Activities and Events 2021
Message from the Chairman of the Board and the President

Dear Member,

Having a local presence across the globe with connections, relationships, trust, and friendships has allowed all of the EFMD Global Network (EFMD GN) offices in Geneva, Prague, Hong Kong and Miami to make important contributions to the broader EFMD network and successfully conclude another challenging year that 2021 turned out to be.

Once again, we have spent much of the year in a virtual world through webinars, professional development and impact assessment. Yet we constantly managed to explore, innovate, and keep pushing and moving forward with new ideas and services for our members.

EFMD is a vibrant and diverse network of members with lively and active communities of practice. Our services in the field of professional development continued to flourish despite the difficult circumstances, and the Executive Academy, Smart Data Management, Online Teaching Academy, Career Professionals Development Institute (CPDI) and the Quality Assurance Academy (QAA), all took place and continued to build communities of peers.

The Executive Academy Conversations brought together over 60 teaching & learning professionals to understand the recent developments in the concepts of business school sustainability and Positive Impact Rating. The programme offers both professional and personal development and has been proven to significantly impact career acceleration.

Many other themes have been addressed during the year, including gamification of learning, impact, online learning best practices, future of work, managing virtual teams, well-being, and faculty development.

Both the EFMD Online Course Certification System (EOCCS) and Business School Impact System (BSIS) had strong years as online learning and impact are key areas for business schools at all levels. EOCCS & BSIS have communities of learning that offer open forums for peer learning, best practice exchange, sharing and debate and play a key role in building partnerships across the EFMD membership.

In these difficult circumstances, EFMD GN stands for community, collaboration, friendships and working together to get through these challenging times. 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 2021

The Online Learning Community website was launched, bringing together practitioners to learn and exchange about online strategy, design, operations and quality assurance.

Eleven schools received their BSIS expert visit in 2021 and almost 100 participants attended the BSIS events, demonstrating a sharp increase in awareness of the need to provide evidence of impact.

The fifth EOCCS Learning Community Symposium employed an innovative format with three virtual co-hosts, and reached over 120 registrations and 30 speakers.

The 2021 EFMD Global Fairs by Highered, including two editions, settled as the largest recruitment event in the higher education industry.

Two EDAF Peer Advisory Visits took place online, with IMED Business School in Brazil and BRAC Business School in Bangladesh.
Highlights 2021

- EDAF launched a call for bursary applications at the end of 2021, of 15,000 EUR, to partially cover the EDAF process fee.

- EFMD Asia and EFMD Americas organised two webinars addressing the regional challenges due to the pandemic. The high attendance confirmed the global credibility and relevance of the network.

- The Professional Development training programmes attracted 263 participants from 131 institutions from 39 countries all over the globe.

- Professional Development Services added four new activities to the portfolio and completely redesigned the Quality Assurance Academy to the online format.

- EFMD Global launched a unique global employability initiative with Coursera: Highered Upskill, a curated selection of courses providing students and alumni in the EFMD network with access to over 8,000 courses and Guided Projects.

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Several new training programmes and workshops were added to the Professional Development portfolio in the course of 2021, and more will be added in 2022. The team’s aim is to develop training that responds to the current needs of Business School leadership, faculty, and staff. Therefore, our recurring programmes, clustered around four major themes, are complemented by workshops that might only be needed temporarily, thus allowing for more flexibility to adapt the portfolio of activities. Generally, 2021 has been successful and the team is confident to be able to continue on this positive path in 2022.

**Quality Assurance**

Shifting the focus and showing the many possible facets of quality assurance work, the Quality Assurance Academy (QAA) has developed and connected almost 70 quality assurance professionals. Another two cohorts benefited from two virtual editions (January-March 2021 and October 2021-February 2022) and earned professional certification. The 12-week programme consists of six learning modules (each facilitated by a different expert) that are complemented by pre-work and assessment tasks, as well as a strong mentorship element. The capstone project report and oral defence conclude the whole programme.

Even though the QAA was held in a virtual set-up, throughout the programme I found it easy to connect with other people in similar situations and positions and I am happy to know that I can count now many of the fellow participants in my network. I see it really as a privilege that I have the ability to ask for their experiences or points of view when facing challenges in my own institution.

*Kathleen Andries,* Accreditation Manager, Faculty of Business and Economics, University of Antwerp, Belgium

**Teaching in the Digital Age**

In response to the need for reskilling and upskilling faculty to operate in an online environment and better engage students in the digital age, Professional Development continues to run two popular programmes.

Two editions of the workshop on ‘Gamification of Learning: Designing an Engaging Classroom Experience’ took place in 2021 (January-February and September-October), attracting 46 participants from various backgrounds. Over the course of five weeks, participants explored using various game mechanics to engage as many learners as possible, worked on an individual project to respond to their own challenges, and built a supportive network through peer-feedback groups.

The second edition of the 5-week Online Teaching Academy was successfully held in April-May 2021 with 26 participants joining from 16 institutions. The participants particularly appreciated the good structure of the programme, expertise of the facilitators, useful online resources, plus frameworks and templates that helped them understand how to effectively re-design a face-to-face or blended course into a fully online format, and become confident facilitators of online learning.

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Professional Development Services

Career and Alumni Professionals
The Professional Development offered a number of activities to support Career and Alumni professionals to stay abreast of new trends in the future of work, as well as the changing talent needs.

To exchange best practices, two editions of ‘Coffee with Careers’ – 90-minute online discussions – were organised in 2021. On 25 February a panel of student representatives from the EFMD network exchanged views on building employer connections, polishing skills in an online environment, and preparing for online recruitment processes. On 7 October participants discussed how to deliver career support online, as well as face-to-face, how to balance preferences of the talent and the employers and talked about the evolving role of the Career Services.

In addition, two longer workshops were offered. The ‘Career Professionals Development Institute’ took place online from 17-21 May and covered essential skills training in areas such as Career advising, Career education, Recruiter relations, Talent analytics and Leadership in careers. Participants had an opportunity to share challenges and network with peers throughout the week.

An Online Alumni workshop was organised on 16, 19 and 23 November and focused in-depth on effective communication and strengthening engagement. Participants and facilitators shared tips and best practices on building content, using social media, as well as various platforms and their usefulness.

Leadership and Innovation
What are the skills needed by leaders in the digital age? How do we innovate and build a solid and sustainable foundation to prepare our institutions for the years to come? To address these questions and discuss the way forward for business schools, Professional Development offered short online discussions, as well as focused programmes in 2021.

Paradoxes of Leadership: Neuroscience-based leadership in the information age was a 90-minute online discussion on 24 February based on a book by Prof. Steven Poelmans, presenting the balance digital age leaders should aim for. To address business school sustainability, a 90-minute ‘Executive Academy Conversation’ took place on 30 November under the EFMD Executive Academy’s umbrella.

“The entire learning experience from the Quality Assurance Academy was definitely a highlight of my professional career; I will be using a lot of the tools and ideas into my current position, and am extremely grateful to all my classmates, mentors and facilitators for accompanying and navigating me throughout this (on-going) journey!”

Diane Hsieh, Director of International & Accreditations School of Management, National Taiwan University of Science and Technology, Taiwan

“The gamification workshop was an eye-opening experience, showing various insights into this alternative way of providing students with experience-based learning.”

Iveta Černá, Assistant Professor, Prague University of Economics and Business, Czech Republic
The main discussion points were the Positive Impact Rating and how the concept of sustainability is transformed when viewed from the perspective of students.

The matter of business school digitalisation, developing and implementing a clear online education strategy was addressed in a workshop 'Rethinking Business Education' that took place from 18 February-4 March. Participants exchanged experiences, and were introduced to tools, and also worked on an asynchronous project to apply their learning in practice.

To connect digitalisation, sustainability and leadership skills, we held a workshop on 'Leading Transformation: A sustainable, digital and personal leadership journey', from 7-17 June. This 10-day online programme addressed sustainability and digitalisation as two core aspects of a successful long-term business school transformation. The participants explored how to overcome barriers to change, how to position their institutions in the emerging digital ecosystem, and make the most of the existing digital infrastructure.

The new Online Workshops for Deans took place on 14, 21 and 28 October and consisted of three focused modules allowing participants to exchange and learn on topical subjects related to their role as leaders of their institutions: diversity and inclusion, risk management and advisory boards.

Responding to the current needs of the EFMD Global Network

The last couple of years have pushed schools to completely rethink the way they foster a global mindset, but it has also put student well-being and engagement high on the agenda of business school leadership and programme directors.

A highly relevant addition to the portfolio, 'Get, Set, Reset: Redesigning and innovating International Strategies Challenge' was organised in the form of three practical workshops on 21, 28 September, and 5 October. Twenty-seven participants from three different continents worked in teams assembled around common interests related to international education and explored, tested, and experimented with new approaches to internationalisation. The emphasis was on practising a new approach to innovation and learning new methods of engaging with a complex issue (fast prototyping) that can be replicated at any business school.

Our learnings from the Online Teaching Academy greatly helped us in the Asian Institute of Management to effectively switch to online classrooms when the Covid-19 pandemic hit. Thanks to this programme, our online classrooms were well-received by students and we already have a degree program that we will be switching to blended online format moving forward.

Rebecca R. Ricalde,
Clinical Professor, Asian Institute of Management, The Philippines

I could not rate the “Get, Set, Reset...” workshops highly enough. The topics and presentations have really inspired (me) to go back to my institution and discuss these aspects with colleagues and to work on some new initiatives. It has been a great experience to work with peers from around the globe and hear about their insights and experiences and I have definitely met some useful contacts for the future.

Rachel Scott,
Programme Coordinator, BMS, Faculty of Behavioural, Management and Social Sciences, University of Twente, The Netherlands

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The Student Experience Workshop took place online on 9, 18 and 25 November. Student satisfaction was at the heart of three interactive sessions organised under the main title ‘Creating Value Beyond the Curriculum: Well-being, Engagement and Identification’. Attendees shared their experiences related to student wellbeing, engagement, identification with an institution, and how to overcome challenges their institutions face in these areas.

We are very grateful for the dedication and efforts our participants put in!
Development of online, blended, and hybrid learning continued through the second year of the pandemic in 2021. EOCCS continued to share good practice both within the Business Education community and within EFMD.

New certifications and re-certifications continued at a good, sustainable level during 2021. Schools’ budgets continued to be limited but a number of new institutions were certified, and outnumbered those who chose to lapse or delay their certifications. At the end of 2021, 90% of certifications are at Business Schools and over 80% at EFMD members.

In addition to traditional Business Schools in the public sector, EOCCS attracts interest from private Business Schools and Corporates. The global reach and quick processing of new applications ensures a smooth passage to one of EOCCS quarterly Certification Boards.

Throughout the year, the EOCCS team attended many events related to online education – both as participants and as invited speakers. One highlight was a workshop delivered by the team at the Faculty Development Week at Amity University Online in India.

The EFMD Online Community website was launched this year with EOCCS Community webinars prominently displayed. This helped attendances throughout 2021 to remain buoyant. Webinar topics included: Bringing the real world into the (virtual) classroom, Virtual Reality, Developing relationships online, Simulations and games and Developing a screen presence for academics.

The fifth EOCCS Learning Community Symposium took place on 23-24 September. Using an innovative format with three virtual co-hosts – OBS Business School in Spain, Universidad de la Sabana in Colombia, and Lomonosov Moscow State University in Russia – the Symposium attracted a record audience. The three host institutions ensured that a wide range of international topics from different perspectives were covered. The EOCCS team also organised their own track with one keynote speech on NEOMA Business School’s virtual campus, one kick-off presentation addressing the new role of online teachers, and two PechaKucha sessions on best practices. We engaged the audience with four networking sessions in GatherTown (virtual reality meeting platform) and two gamification elements (traditional Kahoot quiz and Scavenger Hunt).

The following courses were certified during 2021:

- **ESSCA School of Management, France (re-certification)**
  - MOOC (Creative Box)
- **DOBA Faculty of Applied Business and Social Studies Maribor, Slovenia (re-certification)**
  - Two courses as part of the Master’s programme in International Business Management
    - Communication and Lobbying
    - Business Research Methods
- **Rome Business School, Italy**
  - Four courses as part of the Master’s programme in HR and Organisation
    - Business Strategy
    - Marketing
    - Managerial Economics
    - Entrepreneurship and Business Planning
- **EAE Business School, Spain**
  - Four courses as part of the Global Executive MBA programme
    - Financial Management
    - Sales Management
    - HR Management
    - Business, Government and International Economy
- **University of the Bank of Russia, Russia**
  - Stand-alone course or course within large-scale modular programme of executive training
    - Systems Thinking
- **Amity University Online, India (re-certification)**
  - Five courses within the BBA Programme
    - Accounting Fundamentals
    - Principles of Marketing
    - Management Foundation
    - Business Statistics
    - Business Communication
- **Amity University Online, India (re-certification)**
  - Five courses within the MBA Programme
    - Accounting for Managers
    - Marketing Management
    - Managerial Economics
    - Statistics for Management
    - Professional Communication
- **Lomonosov Moscow State University, Russia (re-certification)**
  - Five courses within the MBA Programme
    - Organizational Behaviour
    - Strategic Management
    - Marketing
    - Pricing
    - Investment Management
One institution is currently in the EOCCS Advisory Process.

As of December 2021, a total of 80 courses from 22 institutions in 12 countries hold EOCCS certification. EOCCS maintained a regular presence at regional and global events. To raise awareness of its work, the EOCCS team attended and presented at the following events and workshops in 2021:

- March – Faculty Development week at Amity University in India (online)
- June – webinar on e-learning for ISIL in Peru (online)
- June – workshop for Ca’ Foscari University in Italy (online)
- June – workshop at EMOOCs Conference (online)
- October – new campus inauguration at Rome Business School in Italy
- November – presentation at Ural Federal University Conference (online)

“EOCCS re-certification for our courses is a great pleasure and satisfaction for OBS team since it highlights the importance of systematic provision of faculty training and guidelines for online teaching, the relevance of the project of the OBServatory as an international research centre for sharing the best practices in online teaching and the necessity of focusing on a student centred learning approach.

Casilda Güell, Dean, OBS Business School, Spain

“EOCCS certification is an objective confirmation of the high quality of online standards of our business school. This certification is even more significant in the present circumstances that surround the assurance of learning in online education and learners’ engagement.”

Catherine Pereira Villa, Dean, International School of Economic and Administrative Sciences, Universidad de la Sabana, Colombia
The year 2021 was again greatly affected by the pandemic. EDAF schools were impacted significantly, but a combination of excellent EFMD support, loyal Committee members, dedication from the EDAF mentors, and commitment from our participating schools ensured another satisfying year.

In 2021, two Peer Advisory Visits took place online for the very first time: earlier in the year EDAF paid a virtual visit to the IMED Business School in Brazil and then, later in the year, to the BRAC Business School in Bangladesh. Both visits exceeded expectations due to the thorough preparations by the schools and the dedicated teams of Peer Advisors who bravely stepped into uncharted territory.

Building on the successful pilot scheme, a second all-mentor meeting was held before summer. The event underlined the importance of mentoring in the EDAF Development process, and the mentors who attended drew common guidelines from their mentoring experience. These guidelines had different aims including: acknowledging the specific context of a particular school they are engaged with; expanding the boundaries of the commonly-agreed development objectives related, for example, to intellectual contributions and internationalisation; and calling for a more structured approach from the EDAF Office to support interactions with the schools.

Before the end of the year, the EDAF Office launched its initial call for bursary applications – offering one newcomer school a sum of 15,000 EUR to partially cover the fees for the EDAF process. This initiative aims on the one hand to attract new schools and on the other to facilitate the applying school’s engagement with the process by offering financial support. This also provided an opportunity to strengthen the long-standing bond with CLADEA (Consejo Latinoamericano de Escuelas de Administración) and AABS (Association of African Business Schools), and the information about the bursary was disseminated through both these networks.

**The EDAF Committee**

The Committee members met in full virtual mode on three occasions during 2021 – namely on 19 January, 25 May and 21 September. Following the general rules for Committee membership, we took leave of four members whose terms came to an end. We were, however, fortunate to welcome five new members who added further to the overall expertise and greater geographical diversity of the Committee.

The Committee meetings proved to be a great opportunity to discuss lessons learned from the online Peer Advisory Visits and also consider the anticipated changes to the EDAF process in response to these visits. The current EDAF portfolio, its potential enlargement, and level of engagement of the current schools in the process were discussed during these meetings, resulting in modifications to the actual pipeline (e.g., termination of inactive schools), which will reflect positively on EDAF Development in the medium to long-term.

“The whole online Peer Advisory Visit has been a great experience. I hope that the next three years of Mentoring will help me, personally, and IMED to develop our points of improvement in order to achieve our goals throughout a higher standard of quality.”

Marcia Perin,
International Relations Specialist,
IMED Business School, Brazil
**Schools in the process**

EDAF welcomed one new school to the fold and concluded the process for another school.

In May 2021, the Johannesburg Business School from South Africa was declared eligible to start the process. This particular case represents a significant addition to the EDAF pipeline as the school has only very recently been established and can therefore benefit greatly from EDAF Development and its appointed mentor.

We were equally very proud that the School of Management from Groupe ISM in Senegal fruitfully concluded the mentoring process and thus earned its EDAF Certificate. The certificate was officially awarded to the school during the Awards Ceremony held within the 2021 EFMD Annual Conference.

As of December 2021, there are seven institutions at different stages of the EDAF process. They are located in Africa (2), South America (3), Asia (1) and the Middle East (1). Four of these are expected to host a Peer Advisory Visit during 2022 or soon thereafter. Another 11 institutions have so far benefitted from the EDAF Development process, and a further five institutions engaged with the process without successfully completing it.

EDAF continues to give credence to the global development aspirations of EFMD. We are indeed “crossing frontiers” in the service of quality management education. Sincere thanks go to Andrea Maresova and QS colleagues for their kind and efficient support!
Through the BSIS assessments that have been completed in 2021, we continue to discover the growing potential of the business school impact assessment methodology. With the production of impact data, compelling narratives for external communication to engage stakeholders, the creation of an internal culture focused on impact as well as strategic questioning, BSIS reveals new horizons to business schools.

Demonstrating Impact: exploring how business schools can demonstrate their impact on the world around them was the theme of the BSIS webinar held on 19-20 January, where case studies were presented by ESSEC Business School and the American University in Cairo.

The two sessions were well attended by 30 highly engaged participants representing 21 business schools from all over the world.

Right after that event, on 4 February, the BSIS team contributed to the EFMD Conference for Deans and Directors by putting forward speakers from BSIS schools BIMTECH and NEOMA.

In the second half of April, we hosted the third BSIS symposium which was organised in the form of eight online sessions each lasting 90 minutes.

Nine video testimonials from schools that went through the BSIS process were produced as preparatory material for the participants. Sessions and videos focused on the following topics related to the impact of business schools, including: Impact and Rankings, Sustainability and Accreditation, the impact of the pandemic on education, research and diversity, and the growing importance of impact in the strategies of schools as well as public authorities. The event brought together over 30 participants from all over the world.

‘Adding Impact to your Accreditation Journey’ was the title of the BSIS final event of the year, held online from 4-8 October. Debra Leighton and Michel Kalika led the sessions, with cases being presented by Grenoble IAE Graduate School of Management and EAESP-FGV who shared their experience of the BSIS process with high standard presentations. The main objective of this event was to explore the synergies between accreditation and impact assessment, and the topic was very well received by over 30 participants.
During the 2021 EFMD Annual Conference, the BSIS team held several meetings with schools interested in BSIS, with some very positive new contacts. To create further visibility for BSIS, a quiz about BSIS was put together on the conference platform, with the two lucky winners receiving their famous BSIS mugs.

**Schools granted BSIS at the EFMD Annual Conference**

During the 2021 Online EFMD Annual Conference, BSIS officially granted the label to the following schools:

- EAESP- Escola de Administração de Empresas de São Paulo, FGV-Fundaçao Getulio Vargas, Brazil
- Goodman School of Business, Brock University, Canada
- ESDES Lyon Business School, France
- ISC Paris, France
- SDA Bocconi School of Management, Italy
- International Business School Suzhou- Xi’an, Jiaotong Liverpool University, China
- Barcelona School of Management, Universitat Pompeu Fabra (UPF), Spain

**Renewals:**

- HEC Liège-Management School, University of Liège, Belgium
- University of Bedfordshire Business School, The United Kingdom
- School of Economics and Business, University of Ljubljana, Slovenia
- University of St Gallen, Switzerland

As this was an online event, a video presentation of the granted schools was shown to the audience.

“I believe that generating impact should be embedded in the purpose of any educational institution. As higher education institutions, universities and management schools have the challenge and the responsibility to contribute to the improvement of the businesses and society. I think that BSIS is a pretty helpful instrument to achieve this challenging goal.”

Ramon Bastida-Vialcanet, Professor, Universitat Pompeu Fabra, Spain
BSIS visits

- Barcelona School of Management, Universitat Pompeu Fabra (UPF), Spain, 26-28 January, online
- Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas (FGV EAESP), Brazil, 8-10 March, online
- SDA Bocconi School of Management, Italy, 23-24 June, on site
- School of Economics and Business, University of Ljubljana, Slovenia, 5-6 July, on site, renewal
- University of Bedfordshire Business School, The United Kingdom, 15-16 July, online, renewal
- HEC Liège, Belgium, 6-7 October, online, renewal
- HEC Lausanne, Switzerland, 8-9 November, on site, renewal
- CEIBS, China, 29-30 November, online, renewal

FNEGE also conducted visits in France, all on site, for the following schools in 2021:

- ESDES Business School, 25-26 May
- PeeL, Université de Lorraine, 28-29 June
- Grenoble IAE, 23 November, renewal

BSIS/Emerald Publishing Partnership

Michel Kalika and Debra Leighton were interviewed by Emerald on the future of business education topic. The directors shared their rich experience and documented point of view via a podcast.

Media

The BSIS Impact Series was launched in January as an initiative to showcase the distinctiveness and diversity of business schools who have gone through the BSIS process, as a way for the schools to share initiatives they developed in relation to one of the BSIS impact dimensions. Five different blog posts were published and further posts will be developed.

The BSIS team, in cooperation with the EFMD communication team, has also been busy sharing reports, videos, blog posts and articles on social media.

Survey

Based on the results of the survey on "The impact of the crisis on Business Schools" (with the participation of 114 Deans), a report was published and widely disseminated in the media. As a result, for example, Debra Leighton was interviewed by the Wall Street Journal, while Emerald Publishing aired the podcast and the outcomes of the survey were discussed on LinkedIn. The survey results and podcast also formed the basis for the BSIS Symposium 2021, and this study also enabled EFMD to highlight the main trends during the crisis.
Highered EFMD Global career services was launched in February 2017, with the goal of combining the strength of all the schools in the network and supporting full member schools with internships, trainee positions, graduate jobs, and resources relevant to Career Services departments. Highered’s Global Career Management System (CMS), which is included in the EFMD membership fee, is now a state-of-the-art system that can be used by all EFMD members with the goal of providing excellent career services to all enrolled students and alumni.

Throughout the pandemic Highered has innovated and launched several new features that simplify and strengthen the ability of member schools to assist talent virtually. The embedded functionality to organise virtual events has allowed more than 30,000 students to connect with recruiters from over 1,500 companies and organisations, facilitated by a cross-calendar appointment service enabling the recruiters to connect directly and book interviews with talent at events. In addition, Highered offers services including psychometric and career planning assessments to assist students and alumni develop self-awareness.

Highered’s analytics data indicates that schools engaging with the services have above 40% rate of usage among their students.

Highered Upskill, a Highered EFMD Global and Coursera Initiative

We are pleased to announce that Highered EFMD Global has recently created and launched a unique global employability initiative with Coursera, an amazing addition within the Highered Career Management System – making this the largest employability upskilling initiative ever seen.

Highered Upskill offers a unique curated selection of courses provided by Coursera’s corporate content providers, including Google, Facebook, Amazon, BCG and IBM, among many others. This part of Coursera is commonly unknown to many schools as the platform has been used predominantly as internal corporate learning for large corporations when upskilling their own employees.

This means that students and alumni in the EFMD network, through their school’s Highered platform, now have access to more than 8,000 courses and Guided Projects, along with unlimited certifications at fantastic value.

We congratulate Thomas Froehlicher, Dean at Rennes School of Business, France as the first school in the EFMD network to partner with Highered Upskill, in order to enhance the profiles of students on their MSc and PGE3 Double Diploma as they approach the end of their programmes, boosting the employability of their talent with the in-demand skills required by employers so they can hit the ground running upon graduation.

The goal of Highered Upskill is to complement the already excellent education provided by EFMD institutions by equipping students with the in-demand skills identified by top global employers as lacking in early candidate pools, in order to give talent an employability edge in the competitive environment of top internships, graduate programmes and early careers opportunities.

Highered Upskill is a carefully curated selection of courses leading to certifications in the most in-demand skills from employers and recruiters (i.e., ‘GetHighered in Investment Banking’, ‘GetHighered in Strategic Consulting’, etc.), and this range is growing on a daily basis. Company-specific courses such as ‘How to GetHighered at AB InBev’ will soon be available, and Highered welcomes initiatives from schools who want to with their own corporate partners for unique employer and school branding learning initiatives. Such projects can dramatically cut onboarding time and allow firms to hire talent with the right skill sets and knowledge highly sought after by recruiters.

“We received several hundred applications from different countries. If we look at the contacts that we received it was more than 2,000!”

Schneider Electric
More than 150 schools in the network have engaged in Highered’s live webinars to learn about the exciting partnership with Coursera, which provides a flexible and cost-effective solution that requires minimal administration and generates rich learner analytics.

This initiative is expected to be a gamechanger in how schools and employers work on finding the right talent for early talent jobs.

**EFMD Global Fairs by Highered, a tremendous success**

In 2021, the virtual career fairs organised in collaboration with Highered benefited from increased clarity and simplicity with one single platform for organising, promoting, monitoring, and attending career fairs directly. The two major global fairs, in April and October, offered a multi-pavilion format for hosting both local events (schools’ private recruiting events) and the open events organised by companies and sponsors.

The first fair took place from 19-23 April. Over 7,000 talents from 152 EFMD Global member schools participated in this 5-day event, and were able to talk in real-time via chat and video calls with recruiters representing 113 companies, with almost 1,500 open positions posted directly on the platform. Talent also had the opportunity to attend webinars, CV Clinics and live conferences (including a memorable fireside chat with Laurent Choain, Chief Partnership, Education & Culture at Mazars and EFMD Global Board Member), to learn about the current trends in recruitment and the job market. The schools’ career services had access to extensive analytics which allowed them to monitor their talent’s performance in real-time.

The second fair took place from 11-15 October, with a focus on Diversity & Inclusion, and welcomed top speakers from corporate partners such as Coursera, Mondelez International, L’Oréal Group, AB InBev, and International Finance Corporation (IFC), World Bank Group.

Following are the overwhelmingly positive, combined results of the April and October 2021 editions, making the EFMD Global Fairs the largest recruitment event in the higher education industry.
Private Virtual Events by Highered

Based on the aforementioned results, many EFMD member schools chose to host their own school’s private virtual events on the same platform as the EFMD Global Fairs, with more than 32 private virtual events hosted on the Highered platform in 2021. The Highered Private Virtual Event solution consistently generates extremely positive results and feedback with regards to technical support and price-quality ratio, while requiring limited administrative and management involvement on behalf of the schools and their corporate partners, at a fraction of the cost of external providers. Highered is now recognised as the top virtual event provider by the users https://www.capterra.com/p/230620/Highered/#reviews

The Highered 5

Highered closed 2021 on a strong note with the incorporation of Maria Moragianis as Head of Career Development and Community Engagement. One of the first initiatives she has spearheaded is the launch of Highered 5.

The Highered 5 is a five-step career development process for schools and talent so they can easily navigate Highered’s digital tools and services. Schools can incorporate the methodology in their career offering.

1. Explore: Career development starts with self-exploration. Talent reflect on where they are now, where they want to be in the future, and focus on gaining a clear understanding of what they want to do and what skills they want to use in their next job. Assessments help in this direction as the insights gained are linked to targeted job opportunities. Schools can work with their talent using Highered Assessments and the relevant Masterclasses in order to help them map out their career paths.

2. Develop: Once talent determine their career path, they are faced with the need to develop, enhance or even acquire skills they need to meet their career goals. Highered Upskill can help in this matter.

3. Retool: Career tools are all about campaign preparation, personal marketing messaging and materials. Highered Retool offers tools and templates so schools can help their talent position and market themselves consistently across all available channels and create core personal branding materials (CV, LinkedIn, Pitch).

4. Network: Once schools help their talent solidify their message with strong tools, it is time to adopt a strategy to help them expand their network so that they can access their contacts and arrange meetings. Meetings will lead to more career information, relevant connections, interviews, and jobs. Talent may use the Highered network and start connecting through the EFMD Global Career Fairs, Private Events, Global and Local Job Posts. They may also upload their CVs to be consulted by recruiters.

5. Get Highered: The final step focuses on learning interview skills to leave a lasting impression: how to prepare, follow up, negotiate salaries, and finally get the job. Highered offers masterclasses on interview preparation and salary negotiation, among many other topics.

Accelerate Your Career Development Programme with Highered 5

1. Explore
2. Develop
3. Retool
4. Network
5. Get Highered

A 5-step methodology for talent and career services to better navigate the Highered CMS
Highered Ambassador Programme

In September 2021, Highered EFMD Global relaunched a revamped Ambassador Programme, with the goal of appointing at least one Highered Ambassador (HA) at each of the EFMD member schools in the network. Highered EFMD now has nearly 100 ambassadors (HA) and this number is growing each day.

The HAs represent their respective institutions and are tasked with developing a Marketing Plan for each school’s GetHighered platform which is forecast to lead to a 50%-100% increase in onboarded talent. As soon as the school’s plan is submitted, Highered evaluates it and consults with the school’s career services with regards to any activities that require their approval and partnership. The schools’ support for the approved marketing initiatives has proven to have a very positive impact on the talent analytics with regards to engagement and activity on the GetHighered platform, as well as engagement with careers initiatives at the school in general.

The Highered Ambassador Programme has already attracted the attention of major employers, leading to Mondelēz International outsourcing the creation and management of the Mondelēz Student Ambassador Programme to Highered. More specifically, this Programme is designed for talent studying at EFMD member schools in Austria, Germany and Poland. Student ambassadors are selected for the programme through a rigorous selection process, and once accepted will have the chance to develop soft skills, expand their leadership experience, and grow their network. They will become a trusted voice when it comes to the Mondelēz brand – one of the largest FMCG companies globally.

Partnerships

In addition to the partnership with Coursera, Highered is thrilled to be working in partnership with Aon Assessment Solutions, that provides an innovative and engaging range of services employing the best of AI and psychometric assessments. With nearly 75,000 students and alumni having taken the assessment available on the GetHighered platform, Highered decided to strengthen relations with Aon and collaborated on the launch of Pathfinder Assessment Testing. This is a 3-in-1 test that includes Work-related Behaviour (ADEPT-15), Working Memory, and flexTest, and generates a detailed report with a comprehensive overview of the five matches to jobs for which one is a great fit. These matches allow talent to make an informed decision about their next career step. The summary of results provides a snapshot of who the user is, including strengths to be leveraged and areas where one might wish to devote additional time for development. To guide efforts, this report also includes development tips for each of the competencies described.

Highered continuously liaises with Aon to ensure that the assessment and detailed feedback reports that talent receives after completing the assessments continue to be in line with what they need to be future ready. This includes organising focus groups with talent who has completed the assessments to obtain their feedback on the price point and value, given that Pathfinder Assessment Testing is the first revenue-generating initiative on the talent side.

In addition to the partnerships with Coursera and Aon, Highered also has an exclusive partnership with Abintegro, allowing EFMD member schools to greatly benefit from this partner’s AI-powered tools – CV360 and Interview360 – which enable talent to optimise the CVs and perfect the interview skills by taking AI-powered mock interviews based on the content of their CV.
Reflections on Social Impact during a Global Pandemic
23 April
An online event organised by the EFMD GN Americas
Dr. Michael Page, EFMD Global Americas Senior Advisor, moderated an online panel discussion focused on the role of business schools in social responsibility. It was a venue for panellists and attendees to discuss their conceptualisation of social responsibility, goals, actions taken, and how the pandemic affected these. A cross-regional panel with speakers from Canada, Colombia, and Brazil discussed the role of business schools regarding social responsibility and how this role has been affected by the pandemic. Forty-one participants attended the event.

Is Your School Vaccinated for the Future?
26 May
Hosted by: EFMD GN Asia & AAPBS via Zoom
EFMD Global and AAPBS provided a “vaccine” for enhancing the quality of education as we emerge from the pandemic.
The webinar had a truly international dimension with speakers from 6 countries and 80+ participants.
The webinar consisted of two panel discussions:
• Strategy for sustenance and managing financial health without compromising quality
• Embracing technology in a seamless fashion and enhancing reach

Educating Leaders for the Public Good
19 November
An online event organised by the EFMD GN Americas
The panel was moderated by Georgette Chapman Phillips, Dean, Lehigh University, and explored the role of business schools in public policy and the public good through the lens of public administration educators. As we continue to think deeply about the role of business schools in their communities and in society at large, this session offered the opportunity to reflect and discuss the broader implications of management education. Not all business students will specialise in public administration or enter the public sector, so it is also important to discuss and consider how those entering the private sector can engage with the public sector in meaningful ways. Twenty-one participants attended the event.

2021 ACE Steering Committee Meeting
20 May
Hosted by: University of Ljubljana and EFMD GN Asia via Zoom. Number of participants: 10
Alliance of Chinese and European Business Schools

Accreditation as an Accelerator to Global Quality and Impact
24 June
Hosted by: EFMD GN Asia via Zoom
This free of charge webinar familiarised the 46 participants with the various EFMD Global activities focused on strengthening the collaboration between business schools and the corporate world. These range from accreditation/certification services to international projects, professional development, and general community building.

“EFMD network has been an exciting and empowering experience not only for my business school but for myself personally as well. We met fantastic people, formed cooperation with a large number of business schools around the world, and the whole journey has really opened the global arena for us. Through this process I met people that today I consider friends in the true sense of that word.”
Saša Žiković, Vice Dean for Science and International Strategic Partnerships, Faculty of Economics and Business, University of Rijeka, Croatia
2022 Events

BSIS
2022 BSIS Symposium: Societal impact: Maximising relevance and reach
Online
17-18-19 May

Highered
2022 EFMD Global Fairs by Highered
Online
5-7 April; 18-20 October

Professional Development
Coffee with Careers
Theme: Employers-Career Services: Co-creating an ecosystem to regain talent
Online
24 March

Rethinking Business Education: Building your own online strategy
Online
17 February-3 March

EFMD Faculty Management Programme
Theme: Rethinking faculty models for impactful schools and resilient careers
Hybrid event
Online sessions:
10 March; 17 March; 31 March
In-person session:
7 April in Brussels, Belgium

Gamification of Learning: Designing an engaging classroom experience
Online
15 March-14 April

Fostering a Global Mindset at Home: Rethinking the HOW of Internationalisation
Online
28 April; 4 May; 11 May; 18 May

Executive Academy: Leading with Impact
Prague, Czech Republic
9-13 May
Hosted by: EFMD GN CEE

Career Professionals Development Institute
Barcelona, Spain
16-18 May
Hosted by: EADA Business School

Online Teaching Academy
Theme: Moving beyond remote teaching to master all aspects of online education
Blended Format: online preparation & on-site session
23 May-1 June
Hosted by Luiss Business School in Rome, Italy

Workshop for Deans
Online
19 May

Smart Data Management Workshop
Theme: Data-Driven Strategising: The smart ways to collect, analyse, manage, communicate and recycle data
Online
13 and 17 June

Strategic Leadership Programme for Deans
Brussels, Belgium
26-28 October
Hosted by: EFMD

Quality Assurance Academy
Online
Autumn 2022

Alumni Workshop
Brussels, Belgium
Autumn 2022
Hosted by EFMD

EOCCS Events
From soup to nuts: a recipe for creating and developing successful online degree programmes
Online
23 March

EOCCS Learning Community Symposium
The Hybrid Experience: Perspectives on Practice
Face-to-face & Online
Oslo, Norway
22-23 September

EFMD GN Americas
EFMD Global Engagement Forum
Online
27-28 April; 4-5 May

EFMD GN Americas Annual Conference
Sao Paulo, Brazil
9-11 November
Hosted by: Fundação Dom Cabral

EFMD GN Asia
EFMD GN Accreditation webinar
Making of a Global School: Let’s hear from Experts!
18 May
Hosted by: EFMD GN Asia
“It is our pleasure to be part of such a society as EFMD Global Network. Our faculty, the Faculty of Business and Management, is a renowned faculty of economics providing management education in economic and interdisciplinary fields of study and conducting scientific research, which pursues the latest theoretical and practical solutions with regard to the needs of the business environment, regional, and global economies. It benefits from an excellent background within a major technical university (Brno University of Technology), and since its establishment (1992), it has been strongly focused on quality international education. We are ready to be an active and valuable member within EFMD Global network.”

Vojtech Bartos,
Dean, Faculty of Business and Management at Brno University of Technology, Czech Republic
EFMD Global Network Team 2022

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“EFMD GN stands for community, collaboration, friendships and working together”

Eric Cornuel, President
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