Activities and Events
2023
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Message from the Chairman of the Board and the President

Dear EFMD Global Network Member,

In 2023, the EFMD Global Network continued to expand its international presence through the collaborative efforts of our diverse community of members and trusted partners. Together, we prioritised leadership development and fostered an impact-driven culture, achieving significant milestones.

Our influence within the Americas and Asia continued to grow. Through our regional offices, we facilitated dialogue and collaboration between members and partners, striving for excellence and impact. Noteworthy events such as the successful Annual Conferences in the Americas and in Asia, the inaugural Deans’ Round-table meeting in India, as well as one organised within the framework of the Deans Across Frontiers mentoring and development system provided strategic platforms for shared vision and goal-setting in the regions.

A common vision among business education institutions is to cultivate, assess, and demonstrate their societal impact. The record number of Business School Impact System visits worldwide reflects the dedication of organisations to embed the impact paradigm into their strategies.

Recognising the vital role of professional staff in executing these strategies, we expanded our portfolio of training programmes and workshops. These offerings provided essential development opportunities for a growing number of roles within our member organisations, covering topics such as digital transformation, leadership and innovation, quality and data management, internationalisation, and sustainability and impact.

We firmly believe that business education makes a positive contribution to communities, businesses and societies at large, guiding global transformations to address shared and region-specific challenges.

We express heartfelt gratitude to our members and partners worldwide for their unwavering support and guidance, without which none of our achievements would be possible.

With warm personal regards,

Alain Dominique Perrin, Chairman of the Board

Prof. Eric Cornuel, President
Highlights

The EFMD Professional Development team has expanded its portfolio of training programmes and workshops providing key development activities for a greater variety of roles within our member schools. Several programmes underwent a complete redesign to stay relevant to the intended target group. Other programmes used feedback from participants to improve content, format and delivery. Principle areas of interest are digital transformation, leadership and innovation, quality and data management, followed by the concepts of internationalisation, sustainability and impact. As in previous years, the team was keen on collaborating with other teams to better serve the various communities within the EFMD Global network. We provided opportunities to reconnect with peers and facilitators between the different editions of our programmes. Discover more.

In 2023, the key objectives were to maintain EOCCS as a leading global benchmark in online management education and to raise awareness of the EOCCS brand. We also considered the future of EOCCS within the evolving online environment. In the course of the year, EOCCS has certified and re-certified 17 courses from six institutions, spreading its reach to North America. With the introduction of the EOCCS Committee, the eligibility stage is now more transparent and has helped focus attention on development amongst certificate holders. Our online community has also been very active; the team organised the seventh EOCCS Symposium in Spain and four well-attended webinars during the year. Discover more.

Two face-to-face EDAF Peer Advisory Visits took place in 2023, in Peru and Mexico.

The first online EDAF Deans Round-table meeting was such a success that the deans have requested this become a biannual event. Discover more.

The BSIS Activity Report narrative continues to unfold with a resounding echo of achievement and collaboration. The first half of 2023 witnessed 14 BSIS assessment visits; these would not have been possible without the extension of our pool of BSIS expert reviewers. The BSIS team trained 20 reviewers during two induction programmes and welcomed a North American advisor to support the expansion of BSIS into the American market. A BSIS Steering Committee of 26 members was established, which convened for two pivotal meetings to chart the course for the strategic development of our initiatives. In the fall of 2023, BSIS presented nine impactful events on the global stage, underscoring our dedication to representation and engagement. Discover more.

The position of EFMD Global within the Americas and Asia continues to strengthen. Our offices in the region ensure that members and partners can stay connected, personally engage with the larger business school community and are able to attend key events in the region. In the Americas, EFMD GN showcased our expertise and value by speaking on panels at partner events, such as the CLADEA and ASCOLFA conferences. The Americas Annual Conference took place in Mexico City, themed ‘Debating the Fundamentals of Business Education’. The programme focused on the core work of business schools as pedagogy, curriculum, and business models continue to evolve. Discover more.

The EFMD GN Asia Annual Conference was hosted by Thammasat Business School in Bangkok, Thailand. Themed ‘Highway to Internationalization: Working Towards a Sustainable Business School’, the programme focused on how to achieve sustainability in a changing geopolitical world. Discover more.

Highered, EFMD’s official career partner, provides support to local and international students by enabling the creation of a profile which can be made available to relevant employers. It also supports career services departments to guide students towards their preferred career pathway and early career employment. Discover more.
BUSINESS SCHOOLS IN THE DIGITAL AGE

In the rapidly changing landscape of education, the significance of online teaching and learning has become increasingly evident. Digital technologies are reshaping the educational paradigm, setting higher standards for the quality of online education. In alignment with this transformative trend, Professional Development Services continued to support business schools by offering training programmes in digital teaching and learning.

A revamped version of the Rethinking Business Education workshop took place in a hybrid format, courtesy of UPF Business School Barcelona, Spain. It was scheduled prior to the EOCCS symposium and was available as an optional component. The workshop’s main goal was to assist business schools in developing a unified digital strategy. The agenda encompassed three pivotal sessions - an in-depth examination of real-world testimonials with a specific focus on the strategic dimension, a collaborative workshop designed to co-create strategic pathways for digital education and an exploration of emerging trends that could influence the landscape of digital learning strategies in the foreseeable future.

Digital technologies are reshaping the educational paradigm, setting higher standards for the quality of online education.
To effectively address the overarching demand from faculty members for enhancing the delivery of high-quality online teaching, the fourth edition of the **Online Teaching Academy** commenced with a dynamic blend of live online sessions and on-site activities. An initial informative session was held on 9 March and the learning journey maintained its well-structured format, starting with a week of intensive online preparation, followed by a three-day face-to-face residential period at EDHEC Business School in Nice, France. With a strong focus on practicality, participants, guided by expert facilitators, actively engaged in collaborative efforts aimed at transforming existing face-to-face courses into an online or blended format.

In response to the valuable feedback garnered from the pilot initiative conducted at Ca’Foscari University of Venice in 2022, the **Future-focused Education** programme has undergone refinements to cater to a wider network of business schools. The revised programme incorporates synchronous online components and on-site workshops, complemented by personalised guidance from a dedicated tutor. This evolved approach aims to assist faculty members from the same institution to enhance their teaching methods, foster interactive learning experiences, and develop innovative curricula that effectively meet the desired learning outcome.

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**Online Teaching Academy is a well-structured course that offers insight into the most recent trends of online and blended education. The combination of technology and pedagogy, which are both covered in a very good balance, help participants to develop their own strategies that best fit their institution. The course also offers a brilliant opportunity to see how other institutions think about blended learning and how they organise support for their faculty.**

**Pavel Hnát**  
Vice-Rector for Education and Quality Assurance, Prague University of Economics and Business, Czech Republic
LEADERSHIP SKILLS AND FOSTERING A CULTURE OF INNOVATION

For business schools to thrive, it is crucial to develop leadership abilities and foster a culture of creativity and innovation among faculty and professional staff. To support our member schools, the Professional Development team regularly run programmes that assist participants in raising their self-awareness, strengthening their leadership skills, and inspiring them with innovative approaches and solutions.

The eighth edition of the Executive Academy for Teaching & Learning Professionals took place on 22-26 May in Prague, Czech Republic. The leadership development programme, designed specifically for the business school environment, offered participants a journey of personal and professional growth. It began with exercises rooted in neuroscience research, providing guidance towards deeper personal insight before progressing to modules on effective leadership of both individuals and thriving institutions. Kicking off with 360° feedback exercises and preparatory materials, the programme set the stage for an immersive week of face-to-face learning. Supported by dedicated peers and coaches, the cohort of 12 individuals representing diverse institutions from Europe and Latin America successfully completed their Capstone projects. These projects showcased innovative solutions tailored to address challenges within their respective organisations.

“My experience with the Executive Academy was key in my growth as an Academic Director and has left long lasting bonds with my peers for future collaboration among schools and countries. To be a part of EA was the best decision I have taken in a long time.

Juan José Espinosa de los Monteros
Graduate Programs Director, Escuela de Empresas, Universidad San Francisco de Quito, Ecuador
In response to the success of the inaugural editions, Professional Development organised the third edition of the training programme: **Mainstreaming the SDGs in Business Education: Strategy, implementation, practice**. The goal to inspire, support and circulate innovative approaches and solutions in the area of sustainability was well met. The online training took place between 16 October – 8 November. It focused once again on the management education use of the global framework of UN Sustainable Development Goals and supported participants in developing a customised strategic plan to accelerate ERS integration in their institutions. The programme consisted of four live sessions led by expert facilitators and guest speakers, individual mentoring sessions, and individual work based on the SDG Integration template. The programme attracted 15 participants from institutions around the world who contributed to a dynamic exchange of ideas and practices.

An alternative approach to teaching was offered to the participants of the training programme **Gamification of Learning: Designing an engaging classroom experience**. This programme, a favourite among offerings in the Professional Development portfolio, held its fifth edition online from 19 January – 24 February. Continuing its popular trend, it drew 29 participants from Europe, Asia, Africa and the Americas. Throughout the online sessions, attendees delved into six classes led by experienced facilitators, engaged in two peer feedback exercises, and completed an individual project. The focus remained on mastering the intricacies of leveraging gamification techniques to enhance the involvement of business school students.

*Although I have been using games and simulations to teach my students for many years, this course gave me the theoretical framework for my actions and a clear procedure to follow to make more games and improve the ones I already make. It is excellent!*

*Felipe Martinez
Assistant Professor, Prague University of Business and Economics, Czech Republic*

*This course provided me with true insights into the SDGs and not only the importance of embedding them into the curriculum but practically how this can be achieved.*

*Emma Watton
Executive MBA Programme Director, Lancaster University Management School, United Kingdom*
**RE-THINKING INTERNATIONALISATION**

The inaugural workshop, held at TUM School of Management, Germany on 22-23 June, underscored the pivotal role of internationalisation in the context of business schools. Against the backdrop of heightened competition, rapid technological evolution, and escalating concerns surrounding sustainability and social responsibility, the event attracted 32 participants keenly aware of the pressing need for global engagement in today’s business education landscape.

This workshop provided a crucial platform for professionals at the forefront of their institutions’ internationalisation strategies within the realm of business education. Guided by the expertise of Simon Mercado from ESCP Business School and co-facilitated by Julie Perrin-Halot from Grenoble Ecole de Management, the event delved deep into the complexity and importance of global perspectives in business education.

*"This workshop gave me inspiration well above my initial expectations through not only covering the current challenges but also looking forward and highlighting future issues as well. Sharing our challenges and experiences with like-minded people helped us to develop.*

**Peter Fehér**  
Vice-President for International Relations, Corvinus University of Budapest, Hungary
CRITICAL COMPONENTS OF ANY SUCCESSFUL BUSINESS SCHOOL

Quality assurance and data management were not missing from our portfolio in 2023 either, since they enable schools to achieve accreditation, strive for continuous improvement, comply with legal regulations, and make data-driven decisions.

The **Smart Data Management Workshop** was held online in May 2023. This iteration of the workshop spanned three weeks, comprising four sessions, and placed an extended focus on a practical data mapping exercise. To enrich the learning experience, we incorporated a dedicated peer feedback session.

The workshop equipped participants with essential tools to comprehend the strategic potential of data, guiding them in effectively sourcing, building, embedding, and recycling data for various purposes in a smart and straightforward manner. Attendees had the opportunity to gain a comprehensive understanding of Smart Data Management (SDM) in the context of business schools and higher education. They actively participated in evaluating their institution’s positioning in alignment with the foundational principles and best practices of SDM.

> The Smart Data Management online training course was not just a journey of learning, but a transformative experience that contributed to my professional growth. The programme not only equipped me with invaluable knowledge and expertise but also instilled in me the confidence to apply and share what I have learnt in my organisation.

**Muna Al Yaqeeb**  
College Accreditation Coordinator, Sultan Qaboos University, Oman
SUPPORTING THE COMMUNITIES

Being a part of a community can be a source of inspiration and motivation. The Professional Development team, therefore, continues to organise opportunities for business school professionals to connect.

In 2023, the Professional Development team organised another edition of Coffee with Careers, which has become a cherished meeting space for the EFMD community of career professionals. The online session took place on 5 October with the subject ‘Purpose is the new career ladder for Gen Z’. The programme focused on how career services can support management education talent in pursuing careers with impact. As is usual for this popular event, over 100 career professionals participated in the informal meeting over a coffee.

Three get-togethers for the alumni of the Executive Academy and other senior managerial professionals interested in learning about best practices and knowledge exchange in the area of leadership development took place in 2023. Two of these were organised online on 9 March and 9 November. The first of the online conversations was based on the book Positive Impact Mindset: Working Together in a Polarized World written by Katrin Muff, who also facilitated a module in the Executive Academy leadership development programme. The second conversation, with the title of ‘Shifting sands of internationalisation’, was focused on the growing importance and various approaches towards internationalisation in management education and was facilitated by Andrew Gaudes, EFMD GN Advisor. Both conversations together attracted around 150 participants. In addition to the online gatherings, the alumni of the Executive Academy had an opportunity to meet in person, network and discuss internationalisation approaches at a meeting organised before the 2023 EFMD Annual Conference in Lyon on 11 June.

In addition to the online gatherings, the alumni of the Executive Academy had an opportunity to meet in person, network and discuss internationalisation.
The EFMD Executive Academy was a transformative experience that exceeded all expectations. It not only sharpened my leadership skills but also fostered a profound understanding of leading oneself and driving program excellence.

Marilena Antoniadou
Reader, Faculty Director of Education, Manchester Metropolitan University, United Kingdom
As EOCCS continued to attract new applicants, it has become more significant than ever that the certification system highlights the parts other systems do not reach, and thus retains flexibility in the ever-changing online learning environment.

EOCCS aims to help various kinds of institutions with their online learning ambitions. In 2023, CEDEP from France complemented our portfolio with an executive course that sits outside the business school setting. We have also started collaborations on a new continent - North America, through Jusoor, a non-governmental organisation which remotely supports entrepreneurs and small businesses in Syria.

The EOCCS team maintained a regular presence at EFMD Global and external events, with team members contributing at the following:

- January, EFMD Conference for Deans & Directors General, Madrid, Spain
- May, AMBA & BGA Central Asia Forum, Almaty, Kazakhstan
- May, EFMD Online Teaching Academy, Nice, France
- June, EDEN Conference, Dublin, Ireland
- June, AC and openHPI Conference, Potsdam, Germany (online participation)
- June, EFMD Annual Conference, Lyon, France
- November, Business School EdTech Forum, London, United Kingdom
In September, the annual **EOCCS Community Symposium** was held in the beautiful location of UPF Barcelona School of Management, Spain. The hybrid event titled ‘The value of online engagement’ welcomed 45 on-site attendees and 37 online participants who joined the virtual track run by innovative online learning platform Engageli. The two-day programme discussed the issue of online engagement from various points of view. Highlights from Barcelona included a debate on engaging faculty and learner perspectives, online engagement tools, and a collaborative workshop on the future of pedagogy, encompassing topics such as AI, virtual reality, the metaverse and micro-credentials.
Our webinar series with an impressive number of 641 registrations continued with panel discussions and case studies on the following topics:

- Learner and faculty engagement (which foreshadowed the main theme of the symposium)
- Practical aspects of micro-credentials
- Best practice of asynchronous engagement
- The concept of AI as a companion

The EOCCS team led a number of initiatives, including brainstorming with experts, a membership survey and focus groups, to help identify the challenges that management educators face online.

In cooperation with Powtoon (animation software provider), a new EOCCS video was produced explaining our online certification system to potentially interested institutions.

The following courses were certified during 2023:

- **CEDEP (Centre européen d’éducation permanente), France**
  - MBE LiVE (Mastering Business Excellence - Learning in a Virtual Environment)

- **Rome Business School, Italy**
  - Accounting and Budgeting
  - Human Resources Management
  - Project and Operations Management

- **Jusoor, The United States**
  - Startup Business Course

- **UPF Barcelona School of Management, Spain (re-certification)**
  - Advanced consolidated financial account
  - Stock exchange and financial markets
  - Advanced working capital management
  - Taxation of investment and financing
  - Advanced investment analysis

- **Politecnico di Milano School of Management, Italy (re-certification)**
  - Supply Chain Management and Purchasing
  - Innovation Management

- **Universidad de la Sabana, Colombia (re-certification)**
  - Marketing Management
  - E-commerce and Internet Marketing
  - Marketing Foundations
  - International Marketing
  - Global Fashion Marketing

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![EOCCS EFMD Online Course Certification System](image)
As of December 2023, a total of 58 courses from 18 institutions in 11 countries hold the EOCCS certification.

In October, the EOCCS Board (EC) welcomed six new members and bade farewell to three members who had served since 2016. Board representation now spans four continents (Africa, Asia, Europe and South America).

In December, the EOCCS Committee was established to formalise the EOCCS eligibility stage. The first meeting of the Committee took place on 7 December and it granted eligibility to three courses of two institutions. The EC comprises five members, and its role is to approve the eligibility of courses, review Progress Reports on required improvements, as well as advise the EOCCS Director on the strategic development of EOCCS.
For EDAF, 2023 was a positive year, allowing for the return of face-to-face Peer Advisory Visits and online community building and support meetings. The following report highlights the dedication of the EDAF office and community to enhance the quality of management education.

**Insightful counsel by the EDAF Committee**

The Committee members represent the following regions: Africa, Asia, Europe, South America, South Asia, and the United Kingdom. The Committee is a source of wise guidance to EDAF Schools from around the world. Committee members met virtually three times in 2023, on 24 January, 16 May, and 19 September, where two new members were welcomed. The topics of the meetings included discussion on strategy, development objectives guidance, revision of the Institutional Development Profile, language policy revision of the EDAF Process Manual, reporting from Schools in the EDAF process, and eligibility decisions.

**Global Influence is evident from the Peer Advisory Visits**

For the first time since the pandemic, two face-to-face Peer Advisory Visits took place in November, one to the Faculty of Business and Economics, Universidad de Lima in Peru and another to the School of Economic and Business Sciences Universidad Panamericana (Guadalajara Campus) in Mexico.
Building a community for EDAF mentors

EDAF kept on with online all-mentor meetings. The first meeting of 2023 took place in April and the second meeting in November. The online meetings have continued to create a community for mentors to share their experiences and derive best practices as well as pointing out issues to avoid. Mentors value the chance to exchange experiences and gain insights into the diverse array of schools worldwide that are advancing in the EDAF process. Topics such as the mentor’s flexibility, how to involve the school’s senior management team in the EDAF process, keeping the school progressing and motivated, and guiding the school in the development of clear and achievable objectives were discussed.

Bringing EDAF Deans together

The first ever online EDAF Deans Round-table Meeting was held on 28 November. The online event was designed for deans of active EDAF schools, and allowed participants to share experiences and gather feedback and advice regarding the EDAF process. The event was both successful and beneficial, resulting in the favourable vote to host the same style of meeting twice a year.

EDAF Schools demonstrate positive evolution

There are currently ten active schools in the EDAF portfolio. The regions represented include Africa (two), Asia (two), the Middle East (one), and South America (five). Two of these schools are scheduled to host face-to-face Peer Advisory Visits in the spring and fall of 2024, and one school achieved eligibility for international accreditation even before completing the EDAF process!

In addition to the current schools in the EDAF process, an additional 16 institutions have also benefitted. Of these 16 institutions, 11 completed the mentoring stage, with six continuing onto an international accreditation process, and five went through the EDAF process, achieving some development objectives, but without reaching the certification phase.
This portfolio aligns with the target to have 10-12 schools within the system at any time.

The EDAF office remains dedicated to expanding the pipeline of EDAF schools, aiming to add two new schools to the EDAF process in 2024, replacing schools that plan to complete the process during the year.

**EDAF visibility**

Members of the EDAF office actively participated in a number of events in 2023, allowing for the opportunity to introduce EDAF to potential candidate schools. The events included the EFMD Conference for Deans & Directors General, BDMA Conference in Latvia, EFMD Conference for Quality Assurance, Impact and Accreditation Professionals, EFMD Annual Conference, EFMD Leveraging Management Education event in India, EFMD Global Americas Annual Conference, and the EFMD Global Asia Annual Conference.

In December, the EDAF office launched a project to recruit schools to the EDAF process by reaching out to non-accredited EFMD members.

**Continued improvement and clarity of EDAF documents**

In 2023, we revised and created documents to assist with guiding schools and mentors during the EDAF process.

The EDAF Institutional Development Profile was revised to reflect the same categories used for accreditation, with the minor change of ‘standards’ to ‘expectations’. The categories ranking ‘below expectations’ will serve as the basis for development objectives.

A guidance document on EDAF Development Objectives was created to assist schools during the post-Peer Advisory Visit stage. This document provides recommendations on how to develop clear measurable/quantitative objectives and outcomes that complement the qualitative objectives in order to better track progress over the mentoring period.

In December 2023, the EDAF office launched a new project to recruit schools to the EDAF process by reaching out to non-accredited EFMD members.
Lastly, the language policy used by EDAF was updated to offer English as the first-option language of Peer Advisory Visits, something not done previously, thereby limiting EDAF resources. With this change, EDAF will have a broader pool of Peer Advisory Team members, allowing for a more global mix of teams.

**Moving forward**

Areas the EDAF office will focus on the coming year include:

- Continued EDAF promotion and visibility at EFMD conferences and other relevant events.
- Growing the number of active schools by offering one-on-one Zoom meetings and personalised emails.
- Continued work with other EFMD QS colleagues to surmount departmental boundaries and promote greater collaboration to enhance the synergy of our services to schools.
- EDAF remains unwavering in its commitment to its development mandate of working ‘across frontiers’, and we are grateful for the EDAF community that has evolved. We look forward to continuing to serve as a tool for institutional development and future accreditation.
ACTIVITIES

2023 Conference for Deans & Directors General, Madrid, Spain

For the first time, BSIS was included as part of the Quality Services presentation at the opening of the Conference, allowing François Bonvalet, BSIS Director, to share updates with the audience. Also, teaming up with the BSIS Director, and BSIS Senior Advisor, Debra Leighton, he delivered a workshop to over 120 participants, "What if impact is at the heart of your strategy?". Representatives of three BSIS Business Schools gave insights into their BSIS story, sharing their experiences on integrating impact into their strategies.

The BSIS team organised 16 meetings at the conference with prospective institutions, which directly resulted in four applications, and several schools showing high levels of interest.

2023 EFMD Conference for Quality Assurance, Impact and Accreditation Professionals on 3-5 May in Paris, France

François Bonvalet contributed to the impact debate during the opening plenary at the conference.
**2023 EFMD Annual Conference, 11-13 June, Lyon, France**

The BSIS team attended the Annual Conference and held individual meetings with 17 schools, four of which were already engaged in the BSIS process, and a further six schools expressing a strong interest.

The annual EFMD event at Lyon also saw our first face-to-face BSIS Steering Committee meeting. The BSIS team introduced a SWOT analysis based on input from previous Steering Committee sessions and an important starting point for next steps in the BSIS strategy. We shared an initial concept for expanding BSIS activities, including a map of BSIS presence according to geographical area. We also discussed the importance of the BSIS community with the idea of launching an ‘umbrella brand’ for products and services encompassing all BSIS activities and reinforcing the brand.

**BSIS celebration by the Manchester Metropolitan University’s Business School, United Kingdom**

The Manchester Metropolitan University Business School organised a BSIS impact celebration on 13 September, which was a great honour for BSIS and an opportunity to meet more prospects. Debra Leighton delivered a presentation and met potential prospects from England and Scotland as well as other schools about to undergo their initial BSIS assessment, such as Sheffield Business School at Sheffield Hallam University, Cardiff School of Management at Cardiff Metropolitan University and Kent Business School at the University of Kent. Flora Hamilton, the new CEO of the Chartered Association of Business Schools (CABS) presented at the event and invited Debra to the upcoming Chartered ABS Annual Conference.

The event was hugely successful, and subsequently, BSIS has seen more organic interest from schools in showcasing their social and economic impact. Apart from the Manchester Metropolitan University’s event, we supported Poznań University of Economics and Business, Poland at their Accreditation Conference. More partnerships between BSIS schools are developing and the BSIS team is happy to support these collaborations, which further amplify the impact of these schools.
'Impact: A strategic concern for African business schools’ webinar

The Association of African Business Schools (AABS) teamed up with BSIS to run an online workshop entitled ‘Impact: A strategic concern for African business schools’ on 13 September targeting African business schools. François Bonvalet with Ian Fenwick and Vasu Srivibha from the Sasin School of Management, Thailand shared their views on developing an impact strategy, and how to incorporate measurable responsibility demonstrable to all stakeholders, internal and external. The audience of 22 participants engaged in discussion, and after the webinar we followed up with more information about BSIS and an offer to discuss their impact strategies.

International Management Research Conference (IMR) at the Faculty of Economics in Osiek, Croatia

BSIS and the EFMD Quality Assurance products and services were presented at the conference by Ivana Marinkovic, Director EFMD GN Central and Eastern Europe.

New Zealand mission

Towards the end of September, François Bonvalet led the initial BSIS assessment of the University of Canterbury’s Business School in New Zealand. He as well met with two other business schools that had expressed an interest in BSIS. We were thrilled to enter and develop this new market!
Poznań University of Economics and Business’ Accreditation Conference, Poland

On 27 September, Debra Leighton represented EFMD and BSIS at the Poznań University of Economics and Business (PUEB) inaugural Accreditation Conference to discuss international accreditation and certification and their benefits to the academic community. She also responded to questions from the audience after the conference - a helpful reflective exercise for the school.

The conference was attended by about 60 people both online and in person and PUEB will organise the conference again next year. The outcome of this conference was an increased interest in quality accreditations and certifications from PUEB faculty members, who are now even more keen to engage with external stakeholders. For example, representatives of PUEB initiated a collaboration with the local authorities to develop a strategy for the city.

International Accreditation Conference by the SEAA Trust, India

At the International Accreditation Conference on 13 October, François Bonvalet presented BSIS to an Indian audience, ‘Winning Strategies for Building Socially Impactful MBAs’ organised by the SEAA trust.

Mainstreaming the SDGs in business education, Online

On 16 October, Debra Leighton ran a joint session with Piet Naudé at the ‘Mainstreaming the SDGs in business education’ online training organised by the EFMD Professional Development team. She shared the EFMD and BSIS stance on CSR and SDGs and explained how BSIS has recently implemented mapping against SDGs into the Societal Impact dimension of BSIS.

Representatives of PUEB have recently started working with the city of Poznań to develop a strategy for their city following the external collaboration benefits learning drawn from the accreditation conference.
EFMD Asia Annual Conference, Thailand

On 5-7 November, François Bonvalet participated in the EFMD Asia Annual Conference in Bangkok, at Thammasat Business School, where he ran a workshop “Are you IMPACT ready?” with Vasu Srivibha, Chief Impact Officer, from the Sasin School of Management. He also had the chance to talk about BSIS during the EFMD Quality Services session ‘Introduction to EFMD Global’s Accreditation Portfolio’, and subsequently talked to 11 prospects.

The BSIS team then contributed to the January 2024 issue of the EFMD’s Global Focus with an article “Are you impact ready?”. The article answered the following questions: What is the impact in the context of business school education? How does it get wired into the DNA of the school? Is there an impact score that makes your school better than another? And featured the story of the Sasin School of Management and how they have successfully embedded impact into their actions, curriculum and operations.

Business Schools Association Canada (BSAC) Annual Conference, Canada

The BSIS North American Advisor, Andrew Gaudes, represented BSIS and talked to prospective schools on 7-9 November at the Business Schools Association Canada (BSAC) Annual Conference.

Chartered Association of Business Schools (CABS) Annual Conference, United Kingdom

On 13-14 November, Debra Leighton attended the Chartered Association of Business Schools (CABS) Annual Conference in London at the invitation of their new CEO, Flora Hamilton; this followed her recent co-presentation on impact with Flora. Debra participated in round-table sessions regarding the chartered ABS new research impact dashboard and research impact assessment in general, and also on business development impact through their Help to Grow programme for small businesses. She also met with a number of business schools currently in the BSIS pipeline and with several new prospects.
BSIS has established a Steering Committee of 26 members from 14 countries to support and reinforce the fast-growing Business School Impact System.
**BSIS Steering Committee**

BSIS has established a Steering Committee of 26 members from 14 countries to support and reinforce the fast-growing Business School Impact System. The Committee was launched on 28 April with the first cohort of Committee members. The BSIS team hosted a meeting with the other half of the Committee members on 9 May. Thanks to a fruitful exchange, the team set out strategic priorities for BSIS and met for the first time face-to-face in Lyon, during the EFMD Annual Conference. The next meeting is planned for February 2024 at the EFMD Conference for Deans and Directors General in Amsterdam.

**New BSIS panel experts**

BSIS has expanded its pool of expert reviewers to meet increased demand from business schools for the BSIS label. A programme divided into two online training sessions took place in April and May to accommodate different time zones. At the end of the year, we had a robust pool of 20 BSIS experts trained and ready to conduct BSIS assessment visits. Together with FNEGE, BSIS is working on a video library to support the newly trained reviewers with custom-made short videos on the BSIS experts’ duties. François Bonvalet shot two short videos, ‘How to prepare a BSIS visit’ and ‘How to conduct a successful visit onsite’.

**Assessment criteria and datasheet updates**

Thanks to the experience of visiting BSIS experts, BSIS added a few more data entries to better understand and assess the schools in process.

BSIS updated the Assessment Criteria Guide by including mapping against SDGs into the Societal Impact dimension. SDGs are embedded in all BSIS areas of impact but are analysed in depth in this dimension. This move underscores the BSIS commitment to promoting ethics, responsibility, and sustainability in business education, and it aligns with the values of the EFMD Global accreditations. It also better reflects and captures the schools’ commitment to CSR and sustainable development principles and values across all 17 SDGs.
The policy and publicity guidelines for the use of the ‘BSIS’ brand was also updated, encouraging schools to share extracts from their final report, including data points, figures or comments, although not the full report. This ensures that BSIS is aligned with other quality services products, it helps protect the BSIS model and avoids the possibility of report contents being taken out of context, misinterpreted or lost in translation.

**Media**

The BSIS team, in collaboration with the EFMD Global communication team, has shared reports, videos, blog posts and articles on social media:

- **BSIS published a press release, ‘BSIS – measuring and communicating the institution’s impact for over ten years’,** discussing its recent developments and future steps, as well as celebrating the 10-year anniversary of the BSIS system. The press release was coordinated with FNEGE and circulated on social media.

- Manuela Brusoni, Dean’s Delegate for Accreditation and Paola Egi, Accreditation Manager, SDA Bocconi School of Management, Italy, shared their experience with BSIS in their article, ‘The broader impact of research - beyond its citation index’.

- The Poznań University of Economics and Business International Accreditation Coordinator, Blanka Cimcioch, published an article, ‘BSIS: Revealing the impact of Poznań University of Economics and Business on its ecosystem’, where she shared the very positive experience of the University going through the BSIS process.

- A deep-dive into two dimensions of impact is explored in the article, ‘Unleashing societal and image impact: A glimpse into Kozminski University’s journey through BSIS Reassessment’ by Anna Maria Gorska, Assistant Professor at Kozminski University, Poland.
The BSIS team published the article, ‘Business School Impact System (BSIS) integrates SDGs into its Societal Impact Dimension’ on EFMD’s blog on integrating the United Nations’ Sustainable Development Goals (SDGs) into the BSIS Societal Impact dimension. This move highlights the commitment of BSIS to promote ethics, responsibility, and sustainability in business education and aligns with the values of EFMD Global Accreditations.

François Bonvalet, BSIS Director, gave an interview to AEF (the national French press agency specialising in education) about BSIS and its difference from accreditation. He also participated in a regional TV programme on the same topic.

Three articles on impact were published in the Global Focus magazine:

‘From research for publication to research for impact’ by Kamran Razmdoost, Dean of ESCP Business School, London Campus, United Kingdom;

‘High wire act: The reinvention of African business schools to amplify their impact’ by Jonathan Foster-Pedley, Dean and Director of Henley Business School Africa, South Africa and Chair of the Association for African Business Schools;

‘Striving for meaningful impact in and through management education: The IMD perspective’ by Jean-François Manzoni, the President of IMD, Switzerland.

BSIS included mapping against SDGs into its Societal Impact dimension. This move underscores the BSIS commitment to promoting ethics, responsibility, and sustainability in business education, and aligns with the values of the EFMD Global Accreditations.
**BSIS Awards and EFMD Annual Conference**

During the 2023 EFMD Annual Conference, EFMD officially awarded the BSIS label to seven institutions:

- ESADE, Spain
- Poznań University of Economics and Business, Poland
- SGH Warsaw, Poland
- Corvinus University of Budapest, Hungary
- Manchester Metropolitan University Business School, United Kingdom
- Sasin School of Management, Thailand
- Tallinn University of Technology School of Business and Governance, Estonia

**BSIS assessment visits**

- Poznań University of Economics and Business, Poland, 17-18 January (initial)
- Sobey School of Business, Saint Mary's University Canada, 28 April (renewal)
- School of Business, The American University in Cairo, Egypt, 22 May (renewal)
- Kozminski University, Poland, 2 June (renewal)
- School of Business and Economics, Vrije Universiteit Amsterdam, The Netherlands, 22-23 June (initial)
- University of Canterbury Business School, New Zealand, 27-28 September (initial)
- WSB University, Poland, 9-10 October (initial)
- Faculty of Economics and Business, University of Amsterdam, The Netherlands, 19-20 October (initial)
- Politecnico di Milano School of Management, Italy, 2-3 November (initial)
- Faculty of Business & Economics, University of Pécs, Hungary, 21-22 November (initial)
- Cardiff School of Management, Cardiff Metropolitan University, United Kingdom, 5-6 December (initial)
FNEGE also conducted BSIS assessment visits in France:

- Rennes School of Business, 1-2 March (initial)
- IAE Aix-Marseille Graduate School of Management, 3-4 May (initial)
- EM Normandie, 24 May (renewal)
- ESC Pau, 29 June (renewal)
- Montpellier Business School, 7 July (renewal)
- ESSCA, 12 July (renewal)
- ESCE Business School, 13 September (renewal)
- EDC Paris Business School, 16-17 October (initial)
- IAE Nancy, 13 December (renewal)
- IAE Metz, 19 December (renewal)

**Going forward**

BSIS continues its strong growth trajectory with its focus on community-building, including an event on the positive impact of AI on business education in fall 2024 and potentially a regular newsletter to the BSIS community. Similarly, BSIS will continue to expand its global footprint with active participation in key events showcasing BSIS as a prominent force in shaping the future of business education. We will continue developing the BSIS service – its methodology and data collection, including considering regional averages to help schools identify areas of excellence and areas in need of improvement. In terms of marketing, BSIS will further explore potential new markets thanks to the support and advice from experts and Steering Committee members. BSIS will continue to promote the concept of the Chief Impact Officer within business schools and will further develop its online presence.
Aligning Product Development for Effortless Student Job Search and Connections:

In 2023, Highered focused on enhancing the platform to better serve students, graduates, and alumni from 92 countries. Our priority was on facilitating connections between early career seekers and recruiters through virtual events, improving profile registration processes, and including direct chat functionality.

We transitioned to the gethighered.com domain to improve accessibility for users worldwide. The year also saw nearly 40,000 applications received, highlighting the focus we have on creating relevance between students and employers.

Our efforts to improve user experience included simplifying registration and profile completion processes. Users can complete their profile by importing from LinkedIn or their CV and connect directly with recruiters using chat - increasing the users’ chance of getting recruited. Throughout the year, we shared inspiring success stories, such as Eduard’s journey from ESIC Business and Marketing School, Spain, showcasing the impact of our platform on individuals’ career paths.
Creating relevant Student and Employer Connections

Highered is focused on continuous innovation to enhance the matching process between students and employers. An easy-to-use interface enables relevant connections and simplicity in the user journey, forming the core elements of Highered’s updated strategy.

The new innovative sourcing product developed over the last year will enable schools to give their students visibility, both locally and internationally, and facilitate connections with recruiters. The schools will also be able to use this product as a paid service for corporate members linked to the school.

“The value that a school offers to us as international students is that it allowed me to secure my mandatory internship at BBVA, since the banking sector is my professional career focus. But also, when it comes to international students, Highered offers the opportunity to find internal offers in sectors that are generally difficult to enter, making it easier for students with an international perspective to find work in other countries.”

Bachelor Student
ESIC Business and Marketing School, Spain
VIRTUAL EVENTS

EFMD Global Career Fair by Highered

On 19 October, the EFMD Global Career Fair by Highered attracted nearly 2,000 students from 51 top EFMD member schools and recruiters from 46 international companies.

Key results included over 8,400 visits to employers’ virtual booths, over 6,000 job views, and nearly 2,000 application clicks on the vacancies.

Recruiters from Solvay, AXA Investment Managers, L’Oréal, Alpha Sights, and many more were able to meet with talent virtually during their live presentations.

Sector Specific Career Fairs:
- Banking, Finance, and Consulting Virtual Career Fair (10 May)
- FMCG Virtual Career Fair (27 September)
- STEM Virtual Career Fair (9 November)

Combined Data from Sector Specific Career Fairs:
- Total Participated Companies: 40
- Total Registered Talent: 4,736

Career Workshops and CV Clinics:

In addition to our Highered-organised Career Fairs, our strategic collaborations with employers and EFMD Global member institutions have resulted in an impressive range of 30 virtual events, including Highered Career Workshops, Masterclasses, and CV clinics, featuring 265 companies and organisations.

This year, we launched an innovative series of monthly career workshops, running from September through May. Spearheaded by distinguished career professionals from our EFMD school network, including Antwerp Management School, University of Gothenburg, St. Gallen, UCD Smurfit, ESCP London, and Cranfield University. Each session, lasting one hour, provided a platform for these experts to share their insights on selected career topics. This initiative not only offers invaluable guidance to the entire Highered talent community but also succeeds in drawing the attention of career professionals from the EFMD member schools, fostering a rich exchange of knowledge and expertise.
Coffee with Careers

Coffee with Careers: 5 October, online theme: Purpose is the New Career Ladder for Gen Z. The Coffee with Careers events, a widely acclaimed way to bring together the EFMD career professionals’ community in an intimate forum of learning and sharing, are still going strong. On 6 October, Highered’s Head of Career Development & Community Engagement, Maria Moragianis, moderated the seventh edition of Coffee with Careers with the EFMD Career Services community. A pivotal insight was the prevailing challenge among career teams of engaging Gen Z. The event underscored the evolving priorities of the new generation, highlighting the shift towards seeking purpose and impact in their careers, a trend that is reshaping career development strategies.

Career Professionals Development Institute

The fifth edition of the Career Professionals Development Institute (CPDI), jointly organised by EFMD GN and Highered, took place onsite at Antwerp Management School, Belgium, 19-21 April, welcoming career services professionals to this unique certification programme in the industry.

“Highered has been instrumental in introducing Solvay to students, a company that might have otherwise gone unnoticed. Their engaging webinar provided us with valuable insights into Solvay’s operations, culture, and opportunities, sparking a genuine interest in exploring potential career paths within the company. Highered’s efforts in connecting students with employers like Solvay are highly appreciated, and I look forward to exploring more such opportunities in the future.”

Masters Student
Malardalen University, Sweden
Gamification of Learning: Designing an engaging classroom experience
19 January-23 February
Location: Online

Executive Academy Conversation
9 March
Theme: The Positive Impact Mindset: Working together in a polarized world
Location: Online

Online Teaching Academy Info-session
9 March
Theme: Interested in top-quality online teaching?

EOCCS Community Webinar
13 March
Theme: Engaging Human-centred classrooms in business education

Online Workshop for Deans
24 March
Theme: Managing your public profile as a dean

Student Experience Workshop
27-29 March
Theme: Creating value beyond the curriculum: wellbeing and engagement

Career Professionals Development Institute
19-21 April
Hosted by: Antwerp Management School
Location: Antwerp, Belgium

The EFMD Global Network Annual Conference in America is the top venue for business schools networking in the Americas.

Jose Balmori de la Miyar
Associate Dean for Undergraduate Studies,
Universidad, Anáhuac Mexico, Mexico
EOCCS Community Webinar
25 April
Theme: Making micro-credentials work

Smart Data Management
2-16 May
Theme: The smart ways to collect, analyse, manage and communicate data
Location: Online

Online Teaching Academy
15-24 May
Hosted by: EDHEC Business School
Theme: Moving beyond remote teaching to master all aspects of online education
Location: Nice, France and Online

Executive Academy
22-26 May
Theme: Leading with Impact
Location: Prague, Czech Republic

EOCCS Community Webinar
31 May
Theme: Out of class, out of mind?

Re-thinking Internationalisation
22-23 June
Hosted by: TUM School of Management
Theme: A workshop focused on new models of internationalisation
Location: Munich, Germany

EFMD Dean and Directors round-table
17 July
Hosted by: EFMD GN Asia
Location: New Delhi, India

Quality Service Seminar
17-18 July
Hosted by: MDI Gurgaon, India
Theme: Globalising your schools with EFMD Accreditation
Location: Gurgaon, India

EOCCS Learning Community Symposium
14-15 September
Hosted by: UPF Barcelona School of Management, Spain
Theme: The value of online engagement
Location: Barcelona, Spain

The EFMD Global Americas Conference provides a growth space for higher education. It becomes a community where everyone is willing to help and exchange ideas regarding current issues our institutions are facing.

Daniel Serrot
Executive MBA Director, Escuela de Negocios, Universidad de San Andrés, Argentina

I gained valuable insights from this conference while also having the chance to learn informally from other attendees. The balance between formal sessions and informal socialising was excellent.

Joann Peck
Associate Dean of Teaching Innovation & Assessment, Wisconsin School of Business, University of Wisconsin-Madison, United States
Rethinking Business Education
14 September
Hosted by: UPF Barcelona School of Management
Theme: Building your own online strategy
Location: Barcelona, Spain

ACE Steering Committee Meeting
20 September
Hosted by: University of Ljubljana, Slovenia, and EFMD GN Asia
Location: Online

Coffee with Careers
5 October
Theme: Purpose is the new career ladder for Gen Z
Location: Online

EFMD Global Americas Conference
11-13 October
Hosted by: IP ADE Business School
Location: Mexico City, Mexico

Mainstreaming the SDGs in business education:
Strategy, implementation, practice
16 October-8 November
Location: Online

Strategic Leadership Programme for Deans
17-20 October
Hosted by: EFMD Brussels
Location: Brussels, Belgium

EOCCS Community Webinar
25 October
Theme: Can AI be our friend?

Online Alumni Workshop
26 October
Theme: Cultivating new alumni

2023 EFMD GN Asia Annual Conference
5-7 November
Hosted by: Thammasat Business School
Theme: Highway to internationalisation: working towards a sustainable business school
Location: Bangkok, Thailand

Executive Academy Conversation
9 November
Theme: The shifting sands of internationalisation
Location: Online
Events 2024

Gamification of Learning: Designing an engaging classroom experience  
13 February-22 March  
Location: Online

EFMD Online Community Showcase  
27 February  
Theme: L’Oréal Brandstorm: Engaging learners and instructors through gamification and competition  
Location: Online

Executive Academy Americas Stream  
4-8 March  
Hosted by: Babson College, Miami  
Theme: Leading with Impact  
Location: Miami, United States

Faculty Management Programme  
7 March-11 April  
Theme: Rethinking faculty models for impactful schools and resilient careers  
Location: Brussels, Belgium and Online

Online Teaching Academy Info-session  
14 March  
Theme: Open new perspectives on online learning

EOCCS Community Webinar  
20 March  
Theme: Rising to the challenge: How online education brings innovation

Student Experience Workshop  
25-27 March  
Theme: Enhancing student experience: wellbeing and engagement  
Hosted by: EFMD Brussels  
Location: Brussels, Belgium

The EFMD Global Network Annual Conference in America is the top venue for business schools networking in the Americas.

Jose Balmori de la Miyar  
Associate Dean for Undergraduate Studies, Universidad, Anáhuac Mexico, Mexico
Career Professionals Development Institute (CPDI)  
17-19 April  
Hosted by: Trinity Business School  
Location: Dublin, Ireland

Smart Data Management  
23 April-3 May  
Theme: The smart ways to collect, analyse, manage and communicate data  
Location: Online

Business Schools with Purpose: Walking the talk on social impact  
29-30 April  
Hosted by: Bradford School of Management  
Location: Bradford, United Kingdom

Online Teaching Academy  
20-29 May  
Hosted by: Católica-Lisbon Business School  
Theme: Moving beyond remote teaching to master all aspects of online education  
Location: Lisbon, Portugal and Online

EOCCS Community Webinar  
4 June  
Theme: Partnerships in online delivery

Re-thinking Internationalisation  
27-28 June  
Hosted by: UPF Barcelona School of Management  
Theme: Second annual workshop focused on new models of internationalisation  
Location: Barcelona, Spain

Gamification of learning workshop at Online Learning Symposium  
9 September  
Hosted by: University of Liverpool Management School  
Location: Liverpool, United Kingdom and Online

EOCCS Learning Community Symposium  
9-10 September  
Hosted by: University of Liverpool Management School  
Theme: Transforming lives online  
Location: Liverpool, United Kingdom
EFMD Americas Annual Conference  
9-11 October  
Hosted by: Hult Business School  
Location: Boston, United States

Mainstreaming the SDGs in business education:  
Strategy, implementation, practice  
14 October–6 November  
Location: Online

Quality Assurance Academy 2024: Embark on your learning journey  
14 October-11 February  
Location: Online

BSIS Symposium: AI in business education for positive impact  
15-17 October  
Location: Online

Strategic Leadership Programme for Deans  
15-18 October  
Location: Brussels, Belgium

EFMD GN Asia Annual Conference  
23-25 October  
Hosted by: Waseda Business School  
Location: Tokyo, Japan

EFMD Accreditation and Impact Seminar  
24 October  
Hosted by: Waseda Business School  
Location: Tokyo, Japan

Rethinking Business Education  
7-14 November  
Theme: Building your own online strategy  
Location: Online

Executive Academy Asia Stream  
9-13 December  
Hosted by: CEIBS  
Theme: Leading with Impact  
Location: Shanghai, China
EFMD Global Network Team 2024

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2. Helke Carvalho Hernandes
   Vice-President

3. François Bonvalet
   Director, BSIS

4. Griet Houbrechts
   Director, Professional Development Services

5. Piet Naudé
   Director, EDAF

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   Director, EOCCS

7. Debra Leighton
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8. Andrew Gaudes
   Advisor, BSIS

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24. Martina Nagy Ticha
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26. Tereza Raba
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27. Natalie Altincizme
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28. Suzon Bodin
Coordinator

29. Lenka Dvorackova
Coordinator

30. Petra Grestenbergerova
Coordinator

31. Tereza Kminkova
Coordinator

32. Kamila Koksova
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33. Katerina Kučerová
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34. Petr Oberguber
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35. Laura Pouza
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36. Katerina Setunska
Coordinator

37. Dagmar Solnarova
Coordinator

38. Eliška Vinšová
Coordinator

39. Jeffrey Vercruse
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