. Srivastava, Dean and Novartis Professor of Marketing Strategy and Innovation, Indian School of Business (ISB), India

Udo Steffens, Professor of Business Administration & Former CEO and President, Frankfurt School of Finance & Management, Germany

Howard Thomas, Emeritus Professor at Singapore Management University, Singapore and the Ahmass Fakahany Distinguished Professor of Global Leadership at the Questrom School of Business at Boston University, The United States

"We are proud of being the first business school in Asia mentored by an EDAF team. 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. The EDAF mentoring system has assured us on a safe way towards EQUIS accreditation without detour."

***Qiusheng Zhang**, Dean, School of Economics and Management, Beijing Jiaotong University, China*

During the 2020 EFMD Conference for Deans and Directors General in Milan, BSIS Director Michel Kalika led a session on 'Managing Impact-Faculty' with the following panellists who presented their schools' experiences during the BSIS certification journey: Franceso Billari, Dean of Faculty, Bocconi University, Jean-François Manzoni, President, IMD and Metka Tekavčič, Dean, University of Ljubljana, School of Economics and Business.

'The First Questions to Ask Before Starting an Impact Assessment' was the theme of a webinar organised by the BSIS team on 5 March. It was open to business schools around the world and aimed to address all relevant issues for business schools to consider when embarking on an impact assessment, as well as highlighting the strategic value in assessing, measuring and analysing impact. Two sessions were scheduled to accommodate various time zones, being well attended with over 30 highly engaged participants.

By mid-March, the COVID-19 situation had escalated in Europe, and due to the nature of restrictions around the world, the BSIS team needed to adapt its way of working. The BSIS Symposium initially scheduled to take place at IAE Nice was cancelled and transformed into a series of ten online impact webinars over the period of April-May. This **2020 BSIS Virtual Symposium** series permitted the BSIS team to maintain the link on impact with 65 business school representatives.

A webinar entitled **'Impact Assessment: An Opportunity for Asian Business Schools'** was held in June and was specifically targeted at business schools in Asia. Ian Fenwick, Director, Sasin School of Management and Yuan Ding, Dean, CEIBS, talked about their specific experiences, and outlined challenges and insights into the impact assessment process.

In August, the BSIS team with the support of the EFMD GN Asia office, addressed relevant issues business schools should consider when embarking on impact assessment, and how to leverage this during a period of crisis. The webinar entitled **'Impact Assessment: Enhancing the Impact of a Business School During COVID-19'** was held on 20 August, with input from N. R. Parasuraman, Director, SDMIMD and Sherif Kamel, Dean, American University in Cairo. The speakers addressed the topic from a regional perspective, discussing their specific experiences, challenges, and offering insights into the impact assessment process, particularly during a period of crisis.

During the **2020 Online EFMD Annual Conference**, BSIS led a well-attended session entitled **'Creating Online Impact'**. Delphine Manceau, Dean, NEOMA Business School and Grzegorz Mazurek, Rector Elect, Kozminski University presented their experiences of what the crisis changed in the impact of their business schools and what will be the impact for their schools in the future.

This year has been exceptional and so have been all the schools that have participated in the BSIS team's activities. Thank you for your strong support!

Michel Kalika, Director, BSIS

BSIS Awards

During the 2020 Online EFMD Annual Conference, BSIS officially awarded the label to the following schools:

American University in Cairo, School of Business, Egypt

Audencia Nantes (renewal), France

ESCE International Business School, France

ESSEC Business School, France

IDRAC Montpellier, France

IMD, Switzerland

IPAG Business School, France

Kozminski University, Poland

Manchester Metropolitan University, Faculty of Business and Law, The United Kingdom

Pôle Universitaire Léonard de Vinci, France

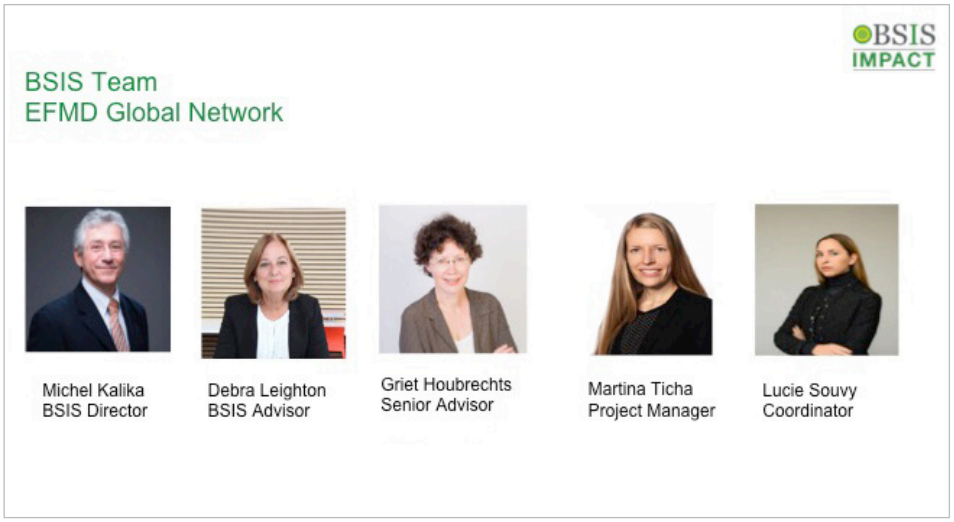
Rotterdam School of Management, Erasmus University, The Netherlands

Sasin Graduate Institute of Business Administration of Chulalongkorn University, Thailand

Shri Dharmasthala Manjunatheshwara Institute for Management Development (SDMIMD), India

Toulouse School of Management, France

As it was an online event, the schools receiving the BSIS label were presented to the audience via a video link.



BSIS visits

The BSIS visits planned during the first half of 2020 were rapidly converted to online visits. The first virtual visit took place at Kozminski University on 6–7 April. The school gave good feedback on this method, and derived several benefits from it.

The other virtual visits that took place included:

Rotterdam School of Management, Erasmus University, 27–28 May / 5 June

International Business School Suzhou (IBSS), Xi'an Jiatong University, 21–24 September

St Gallen University (renewal), 5–6 November

Brock University, Goodman School of Business, 2–4 December

FNEGE also conducted BSIS visits in France for the following schools in 2020:

Pôle Universitaire Léonard de Vinci

IDRAC Montpellier

Toulouse School of Management

IPAG

ESSEC Business School

ISC Paris Grande Ecole

BSIS/Emerald Partnership

BSIS continues its partnership with Emerald geared towards advancing business schools' impact narratives on society. During the online webinar series in April, IMD and BIMTECH, both pilot schools for this project, presented their case studies highlighting examples of the real impact of their research. The University of Ljubljana also joined the case studies collection later in the year, presenting on the topic 'Real Impact is reducing environmental impacts in the tourism industry'. All the case studies are available online.

The collaboration with Emerald also includes an open BSIS research collection featuring work from schools in the BSIS community, such as case studies, teaching methodologies, etc.

The University of Ljubljana is the first school that produced a piece on tourism vouchers. More BSIS schools will be invited to present research proposals, particularly related to their impact activities and initiatives in the wake of the coronavirus pandemic.

Media

An article based on the outputs of the 2019 BSIS Symposium was published in the February issue of *Global Focus*, the EFMD magazine.

In the June issue of *Global Focus*, IMD published an article on 'Real Impact: Real Learning', in which they talked about their BSIS experience, specifically the challenges faced, and lessons learnt. This article was translated into Spanish and published in the Spanish edition of *Global Focus* in September. It was also translated and published in the Chinese edition.

Michel Kalika and Gordon Shenton wrote an article for the *Journal Corporate Governance* entitled, 'Measuring business impact: the lessons from the business schools', that was published in early 2021 by Emerald.

Another BSIS article by Kalika and Shenton, 'BSIS: A Journey of Self-Discovery' was translated and published in the Spanish edition of *Global Focus* in September.

Survey

On 7 October, the BSIS team launched the **BSIS Impact Survey** to find out how business school deans have managed and maintained their impact during the COVID-19 pandemic, and explored the deans' perceptions of the future of business education. The data for the survey was structured around the seven dimensions of BSIS. 114 business schools responded to the online questionnaire, the results were finalised in December and shared at the BSIS workshop on 19–20 January 2021.

"Now it is also easier to communicate to our stakeholders what is the real impact of Kozminski University on the socio-economic ecosystem. We are truly excited about how BSIS has already changed the perspective of many of our activities – simultaneously creating huge engagement of the KU community, especially in COVID-19 times."

***Grzegorz Mazurek**, Rector Elect, Kozminski University, Poland*

"The BSIS process and outcome was instrumental in developing in-depth knowledge about our regional impact. It delivered some key insights that we will use in our strategic planning."

***Ansgar Richter**, Dean, Rotterdam School of Management, The Netherlands*

emerald PUBLISHING

Highered EFMD Global Shared Career Services was launched in February 2017 with the goal of combining the strength of all the schools in the network and supporting member schools with internships, trainee positions and graduate jobs and resources relevant to Career Services departments, thereby creating a global talent ecosystem.

Highered Talentpanel is a fully fledged Careers Management System and is available as a complimentary service to EFMD member schools who can use the system to centralise all of their digital career services activities.

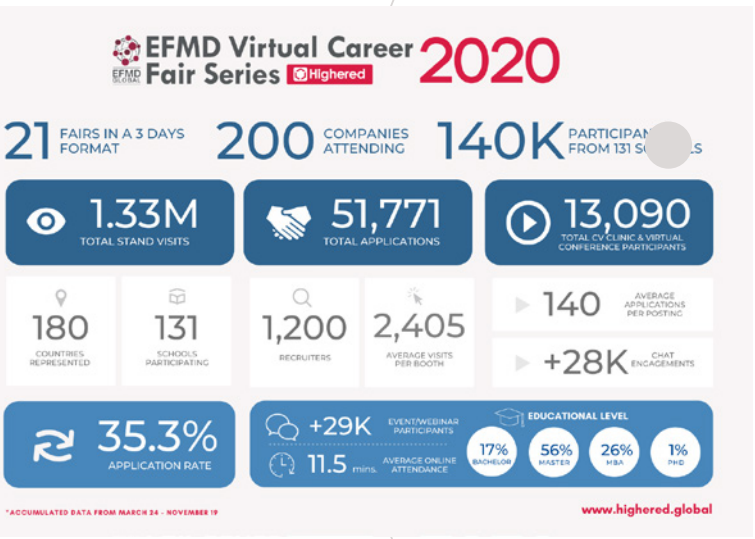
The Highered Talentpanel was launched at the 2019 EFMD Career Services Conference. Talentpanel is highly innovative and was developed using the latest cloud technology based on feedback from both Talent & Careers teams in the EFMD network, as well as recruiters and talent. The schools that have already deployed the new software have seen an increase of over 300% in talent engagement, an achievement which boosts both rankings and accreditation, as well as student/alumni satisfaction.

The COVID-19 pandemic impacted Highered sales and stopped all revenue from companies and organisations from March to August 2020. However, this has now picked up and sales are back to the levels projected. The crisis has opened an opportunity to rapidly create new offerings which are highly relevant for both academic and corporate members of EFMD. The fast response of the membership to this initiative was remarkable and reassuring, alongside the great support from the EFMD Global teams.

Development of the **EFMD Virtual Career Fair Series by Highered** started at the beginning of the lockdown period in mid-March 2020. When the pandemic hit the western world in the second trimester of 2020, Highered had already pivoted to online for the first China Career Fair organised on 23 March, with some 1700 Chinese-speaking students from 153 schools and 54 companies participating. Given the early warning and requests from the Chinese market, we quickly turned around and launched the first Minimum Viable Product in a matter of days. This resulted in the first EFMD Virtual Career Fair of the series which began on 28 April and was a tremendous success due to the EFMD-Highered joint efforts and collaboration. During the spring, the fairs were organised on a third-party provider platform, and were both sector and geography specific, culminating with the Season Finale in early June 2020.

Based on the results, learnings and feedback from the key stakeholders involved in the Spring 2020 series (including careers services, recruiters and talent), we enhanced the format by transitioning towards more focused and targeted profile-specific fairs for the Fall 2020 series, resulting in greater clarity and management of expectations for both recruiters and talent. Furthermore, Highered invested €400,000 in the development of a state-of-the-art virtual careers platform that is now integrated into the Highered Talentpanel.

For autumn 2020 we put together a robust programme which ran from 15 September to 19 November, consisting of eight function-specific fairs in a three-day format including a "Preparation Day" with live CV Clinics and a virtual conference featuring relevant speakers, followed by the "Recruiting Days" on days two and three.



In 2020, cooperation proved to be powerful, and we can all be proud of such a collaborative network as EFMD. It has been a pleasure to see our member schools and companies embracing the challenge and together provide students and alumni with a chance to start a career no matter the difficulties in the post-pandemic world. My thank you goes also to our Highered partners for their relentless energy and commitment in developing the EFMD Virtual Career Fairs.

Helke Carvalho Hernandes, Vice-President, EFMD Global Network

The 2020 experience saw a total of 21 fairs in a three-day format, at which we hosted more than 1,200 recruiters from 200 companies and organisations. 131 EFMD Global member schools chose to participate, enabling 140,000 of their students, as well as alumni, to interact with the recruiters during 1.33 million stand visits, leading to a total of 51,771 applications and a 35.3% application rate, which outperformed any other initiative seen in the recruiting industry. Throughout the virtual fairs, the employers held live events and webinars to communicate at an unprecedented scale to larger talent groups, with more than 29,000 participants attending.

In addition to the positive response to the employment opportunities, the talent showed up in force to the career educational offerings throughout the virtual fairs. More than 13,000 students joined live CV Clinics and virtual conferences with leading career speakers worldwide, who are references in their respective fields.

We held the 'Future of Virtual Recruitment' roundtable for recruiters and Career Services professionals on 30 November, during which we literally created the roadmap for what lies ahead in 2021. From a Talent & Careers perspective, 81% of schools recognised that what their talent valued most from Career Services is 'continued efforts to bring recruitment opportunities, including Virtual Fairs'. It was no surprise, then, to learn that in addition to joining the EFMD Global Virtual Fairs in 2021, 84% of schools confirmed plans to organise their own school's virtual fairs. As for the recruiters, 82% indicated that the move to digital recruitment is irreversible and that a hybrid form of on-campus and digital recruitment will be their strategy in 2021.

Development of EFMD Virtual Career Fair Series by Highered into 2021

On the school side, we find ourselves at a very exciting moment with 150 schools registered for the EFMD Global Virtual Fairs. All of these schools can also host a private virtual event on the Highered platform.

In addition, we are starting to see a steady flow of schools proactively introducing us to their corporate partners, in order to bring them on board the multi-school EFMD Global Virtual Fairs. This marks a turning point and demonstrates the trust we are truly building with our stakeholders.

With regards to school traffic, we are immersed in a project to thoroughly analyse the 2020 traffic by school. As soon as we are confident that the figures are reliable, we will begin to classify the schools by segment, and plan specific marketing campaigns. By the end of February, we were at 257,800 registered users, and saw a user growth of 4.5% monthly.

Partnerships

Highered is thrilled to be working in partnership with Abintegro, an organisation that provides a career development platform for the world's

leading universities, colleges and business schools, enabling every student to access a career development programme that makes a measurable difference to their employability.

Through our exclusive partnership, our schools can greatly benefit from Abintegro's two AI-powered tools – CV360 and Interview360 – which enable talent to optimise their CVs and perfect their interview skills by taking AI-powered mock interviews based on the content of their CV.

Our current partnership with Aon Assessment Solutions has been going very well, with over 35,000 students and alumni having taken the assessment available on the GetHighered platform during 2020. This led us to liaise with Aon to ensure that the assessment and detailed feedback reports talent receive after completing the assessments continues to be in line with what they need to be future ready. Aon's assessment solutions are innovative, engaging and employ the best of AI and psychometric advancements.

Launch of Highered Virtual Platform "Talentpanel 4.0"

Based on our findings and data from the virtual fairs, we developed in parallel a fully virtual version of the Highered Talentpanel. It enables integrated virtual connectivity between talent, schools and recruiters, on an individual level, and is unlike any other platform to date. With both schools and companies/organisations in the same system, collaboration between talent and recruiters can now be initiated on a completely new level, supporting diversity, inclusion and levelling of the playing field by offering more equal opportunity through collaboration between schools.

All schools and their corporate partners can now host any virtual event on each school's own Talentpanel, thus minimising setup and staff training while outsourcing support. This makes the Highered Talentpanel the least admin-intensive and most affordable system on the market. Even schools with very small career services teams can easily run valuable events on their own Talentpanel.

In Talentpanel, we also launched the interview scheduling functionality by running a pilot with Alba Graduate Business School in Greece (October 20-21, 2020), allowing for 2,500 recruiter interviews to be organised on the platform over two days. We believe this is a natural progression of virtual events to contribute to two major pain points by recruiters: time to hire and cost of hire.

One of the many benefits of the platform is that a corporate partner only needs to be set up once in the system, regardless of which schools they visit, thereby cutting the cost of setup and training and minimising technical errors. Over 1,500 companies/ organisations are already set up on the Highered Talentpanel and can arrange or participate in virtual events and campus visits in a matter of minutes.

Highered is also promoting EFMD schools' private virtual events hosted on the platform to all of our corporate members, in order to support the career services departments and talent in our network.

The EFMD Corporate Team actively supported the "Highered Virtual Career Series" by encouraging corporate members to engage in the virtual career fairs, with several members responding positively. Additionally, Highered initiatives were regularly promoted via the corporate newsletter to generate interest in the corporate community.

Going forward in 2021

For the Spring 2021 recruitment period, more than 40 school private virtual events have already been scheduled to be hosted on the Highered Talentpanel.

https://highered.global/faireventscalendar/2021-2/

The 2021 roadmap includes two five-day multi-school global fairs (April and October), complemented throughout the year by private virtual events for both schools and companies/organisations, scalable to cater for a single recruiter visit to a multitude of corporate partner participants.

We continue to be motivated to provide all EFMD member schools with quality opportunities, an integrated career management system developed by and for the schools, and quality content to support the employability training of talent in order to ensure they are future-ready for the global workforce.

2020 EFMD GN Americas Annual Conference

7–9 December

Theme: Navigating Reinvention: Lessons Through Crisis

The seventh edition of the EFMD GN Americas Annual Conference was attended by 50 participants, mostly from North and South America. Fundação Dom Cabral (FDC) had planned to host the event at its campus in Nova Lima, Brazil before the event was taken online due to the global pandemic. FDC remained an active partner in reformatting the programme, sourcing speakers, and chairing the conference.

In 2020 business schools and universities globally found themselves having to respond instantly to a vastly changed societal and education reality. In the context of these rapid changes and uncertainties, the programme was designed to be structured around panels examining changes to different business school stakeholder groups like deans, students and alumni, and industry partners offering participants opportunities to discuss challenges and takeaways with peers.

Ranking and Accreditations

16 April

An on-line event organised by EFMD Asia in collaboration with Quality Services

Number of participants: 140

“I am thankful to EFMD for giving me the opportunity to participate in the last webinar where I had the opportunity to interact with high-quality professionals and academics and understand the power of the EFMD network through which the future of education is shaped.”

***Sotiris Karagiannis**, Graduate Business Programs Director, University of New York in Prague, Czechia*

“It has been a great privilege but also a whole lot of fun to co-host the last EFMD webinar on the Future of MBAs where the true strength and purpose of the EFMD network was felt, even in such hard and strange times we live in today. This reaffirmed my belief that EFMD was truly successful in building a long-lasting and tightly knit community.”

***Saša Žiković**, Vice Dean for Science and International Strategic Partnerships, Faculty of Economics and Business, University of Rijeka, Croatia*

Rethinking Internationalisation – Online Discussion

14 August

This online event had a regional focus on Latin America and a panel of four Latin American deans with lively and engaged Q&A discussion. The panellists shared their views on current changes and future possibilities of internationalisation at their schools at this time when internationalisation is fundamentally affected by many factors like border closure, social distancing, stay-at-home orders, financial viability and accessibility, and travel restrictions.

The webinar was free to members and non-members with 95 people present for its duration. It was the first free online event created for the region as a way to facilitate community which is especially important during COVID-19.

2020 ACE General Assembly*

30 August, China

*Alliance of Chinese and European Business Schools

Hosted by: Beijing Jiaotong University and EFMD GN Hong Kong office via Zoom

Number of participants: 18

2020 EFMD GN Workshops

23 October, China

Workshop in English

Theme: The webinar introduced participants to the various EFMD activities focused on strengthening the collaboration between business schools and the corporate world. These range from accreditation / certification to project work, professional development and general community building.

Hosted by: EFMD GN Hong Kong office via Zoom

Number of participants: 12

26 October, China

Webinar delivered in Chinese

Theme: The webinar introduced participants to the various EFMD activities ranging from accreditation / certification to project work, professional development and general community building.

Hosted by: EFMD GN Hong Kong office via Zoom

Number of participants: 23

'The future of MBAs – Face lift or a total reconstruction?'

19 November, Online

The session was organised by the EFMD GN CEE team and and led by University of New York in Prague and Faculty of Economics and Business University of Rijeka. Over 80 participants from all over the world joined the debate around the burning MBA dilemmas in COVID times such as the real demand for a traditional MBA, the compromise between the over-emphasis on internationalisation against regionalisation, the challenges of the COVID-19 pandemic in delivering and managing online MBA programmes, and finally, the incorporation of wellbeing courses.

Sotiris Karagiannis, Graduate Business Programmes Director, University of New York in Prague, Saša Žiković, Vice Dean for Science and Postgraduate Studies, Faculty of Economics and Business University of Rijeka, Croatia and Ivana Marinković, Director, EFMD Global Network CEE continued the discussion of the future and demands for MBA's in the February 2021 issue of *Global Focus* magazine.

"The EFMD GN Americas Annual Conference is an event I look forward to every year. I have learned a lot from the different perspectives that are presented. As business schools, we all share almost the same challenges and there is strength in getting to know how everyone is facing them."

***Alejandra Tenorio**, Internationalization & Accreditation General Coordinator, School of Economics and Business Administration, Universidad Panamericana Mexico City Campus, Mexico*

"I want to challenge us all to be attentive curators of what is to come. And even further: what is it that we want for the future of executive education and business schools? What is our manifesto?"

***Viviane Barreto**, Associate Dean for Global Strategy, Fundação Dom Cabral, Brazil*

EFMD GLOBAL NETWORK ACKNOWLEDGMENTS OF THE ADVISORY BOARDS

We kindly thank you for your contributions to EFMD Global over the course of an unprecedented year. As members of our advisory board and committees, we hold you in very high esteem and appreciate the valuable time and attention you give us. You are a vital part of our mission, values, and purpose and help us better serve members and business schools all over the world.

Friedemann Schulze-Fielitz,
Director, EFMD Global Network Americas

Ivana Marinkovic,
Director, EFMD Global Network Central and Eastern Europe

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Elaine Tavares, Dean, COPPEAD Graduate School of Business, Federal University of Rio de Janeiro, Brazil

“The EFMD GN Americas conference always provides a wonderful opportunity to learn what our neighbours are doing and to make new friends. The virtual 2020 conference was no exception!”

***Thomas Cosse**, Associate Dean for International Business Programs, Robins Schools of Business, University of Richmond, The United States*

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Michael Page, Senior Advisor, EFMD GN Americas, The United States

Clara Rosello, Director of Internationalisation and Cooperation, CENTRUM Católica Graduate Business School, Pontificia Universidad Católica del Perú, Peru

Benjamin Stevénin, CEO, RimaOne, France

Professional Development

Quality Assurance Academy
Spring edition
13 January – 31 March, Online

Gamification of Learning: Designing an engaging classroom experience
21 January – 9 February, Online

Paradoxes of Leadership: Neuroscience – Based Leadership in the Information Age
24 February, Online

Coffee with Careers
Theme: The Talent Perspective
25 February, Online

Rethinking Business Education: Building your own online strategy
18 February – 4 March, Online

Online Teaching Academy: Moving beyond remote teaching to master all aspects of online education
14 April – 18 May, Online

Career Professionals Development Institute
17–21 May, Online

Leading Transformation: A sustainable, digital and personal leadership journey
7–17 June, Online

Online Teaching Academy
Fall edition
October 2021, Online

Quality Assurance Academy
Fall edition
October 2021–January 2022, Online

Executive Academy
Theme: Leading with impact
8–12 November 2021
Prague, Czechia

Rethinking Business Education: Building your own online strategy
Fall edition
November 2021, Online

BSIS

Demonstrating Impact: Exploring how business schools can demonstrate their impact on the world around them
19–20 January, Online

BSIS Virtual Symposium
Theme: Demonstrating impact: Now is the time!
15–30 April, Online

EFMD Global & Highered

EFMD Global Career First Feest by Highered
19–23 April, Online

EFMD Global Career Feest by Highered
11–15 October, Online

EOCCS

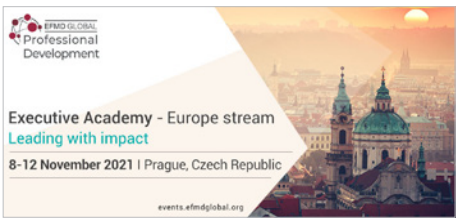
Bringing the real world into the (virtual) classroom: Connecting with practice
28 January, Online

Immersive business education: What is the potential of virtual reality
31 March, Online

2021 EOCCS Learning Community Symposium
Theme: Digital As Mainstream?
23–24 September, Online

EFMD GN Americas

Reflections on Social Impact during a Global Pandemic
23 April, Online



EFMD Global Network and AHRMIO have the common goal of improving management development and have similar aims, objectives and values. EFMD GN's collaboration allows AHRMIO to better serve and expand its membership, broaden the scope of its activities, and develop stronger events.

Meetings

The first AHRMIO Board meeting for the year took place on 20 January and was hosted by the UNFPA office in New York. The Board discussed strategic initiatives for AHRMIO and future planning. The following day, the Conference Committee met to discuss the design and planning of the 2020 conference.

On 29 April, the Conference Committee met again via conference call, to further discuss the progress of the conference program and advance with the confirmation of speakers and session topics.

A second board meeting was held on 10 June to discuss further on AHRMIO planning and initiatives, particularly in light of the current COVID-19 situation. It was decided at this meeting to cancel the 2020 Annual Conference in Brussels, due to the evolution of the pandemic and to organise an online event in its place.

AHRMIO Agenda Consulting Employee Engagement Report

In February, AHRMIO and Agenda Consulting co-published a report titled 'Challenges and Differences: Employee Engagement in International Organisations'. It was shared across the AHRMIO network and on social media.

Webinars

The following webinars were hosted by AHRMIO in 2020:

How can we support employees' mental well-being in the New Normal?

17 June

AHRMIO decided to address the very pertinent topic of mental health given the various mental health challenges that have arisen since the onset of COVID-19, particularly in how international organisations are supporting their staff during these times. The panel discussion included Stuart Fisher, Senior Psychologist at The World Bank Group; Regan Shercliffe, Chief Staff Counseling at United Nations World Food Programme; and Moussa Ba, Chief Critical Incident Stress Management Unit at United Nations. The webinar was moderated by Saleema Vellani, Innovation Strategist, Author, and Co-Founder, Innovazing, and gathered 100 participants.

Be an Apprentice to Change and Build your Change Superpowers

30 June

This webinar was led by Gregg Brown, author and specialist in organisational psychology. It addressed what it means to be an apprentice to change, particularly in times of crisis. Questions discussed included: How to break out of status quo change management thinking to discover people-centric approaches that actually work? And, which qualities and skills need to be developed to have the impact that is required? Again, this webinar was very well appreciated by 70 participants.

AHRMIO partnered with one of its sponsors, Cigna, to share a webinar to the AHRMIO network on

COVID-19 and Mental Health

30 April

This informative session was led by experts from Cigna Europe and Geoff McDonald, Mental Health Campaigner.

AHRMIO partnered with another of its sponsors, Allianz Partners, to present a webinar on the

Future of Work and Digital Wellbeing
9 December

It addressed questions such as: What will the workplace of the future look like? How will workplace digitisation impact employee wellbeing and mental health? And, what can HR functions and staff do to support wellbeing? The webinar was a panel discussion with the following speakers: Beth Warne, Senior Analyst in the Public Policy team; The Economist Intelligence Unit (EIU), Dr. Ulrike Sucher, Chief Medical Officer International Health at Allianz Partners; and Peter Thomson, Director of the Future Work Forum. The discussion was moderated by Danijela Milic, AHRMIO Board member and Human Resources Policies Officer at the United Nations.

AHRMIO also showcased to the network a series of webinars from Penn State University, one of our Academic Partners. These were on the following topics:

Building Leadership Competence
29 May

During this webinar, participants were given the opportunity to self-assess their leadership competencies for both importance and development need. The webinar was led by Wesley Donahue, Professor of Education (Workforce Education and Development), Penn State University.

Building Trust, Transparency and Authenticity
26 June

William Rothwell, Professor of Education (Workforce Education and Development), Penn State University, President, Rothwell & Associates, Inc. and Rothwell & Associates, LLC led this webinar. He reviewed transparency and authenticity and how to restore confidence when trust is lost, how to restore openness when evidence of transparency has been lost, and how to re-establish authenticity.

OD Values for the Future
31 July

This webinar shared a list of nine OD values for the future that were identified through a Delphi study involving 43 OD practitioners and researchers who practiced 57 countries collectives. This webinar explained the process of the Delphi study, shared the list of nine values along with the corresponding descriptions and behavioural indicators. Hyung Joon Yoon, Fellow Assistant Professor of Education (Workforce Education and Development), Penn State University, led the session.

Transforming Organisational Culture in the Age of Innovation
28 August

William T. Brendel, Assistant Professor of Education, Penn State University, discussed how organisations can help their employees establish a new relationship with change by combining mindfulness practice, critical reflection, and innovative technologies to foster continuous, proactive transformation.

Use of Self in Professional Practice: The What and How with Update from Global Research
25 September

Participants were able to gain clarity on the roots, basic concepts, processes and practices that help people to understand themselves better, use their resources in applied practice, manage how they show up and have intended impacts on others. The webinar was led by David W. Jamieson, Professor & Director (Retired), Doctorate in OD and Change, University of St. Thomas, President, Jamieson Consulting Group, INC.

Accelerating Through the Turn – With an Effective Organization and a High Performing Workforce

20 November

This webinar, hosted by The Organisation Development and Change Program at Penn State University, addressed the actions that can be taken to accelerate organisational performance. The webinar was led by George Karam, Managing Partner for Korn Ferry (previously Hay Group) in the Middle East and North Africa.

2020 Online Leadership Series

In consultation with the Board, the AHRMIO team decided to host an online Leadership Series event, highlighting leadership lessons that emerged during the pandemic. The event took place from 5-9 October, a week filled with stimulating discussions and an excellent set of speakers. The event was very well attended with 370 participants. The sessions were very engaging and received positive feedback.

2020 Virtual Annual General Assembly

The 2020 Annual General Assembly was originally scheduled to take place during the Annual Conference, as is the case every year. However, due to the cancellation of the Annual Conference, for the first time AHRMIO was obliged to organise this meeting remotely in order to comply with its legal obligations and proceedings. Voting members (individual and founding members) were requested to vote on specific matters on the agenda including the approval of the 2019 financial accounts. The majority of voting members adopted the items on the agenda without any objections.

2020 EFMD Case Competition

AHRMIO continued to sponsor the category that was introduced in 2019 for the EFMD Case Writing Competition edition entitled, 'Innovative People Leadership Solutions in international intergovernmental and not-for-profit organisations'. This category focuses on issues that are relevant to people management in international organisations and the specific HR challenges of the international public and not-for-profit sector. AHRMIO promoted the competition to its contacts, notably its academic partners and to organisations who have research partnerships with academic institutions.

EFMD Virtual Career Fair for International Organisations

AHRMIO teamed up with Highered to offer all AHRMIO members the opportunity to set up a complementary virtual booth to connect with potential talent specifically interested in International Organizations, NGOs and Public Administration. Four AHRMIO members benefitted from this opportunity: World Bank, IOM, OECD and UNDP. Speakers from the World Bank and IOM also gave presentions to the audience and their sessions were very well received. The job offers on the AHRMIO job portal were featured at this particular Virtual Career Fair.

Membership

In 2020, AHRMIO welcomed the following members:

Individual members:

Daniela Sfeir, Senior Director, Human Resources, ADP Ingénierie

Philippe de Meyere, Independent Consultant

Donna Gallup, Senior Programme Associate, ICAO

Mark Polane, President, UN Field Staff Union

Student members:

Philippe Awono, PhD candidate in Political Science and International Relations, University Jean Moulin Lyon 3, France

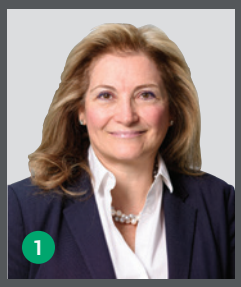
Leila Farzam, PhD Candidate, Pennsylvania State University, The United States

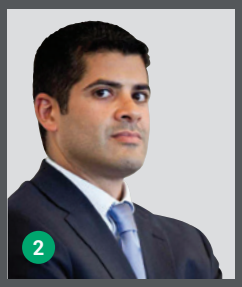
Olga Blouch, Doctoral Student, Workforce Education and Development, Pennsylvania State University, The United States

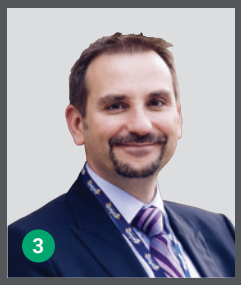
Organisational members:

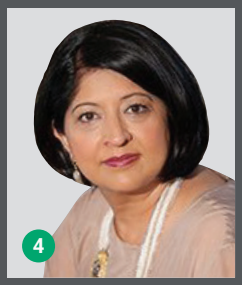
International Energy Forum (IEF), Saudi Arabia

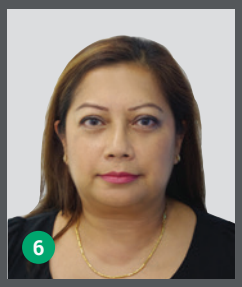
AHRMIO BOARD MEMBERS

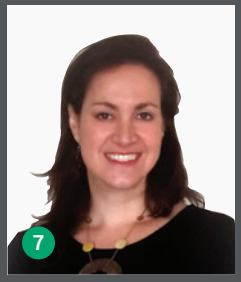


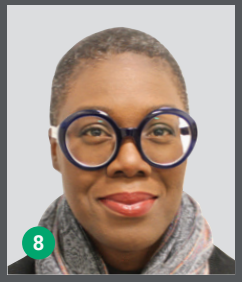


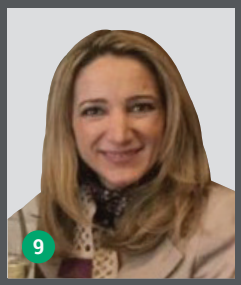


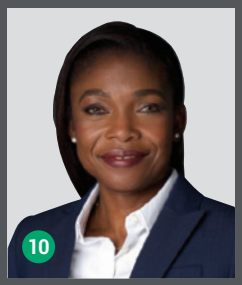












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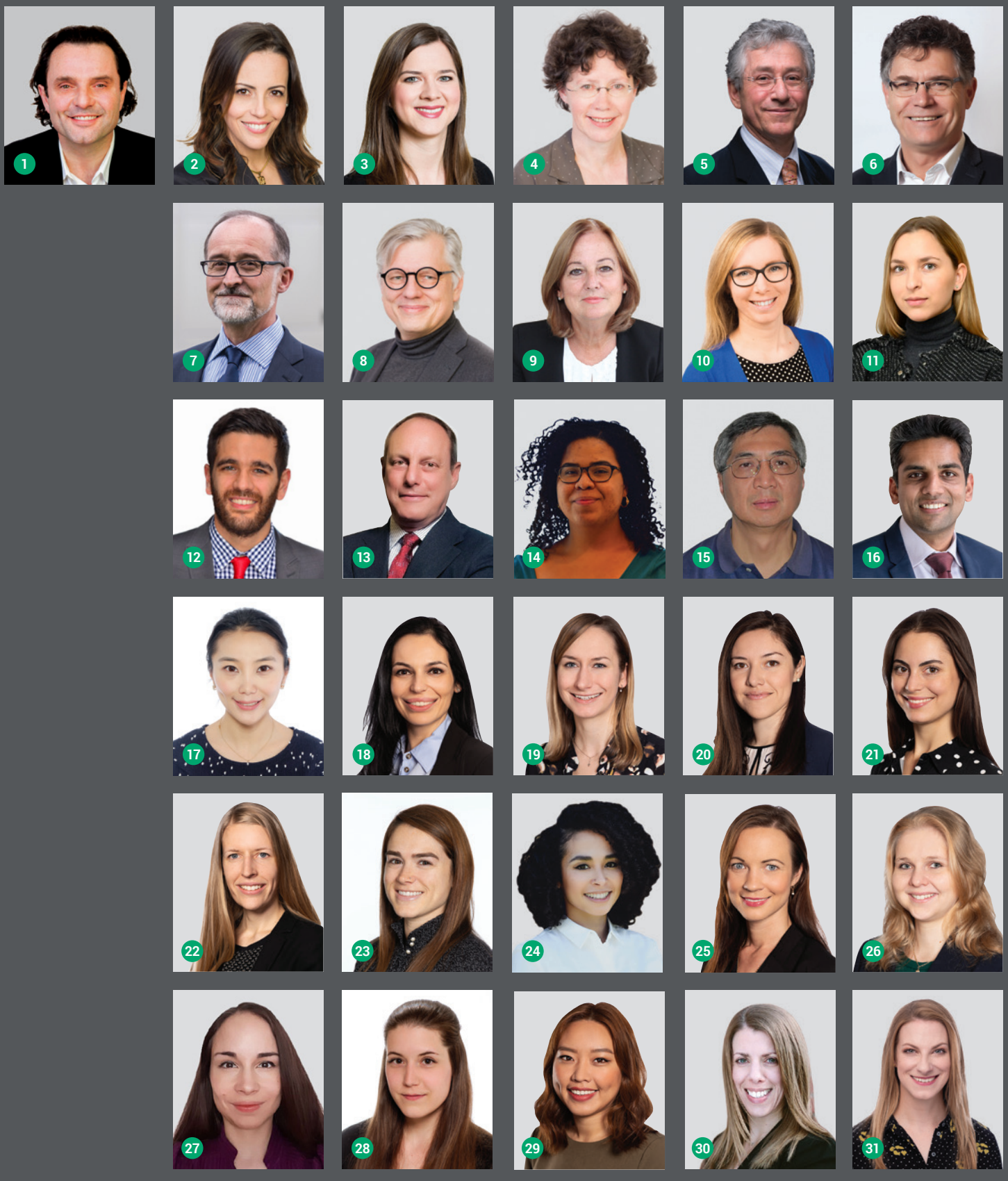

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