Activities and Events 2022
EFMD Global Network is built on the foundation of societal impact, excellence, international outlook, innovation, and responsible management.

Prof. Eric Cornuel
President
Message from the Chairman of the Board and the President

Dear Members,

In 2022, EFMD celebrated its 50th anniversary, also the 10th anniversary of EFMD Global Network. With offices located in Geneva, Prague, Hong Kong, and Miami, EFMD Global Network was created as a natural extension of our community’s values and legacy.

Since the early days of EFMD, we have been convinced that management education could only grow in a collaborative environment, whereby we are a source of inspiration to each other, learn from each other, and sometimes challenge each other in a continuous development process.

We believe there is no one-size-fits-all approach to what quality means in business education. Indeed, the diversity of the institutional make-ups, national contexts, and geographical settings represented in the EFMD Global Network can only strengthen the organisation as a whole.

The diversity of our network is also a source of innovation, from pioneering structured impact assessment via BSIS, developing institutional capacities via EDAF and ensuring the quality of online education with EOCCS, to strengthening administrative capacities with our professional development and training programmes.

We are proud of these developments, but our most significant achievement of all is the trust, partnerships and friendships we have forged and maintained among institutions and individuals over the years despite the challenges brought by the pandemic and rising global unrest.

EFMD Global Network is built on the foundation of societal impact, excellence, international outlook, innovation, and responsible management. Those values have permeated our quality systems, impact services, programmes, and events and will pave the way for our development in the years to come.

Thank you for your continued trust and support.

With warm personal regards,

Alain Dominique Perrin, Chairman of the Board

Prof. Eric Cornuel, President
## Contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Highlights 2022</td>
</tr>
<tr>
<td>6</td>
<td>Professional Development Services</td>
</tr>
<tr>
<td>12</td>
<td>EOCCS</td>
</tr>
<tr>
<td>16</td>
<td>EDAF</td>
</tr>
<tr>
<td>20</td>
<td>BSIS</td>
</tr>
<tr>
<td>24</td>
<td>Highered</td>
</tr>
<tr>
<td>28</td>
<td>Events 2022</td>
</tr>
<tr>
<td>32</td>
<td>Events 2023</td>
</tr>
<tr>
<td>34</td>
<td>EFMD Global Network Team 2023</td>
</tr>
</tbody>
</table>
To scale the impact, Professional Development has developed a training programme specifically for 30 faculty members of Ca’Foscari.

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The first EFMD GN Americas Annual Conference organised face-to-face since 2019 was received with great interest and appreciation by the schools in the region.

To increase EDAF’s attractiveness, a new “benefits package” for schools was introduced.

Three EDAF Peer Advisory Visits took place this year in Mexico, South Africa, and Iraq. Two of them were organised online, and one was even organised face-to-face.

Professional Development delivered training opportunities in online, face-to-face, blended, and hybrid blended formats to reflect the need of a wide variety of participants.

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The EOCCS webinar series continues to be popular: in 2022, we organised three webinars with over 300 registrations altogether.

In 2022, Professional Development training programmes attracted 285 participants from 142 institutions in 41 countries all over the globe.

BSIS received the first application from New Zealand, a great opportunity to expand further.

2022 was BSIS’s 10th anniversary. On this occasion, EFMD Global released the book BSIS: A Decade of Impact, a collection of 60 testimonials about the BSIS journey of different schools.
The EFMD Professional Development team has reinforced what it offers along several key axes. Strategically preparing the future of business schools and ensuring that staff and faculty acquire the most relevant skills remains our top priority. Digital transformation, leadership and innovation, alongside quality and data management are some of those important development areas. The team also supports the various communities it serves by organising regular opportunities for members to reconnect with colleagues and experts.

**Business schools in the digital age**

Digital technologies are transforming management education in an unprecedented way, raising expectations for the quality of online education. To reflect this trend, in 2022, EFMD Professional Development has offered training programmes to support business schools in mastering digital teaching and learning – both from a practical and a strategic perspective.

How to modernise and digitalise an educational portfolio was the main focus of the second edition of the **Rethinking Business Education** workshop, which took place in an online format between 17 February and 3 March. It offered participants a practical range of tools to develop their own institution’s coherent and sustainable approach to online education. Thanks to the practical application of theoretical models and frameworks, the participants were able to reflect on and define their institution’s digital learning strategy. This three-module programme was attended by 11 participants from 10 different institutions from Asia, Latin America, and Europe.
The third edition of the Online Teaching Academy, an interactive and practical programme focused on high-quality online teaching and learning, took place from 23 May to 1 June at the Luiss Business School in Rome, and in a hybrid format for the first time. During the two-week programme, the participants explored in depth all the aspects of designing and delivering online courses and programmes. The feedback received from both onsite and online participants highlighted the engaging and professional way in which the course was delivered, as well as the fact that they gained both theoretical knowledge and practical skills. The programme attracted 18 participants from 14 different institutions, including 15 who joined onsite and three live online.

To provide a learning opportunity for a wider group of faculty members of Ca’Foscari, the Professional Development team piloted a training programme in Future Focused Education. The training concentrated on best practices in pedagogy, curriculum design, and digital technologies and consisted of three fully online, asynchronously completed modules. The participants began with an exploration of current Edtech trends and continued with practical steps to help them design an engaging course and develop a future-focused and education-first curriculum for their students. The pilot project ran successfully between June and December, and 30 faculty members from Ca’Foscari participated.

“Rethinking Business Education is a must for anyone who wants to professionalise and create a vision for their online and blended offering. This workshop gives you all the frameworks and tools you need to set out a good online learning strategy in the long term. The sharing of experiences, ideas and ambitions was one of the biggest assets of this workshop.”

Ellen Verschooren  
Learning Experience Manager, Antwerp Management School, Belgium

“The Online Teaching Academy helped me reconsider not only my own courses in distance learning education but also how to approach complete study programmes when we plan to put them online. I received a completely new perspective. The whole Academy was engaging, the team was active, and we received practical advice from Sarah and Martin. Since the Academy, I have been full of ideas about how to improve my courses.”

Beáta Udvari  
PhD, Deputy Dean for Education, Associate Professor, Szeged University, Hungary
Leadership skills and fostering a culture of innovation

In order for business schools to thrive, it is crucial to develop leadership abilities and foster a culture of creativity and innovation. To support business schools, Professional Development regularly runs programmes that help participants enhance their self-awareness, strengthen their leadership skills, and inspire them with innovative approaches and solutions.

The seventh edition of the Executive Academy for Teaching & Learning professionals took place from 9–13 May in Prague, Czech Republic. The well-established leadership development programme again built on neuroscience research invited participants to reflect and develop a deeper understanding of themselves before delving into modules on leading others and leading successful, innovative institutions. The programme commenced with a 360° feedback exercise and preparatory materials that enhanced the face-to-face week of learning. With help from assigned supervisors and coaches, the 15 participants from 15 different institutions from Europe, Latin America, and the Middle East, completed their Capstone projects, proposing innovative solutions in their institutions.
To inspire, support, and circulate innovative approaches and solutions in the area of sustainability, the Professional Development introduced a new training programme: **Mainstreaming the SDGs in Business Education: Strategy, implementation, practice**.

The first edition took place online between 31 January and 16 February, and due to the positive feedback, as well as high level of demand, the second edition took place between 31 October and 23 November. Both editions focused on the use of the UN SDGs global framework in the management education and supported participants in developing a custom strategic plan to accelerate ERS integration in their institutions. The programme consisted of four live sessions and individual work on the SDG Integration template led by expert facilitators and guest speakers, individual mentoring sessions, an individual project and the SDG Integration template. The two editions together attracted 46 participants from institutions all over the globe.

An alternative approach to teaching was offered to participants of the training programme **Gamification of Learning: Designing an engaging classroom experience**. The fourth edition of the programme took place online between 10 March and 12 April, attracting 31 participants. The online attendees completed six classes led by facilitators, two peer-feedback exercises, and an individual project, learning the nuts and bolts of how to use Gamification to increase engagement amongst business school students.

> “Mainstreaming the SDGs in Business Education” has been an inspiring course organised by EFMD Global discussing the challenges, solutions, and good practices in implementing the SDGs. I am truly thankful for the EFMD team for coordinating and facilitating this course, and my colleagues for sharing their experiences.

*Salma El Masri*
Sustainability Officer, ESLSCA University, Egypt
Critical components of any successful business school

Quality assurance and data management could not be missing from our portfolio in 2022, since these enable schools to achieve accreditation, keep raising their standards, comply with legal regulations, and make data-driven decisions.

The **Smart Data Management workshop** with the subtitle “The smart ways to collect, analyse, manage and communicate data” was held online in mid-June 2022. Two sessions covered the basics of developing data requirements, writing data specifications, recycling data in a smart way, communicating effectively using the data, and embedding data management into one’s school strategy. The accompanying data mapping exercise aimed to provide the 26 participants with practical experience and help them realise the interconnectedness of data management as it relates to almost every aspect of their institution’s functioning.

What is already the fourth edition of the **Quality Assurance Academy (QAA)** took place yet again online between mid-September and mid-December 2022. Our comprehensive training for quality assurance professionals is progressively gaining ground and building a reputation. The 14 weeks were filled with six learning modules, three group round-table sessions in mentor groups, one special session on measuring the SDGs, two intermediate assessment tasks and a capstone project (including an oral defence), and 1:1 calls between the mentors and participants, not to mention the informal kick-off and graduation ceremony sessions. We could not be prouder that another 20 “certified quality assurance professionals” graduated from this year’s edition.
Professional Development Services

Supporting the communities

Being part of a community can provide numerous benefits that can enhance one’s personal and professional growth. It often serves as a source of inspiration and motivation and we are proud to continue offering opportunities for business school professionals to connect.

In 2022 we organised two editions of Coffee with Careers, an event that has become a cherished meeting space for the EFMD community of Career professionals. The first online session took place on 24 March and focused on a dialogue between Careers services professionals and their corporate partners, specifically looking at the current trends in recruitment, engaging talent, or gathering valuable data. The second session was organised on 6 October and concentrated on the voice of the talent. The invited panel of student representatives discussed topics such as networking, building connections with employers, polishing one’s own skills, or preparing for an online recruitment process. Over 100 Careers professionals participated in the informal meeting over coffee.

Another get-together for the Alumni of the Executive Academy and other professionals in senior managerial positions interested in learning about best practices and knowledge exchange in the area of leadership development, took place on 20 October. The Executive Academy Conversation was based on Innovative Management Education Ecosystem: Reskilling and upskilling the future workforce, a book that was co-written by the Executive Academy director Jordi Diaz, and the event attracted 75 participants.

“Through its unique combination of live sessions, small-group work, and continuous assessment, all embedded in an intense mentoring scheme, the QAA affords a comprehensive grounding in all the main aspects of quality assurance in higher education. Given that the participants come from very diverse backgrounds, both educational and cultural, it does marvellously well in providing everyone with ample lessons and food for thought. It will give you the confidence to become an effective leader of your institution’s quality assurance activities.”

Davor Aslanovski
Accreditations and Strategic Projects Officer, DCU Business School, Ireland

“EFMD’s 2022 Smart Data Management workshop was a great learning experience combining guidance and advice from expert facilitators in an interactive experience with fellow attendees. It was a great opportunity to grow my network of practitioners working with and managing data and I learnt a lot.”

Yolanda van der Westhuizen
Accreditation Manager, Stellenbosch Business School, South Africa
As the world emerged from the pandemic lockdowns of 2021 and 2022, EOCCS experienced a marked increase in interest in – and discussion of – online learning, micro-credentials, and the fast-moving environment within which we operate.

New certifications continued at a good, sustainable level during 2022. However, a few institutions chose to lapse or delay their certifications, largely due to the institutional and environmental changes to online learning for which the pandemic was a huge catalyst. This area is one of rapid and significant change, as Business Schools, and others re-imagine their strategies in light of their online pandemic experience.

In addition to traditional business schools in the public sector, EOCCS attracts interest from private business schools, corporates, and governmental and non-governmental agencies. Our global reach and speed of action, once we receive an application, ensures a smooth passage to one of our quarterly Certification Boards.

EOCCS team was pleased to present EOCCS at different face-to-face conferences, including:

- The European Association of Distance Teaching Universities (EADTU) annual conference in October (Athens);
- Online Educa Berlin in November (Berlin).
The EFMD Online Community remains vibrant. In September 2022 the sixth annual EOCCS symposium was held at the impressive facilities of BI Norwegian Business School, Oslo. The event, titled "The Hybrid Experience: Perspectives on Practice", provided an innovative hybrid experience conveniently focused on best (and also worst) practices in the format, combining online and in-person delivery. The symposium welcomed 42 onsite attendees and 37 online participants who joined the virtual track via Zoom, supplemented by GatherTown (a virtual reality meeting platform). The two-day programme included discussions on Hybrid communication from all possible points of view, including: the medium’s general suitability and sustainability presentations on specific experiences from several leading European business schools, and the practical implications of hybrid events, while also giving participants the chance to hear input from students.

In addition, our webinar series with a total of 307 registrations continued with panel discussions and case studies on the following:

- Creation and effective delivery of online degree programmes
- Online assessment
The following courses (and other formats) were certified during 2022 and we wish to commend the teams for their hard work and exceptional quality:

- **SDG – Simuladores e Modelos de Gestão S.A., PT (re-certification)**
  - Simulation: *Global Management Challenge*

- **The University of Liverpool Management School, UK**
  - A course within Online MBA: *Developing as a Manager and Leader*

- **L’Oréal, FR**
  - Competition: *L’Oréal Brandstorm Youth Innovation Competition*

- **Toulouse School of Management, FR**
  - A course within a Bachelor programme: *Strategic Diagnosis*

Two institutions are currently in the EOCCS Advisory process.

As of December 2022, a total of **57 courses at 20 institutions in 12 countries** hold EOCCS certification.

In October 2022, the EOCCS Certification Board welcomed five new members to its deliberations and bade farewell to five members who had served since 2016. Board representation continues to span three continents. We thank our former Board members for their efforts over the past years and wish them well for the future. We also look forward to welcoming nominations for membership for more seats on our expanded Board.
Revamped documentation for EOCCS was introduced at the end of 2022, after months of discussion within our small but perfectly formed team. The review left EOCCS standards untouched as they have proved to be robust and inclusive. However, key changes to process were introduced for all applications received after 1 January 2023. Changes include a new eligibility phase under the scrutiny of the EOCCS Committee, and changed outcomes for submissions. In the future, successful applicants will be granted three-year certification with recommended development, or a one-year certification with required development.

As the EOCCS team looks forward to 2023, it is certain that there will be more change, more demand for online education, and more demand for the experienced quality reassurance that EOCCS represents.

“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.”

Dr Catherine Pereira Villa
Dean, International School of Economic and Administrative Sciences, Universidad de la Sabana, Colombia

“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 student centred learning approach.”

Dr Casilda Güell
Dean, OBS Business School, Spain
As far as EDAF is concerned, the first post-pandemic year may be summarised as “consolidation”, “rethinking” and “foundation for expansion” after schools in our process were seriously affected during the preceding two years. The report below testifies to the resilience of our mentors, schools, and EDAF Committee as well as excellent cooperation within QS and the broader EFMD community, especially Marketing and Communication.

**EDAF Committee provides wise guidance**

The Committee members – representing a global mix and strong gender parity – met in a virtual mode on three occasions during 2022, namely on 18 January, 17 May, and 20 September. One meeting was devoted to a very fruitful discussion on strategy whilst the other meetings attended to progress reports and making decisions as required by the constitution. No new members joined the Committee this year, but three seats were unexpectedly vacated and will have to be filled in the upcoming year.

**Peer Advisory Visits signal global reach**

Picking up the pace from before the pandemic, three Peer Advisory Visits to different regions of the world took place in 2022. Our EDAF volunteers conducted virtual visits to the **School of Economics and Business Administration - Universidad Panamericana, Mexico City Campus, Mexico** in late June and early July, and to the **Faculty of Administrative Sciences and Economy - Tishk International University, Iraq** in mid-November. The visit to **Johannesburg Business School - University of Johannesburg, South Africa** was held face-to-face for the first time in the post-pandemic period. Offering the schools currently in the process the possibility of hosting the visit either virtually or physically promises to be a sensible approach for the future.
**All-mentor meeting builds community**

The already well-established all-mentor meeting took place for the third time in a row in the autumn. Issues like managing the expectations of the schools, how to make the EDAF process less complex, and how to raise EDAF’s profile were discussed around the virtual table. Bringing the mentors together is beneficial not only for the shared wisdom and chance to learn, but also for the well-being of our expert volunteers who do a somewhat ‘lonely’ task over an extended period of time. To further build this mentor community, it was agreed to host this virtual consultation twice a year in the future.

**Schools in the process show good progress**

There are currently 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). One of them is expected to host a Peer Advisory Visit during 2023. Another 11 institutions have so far benefitted from the EDAF Development process, and by December 2022 a viable pipeline of new schools was built with the objective to add at least three schools in the upcoming year, therewith maintaining a capacity-aligned 10 schools at any given time in the process.

“I, on behalf of Tishk International University, would like to thank the Peer Advisors for their professional and distinguished performance. We appreciate the knowledge and expertise they showed during the visit. All participants who met with them had very positive things to say about them and their performance after each session. We are very well aware of the great efforts they put in going through the lengthy self-report and the huge amount of documentation. Also, conducting 16 meetings within 4 days is never an easy job. We look forward to implementing the advisors’ suggestions and taking the necessary actions with regards to the weak points they addressed. We are pretty sure that this will improve and streamline the quality of education and research in FASE.”

Rasha Alkabbanie
Director of ISO & Accreditation, Faculty of Administrative Sciences and Economy - Tishk International University, Iraq
EDAF promotion moves forward

Two new introductory/promotional videos were created: one features the EDAF Director, Piet Naudé, inviting potentially interested schools to join EDAF, and the other – fully animated – is meant to introduce EDAF in a nutshell and is ideal for presenting EDAF to various audiences.

Along the same promotional lines, EDAF actively participated at various events throughout 2022: EFMD Conference for Deans & Directors General: EFMD Middle East and Africa Conference: EFMD Annual Conference: CIASCOLFA-2022: Conferencia Internacional Ascolfa 2022: 15th International Accreditation Conference 2022 of SEAA: AABS 2022 African Deans and Directors Forum. All these occasions offered opportunities to raise awareness and to talk to potential candidate schools about participation in the EDAF process.

To increase the attraction of EDAF, we developed – after internal consultation – a “benefits package” for schools who enter the process and will be applying this in the coming year (e.g., sponsoring new schools’ attendance at the EFMD’s two biggest conferences).

Simplifying administration increases efficiency

Taking into account the recurring comment on the complexity of the entire EDAF process, we are continuously revising our documentation without reducing quality information. For example, the Application Datasheet was reduced significantly with more relevant information requirements. Our “Guidance for mentors” document (the backbone of our activities) was rewritten to make it more intelligible and reader-friendly and was welcomed by the mentors at the last all-mentor meeting. We also changed our budgetary approach to ensure that payment is received before rendering of service, whilst applying our minds to scholarships where appropriate.
**Forward planning in action**

Areas of focus for EDAF during the coming year:

- Using the bursary fund and one-on-one follow-ups to reach the goal of having a minimum of 10 active schools in the process;
- More structured monitoring of mentoring and follow-ups with the schools currently in the process;
- Further revision of current EDAF documents to simplify data requirements and processes and the creation of new ones for schools in the process;
- Continue increasing the visibility of EDAF by participating in regional business school events around the globe and enhancing its presence in social networking;
- Working with other colleagues in QS to transcend departmental boundaries and ensure greater synergy in our services to schools.

We are grateful for what EDAF was able to achieve in the past year and we are committed to solid growth and expansion in the new year.
2022 was a pivotal period for the Business School Impact System as we took the opportunity to build a new infrastructure to continue supporting institutions on their journeys of impact. BSIS has seen a significant growth in the number of applications as well as a boost in interest.

Activities

A mix of online and offline activities enabled participants to take stock of their impact assessment strategies and explore how BSIS can assist them on their journey towards sustainable impact on individuals, organisations, and society.

We successfully kicked off with a BSIS webinar “Assessing the impact of research in business schools” on 3–5 February. The event was oversubscribed, with 67% of participants coming from EQUIS accredited schools, 16% EFMD Accredited programmes, 53% from AACSB accredited, and 16% from BSIS labelled schools.

On 28 April, the BSIS team led an online session at the EFMD Global Americas Meeting titled “Getting started with impact assessment”.

We held an online BSIS Symposium “Societal impact: Maximising relevance and reach” on 17–19 May to respond to the increased focus on impact measurement in business schools and to enable institutions to develop strategies for strengthening the relevance and reach of their societal impact.

The BSIS team met face-to-face with participants at the EFMD Annual Conference in Prague on 8–10 June, with several meetings with schools specifically interested in BSIS leading to some very positive new contacts.

François Bonvalet, BSIS Director, presented BSIS to an audience of 65 participants during an online event, "EFMD - Your Partner for Institutional Development", aimed at Asian business schools on 21 October.

François Bonvalet visited Thammasat Business School, Thailand, on 4 November to further promote BSIS, and also addressed participants of the 12th Indian Management Conclave (IMC) on 9–10 December during an online session “Measuring Research Outcomes”.

On 7–8 November, Debra Leighton, Senior Advisor, BSIS, led a breakout session “Accreditations and Affiliations: Reviewing the place of external affiliations for business school strategy” at the Chartered Association of Business Schools Conference, London, UK. Again, one-to-one meetings with participants generated interest in BSIS and led to one application.
As a two time beneficiary of the BSIS process, we can attest that it has given us relevant and actionable suggestions, appropriate for our set of circumstances, each time.

Marianne Schmid Mast
HEC Lausanne, Switzerland

"BSIS is an accelerant! The transformation of key internal stakeholders in schools that elect to adopt the BSIS is greater and more profound. For this reason, I believe history will find the BSIS schools have led the way in truly transforming management education."

Michael J Page
Bentley, Senior Advisor, EFMD Global Network Americas

"As a two time beneficiary of the BSIS process, we can attest that it has given us relevant and actionable suggestions, appropriate for our set of circumstances, each time."

Marianne Schmid Mast
HEC Lausanne, Switzerland
BSIS Assessment and Re-assessment Visits

- WHU – Otto Beisheim School of Management, 23–24 March, on site
- SGH Warsaw School of Economics, 12–13 May, on site
- UPBE, University of Porto, School of Economics and Management, (FEP), 31 May, on site, renewal
- ESADE Business School, 21–22 July, on site
- Manchester Metropolitan University, Business School, 24 August, online, renewal
- Taltech School of Business and Governance, 19 October, online, renewal
- Sasin School of Management, Chulalongkorn University, 3 November, on site, renewal
- Corvinus Business School, University of Budapest, 2 December, on site, renewal

FNEGE also conducted visits in France, all on site, for the following schools in 2022:

- emlyon, 2 March, renewal
- IAE Nice Graduate School of Management, 28 April, renewal
- ESC Clermont, 14 June, renewal
- South Champagne Business School, Y SCHOOLS, 8 July, renewal
- ESC Amiens, 7–8 July
- Paris School of Business, 12–13 October
- Excelia Group, 18 October, renewal
BSIS Awards at the EFMD Annual Conference

During the 2022 EFMD Annual Conference, EFMD officially awarded the BSIS label to the following schools:

- WHU – Otto Beisheim School of Management, Germany
- Peel, Pôle entrepreneuriat étudiant de Lorraine, France

Renewals:

- CEIBS, China Europe International Business School, China
- emlyon Business School, France
- Grenoble IAE, Université Grenoble Alpes, France
- Groupe ESC Clermont, France
- IAE Nice, Graduate School of Management, France
- UPBE, University of Porto, School of Economics and Management, (FEP), Portugal
- HEC Lausanne, Université de Lausanne, Switzerland

Publications

In 2022, BSIS also celebrated ten years since its inception with the publication of BSIS: A Decade of Impact, edited by Michel Kalika. The book includes 62 testimonies from business schools and experts on their BSIS experience, proving that BSIS is about more than just impact indicators and measurements.

The publication enables ongoing sharing of experiences of business schools, experts, and BSIS team members and furthers the promotion of BSIS and the wider EFMD Global network.

Going forward

The second half of 2022, with the appointment of a new Director, François Bonvalet, and changes in the BSIS team, provided an opportunity to take stock of BSIS’ achievements to date. This was also a chance to build a new infrastructure to support the service’s development and relevance. BSIS is establishing a new Steering Committee with 25 members worldwide to reinforce, guide, and oversee the growth of BSIS, and expand the pool of BSIS experts who conduct assessments.
As the strategic careers partner of EFMD, Highered is on a mission to create an ultra-personalised solution, fast-tracking the connection between talent and recruiters sourcing top talent. Highered is a digital space connecting future professionals and top talent. It is a top-tier community that redefines how employers and future professionals connect. The benefits for both talent and employers include time savings, relevance (jobs, content and top talent), and quality (community, network and insights).

**Highered’s Top Eight Activities in 2022**

1. Highered opened a new office in Lille, France. As part of the continued growth and success in Europe, this expansion will ensure that Highered continues to provide high-quality services to schools and companies. The Great Afterwork #1 with the topic “How to recruit young talent in 2023” was organised by the Highered France team in Lille, France on 24 November. With Bernard Blottin, Director of Employer Branding Strategy at Ideuzo as the main speaker and all Highered stakeholders welcomed, the event was a great success.

2. Career Professionals Development Institute

16-18 May, Barcelona, Spain
*Hosted by:* EADA Business School
3. EFMD Global Fairs by Highered

- 5–7 April. Over 4,125 talent from 101 EFMD Global member schools participated in this three-day event and were able to talk in real time with hundreds of global recruiters. Key results included 19,000+ visits to the employers’ virtual booths, 15,000+ job views, and 3,656 application clicks on the vacancies. Highered welcomed talent to the live CV Clinics which took place twice daily, with the innovation of having recruiters join as co-hosts. Companies such as L’Oréal, Diageo, Axa Investment Managers, and Fortinet participated. In addition, a line-up of speakers took centre stage with representatives from the UN’s International Organization for Migration (IOM), BBVA, and AB InBev.

- 18–20 October. The October edition of the EFMD Global Fairs by Highered went hybrid and was hosted by EAE Business School Barcelona (Spain). The event was simultaneously broadcasting live to almost 4,000 students and alumni from 105+ EFMD Global schools. The October edition included the myGwork WorkFair 2022 pavilion, featuring nearly 70 LGBTQ+ inclusive global organisations ready to hire.
4. School and Corporate Partner
Private Virtual Events by Highered

EFMD Global school members and corporate partners continue selecting Highered as the platform of choice to host their private virtual events on the same platform as the EFMD Global Fairs, at a fraction of the cost of external providers. The Highered Private Virtual Event solution consistently generates positive results and feedback with regards to technical support and price-quality ratio while requiring limited administrative and management involvement on behalf of the school or corporate partner.

Corporate partner events held in 2022 include the Mondelēz Learning Lab, the UN’s International Organization for Migration (IOM) Career Fair, as well as recruiting events for BAT, Puma, L’Oréal, Diageo.

5. Highered Ambassador Programme

The 2022 Ambassador Programme, featuring 100 Highered Ambassadors (HAs) in 20 countries around the globe, aimed to increase student engagement and support satisfaction with their careers departments. The Ambassadors were tasked with developing a Marketing Plan for their school’s Gethighered platform that should generate a 50-100% increase in the students’ onboarding rate. The Highered Ambassador Programme attracted attention from major employers, leading to Mondelēz International outsourcing the creation and management of the Mondelēz Student Ambassador Programme to Highered.
6. Highered EFMD Careers Index
Highered was proud to launch the Highered EFMD Careers Index at the EFMD Annual Conference in Prague from 8–10 June. The Highered EFMD Careers Index is a dynamic global ranking system that measures the total engagement of schools on eight metrics including Registered Talent, Verified Percentage, Assessed Percentage, Number of Companies, Total Company Views, Number of Job Views, and Application Clicks. The global index ranks all EFMD members globally, while the country index ranks all EFMD members in any given country.

7. Highered Data & Insights
Highered launched various surveys during 2022 to gather data on the key trends in the talent space, attracting attention from key stakeholders including business school professionals, employers, and talent themselves. The initial surveys focused on interest in working in start-ups versus graduate programs, what talent most values in an employer, and retention, and they were well-received, catching the attention of the media. Highered then set out to poll its extensive student database to ask about students’ current employment motivations. The results numbered 3,816 responses from students at 580 business schools. The insights were released as the first edition of the “Business School Career Destinations” report, which will become an annual report going forward.

8. Media Relations and Press Coverage
Throughout 2022 Highered has worked to build engagement with top business education journalists, pitches to influential business education supplements, particularly the Financial Times, establishing talent surveys as a valuable source of data for media stories, interviews with journalists, and pitching insights and data to journalists on trending news topics. These efforts resulted in 16 items of quality press coverage including the FT, Bloomberg, Poets & Quants and BusinessBecause, as well as interviews for a careers article in the FT’s Masters in Management report (September), and an opportunity to carry out a corporate survey and interviews for Corporate Knights.

In summary, as we reflect on 2022, the most important thing to highlight going forward is the streamlining of Highered’s offering – to be more concrete and clear – for the direct benefit of EFMD Global schools, talent, and employers.
Mainstreaming the SDGs in Business Education: Strategy, implementation, practice
31 January – 16 February, Online

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

Faculty Management Programme: Rethinking faculty models for impactful schools and resilient careers
10, 17, 31 March and 7 April, Hybrid
Hosted by: EFMD, Brussels, Belgium

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

EOCCS Community Webinar
From ‘soup to nuts’: A recipe for creating and delivering successful online degree programmes
23 March 2022, Online
Theme: Online degree programmes

Coffee with Careers
24 March, Online
Theme: Employers-Career Services: Co-creating an ecosystem to regain talent. 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 Chief Talent Officer, Amber Wigmore Alvarez, moderated the sixth edition of the Coffee with Careers with the EFMD Career Services community. A key finding of this event was the conclusion that hybrid digital and on-campus recruiting will be the strategy for the future, given that this is the approach that will be used by 88% of the EFMD Global career services professionals who joined the event.

Executive Academy: Leading with Impact
9-13 May, Prague, Czech Republic
Hosted by: EFMD GN CEE
The fourth edition of the Career Professionals Development Institute (CPDI), jointly organised by EFMD GN and Highered, took place onsite at EADA Business School, Spain, 16–18 May, welcoming career services professionals to this unique certification programme in the industry.

EOCCS Community Webinar
Testing times: Online Assessment in Focus
17 May 2022, Online
Theme: Online assessment

Let’s hear from the experts!
18 May, Online
Hosted by: EFMD GN Asia
The webinar’s goal was to help schools undertake an active role in accreditation, embrace innovative ways to internationalise and start on a good foot with a well-prepared datasheet and research standards. This event was designed for participants across departments and at all levels.

Online Teaching Academy: Moving beyond remote teaching to master all aspects of online education
23 – 27 May, Online
30 May – 1 June, Rome, Italy
Hosted by: Luiss Business School

Future Focused Education pilot
June – December, Online
Hosted by: Ca’Foscari University of Venice

Smart Data Management: The smart ways to collect, analyse, manage and communicate data
13 June and 17 June, Online

Let’s hear from the experts!
29 June, Online
Hosted by: EFMD GN Asia
This half-day webinar provided a checkpoint to assess a school’s current status in Internationalisation by providing expert advice, peer discussion, and real-world examples to the participants.

“ The EFMD Global Americas Annual conference is a great place to share insights and perspectives about how business education is changing and which are the current needs and strategies to tackle global challenges. Also, there are plenty of opportunities for networking with peers and colleagues from different higher education institutions and other organizations. Finally, it provides with valuable take aways to implement back home and in the overall strategy for business and management education. ”

Miguel Cordova
Pontificia Universidad Católica del Perú

“ The EFMD Global Americas Annual Conference is an excellent opportunity for colleagues from outside the Americas to meet deans from leading business schools in the region. ”

Steven McGuire
University of Sussex Business School

“ The EFMD Global Americas Annual Conference is an excellent group of academics, inspiring speakers, and an exceptional opportunity to network. ”

Patricia Stuart
Universidad de Lima
Quality Assurance Academy  
12 September – 15 December, Online

EOCCS Learning Community Symposium  
The Hybride Experience: Perspectives on Practice  
22-23 September 2022, Hybrid  
Hosted by: BI Norwegian Business School, Oslo, Norway

2022 ACE Research Conference and General Assembly  
22-23 September, Online  
The project was launched in February 2021 and has since hosted seven seminars on nine different topics. Two other seminars will follow soon.

Coffee with Careers  
6 October, Online  
Theme: The talent perspective

Alumni Workshop  
13, 18, 20 and 25 October, Online  
Theme: A newcomer’s guide to business school alumni relations

Executive Academy Conversation  
20 October, Online  
Theme: Innovative Management Ecosystem: Reskilling & Upskilling the future workforce

Strategic Leadership Programme for Deans  
25-28 October, Brussels, Belgium  
Hosted by: EFMD

Mainstreaming the SDGs in Business Education: Strategy, implementation, practice  
31 October – 23 November, Online

“The new normal” – how schools are embedding COVID-19 digital lessons, theme: digital lessons learned during the pandemic  
14 December 2022, Online
**EFMD – Your partner for institutional development**
21 October, Online
*Hosted by:* Antai College of Economics & Management, Shanghai Jiaotong University
We designed this online workshop as an opportunity to introduce the various EFMD activities focused on strengthening the collaboration between business schools and the corporate world. The workshop will highlight the many ways a member school can partner with EFMD to facilitate its institutional development.

**EFMD Global Engagement Forum**
27-28 April and 4-5 May, Online
The four-day forum spent one day on each of these topics: quality assurance, impact assessment, online education, and internationalisation. It was a completely new event in the portfolio designed for participants across departments and at all levels. It encouraged teams to attend and fostered a broader engagement of schools with EFMD. We balanced technical sessions with examples of practice in real time. This event was made to serve as a checkpoint for schools to assess their status in each area and to support the direction they want to take with expert advice and peer discussion.

**EFMD Global Americas Conference**
9-11 November, São Paulo, Brazil
*Hosted by:* Fundação Dom Cabral
The Americas Annual Conference took place in person for the first time since 2019. Themed “Disruption as a Force for Good”, the programme focused on understanding and utilising the shifts we experience to make meaningful and lasting changes for our schools and society.
Gamification of Learning: Designing an engaging classroom experience
19 January – 24 February, Online

Executive Academy Conversation
9 March, Online

Theme: The Positive Impact Mindset: Working together in a polarized world

EOCCS Community Webinar
Out of class, out of mind? - Supporting Asynchronous Engagement in online learning
31 May, Online

Re-thinking Internationalisation workshop
22-23 June, Munich, Germany

Hosted by: TUM School of Management

Globalising Management Education for Greater Impact by Securing Accreditation
17- 18 July, New Delhi, India

Hosted by: MDI Gurgaon

EOCCS Community Webinar
Engaging: Human-centred classrooms in business education, theme: online engaging of students and lecturers
13 March, Online

Hosted by: Engageli

Online Workshop for Deans
24 March, Online

Theme: Managing your public profile as a dean

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

Hosted by: EFMD, Belgium

Career Professionals Development Institute
19-21 April, Antwerp, Belgium

Hosted by: Antwerp Management School

Making micro-credentials work
25 April, Online

Theme: Microcredentials

Smart Data Management: The smart ways to collect, analyse, manage and communicate data
2 May, 9 May, 12 May and 16 May, Online

Online Teaching Academy: Moving beyond remote teaching to master all aspects of online education
15-24 May, Hybrid

Hosted by: EDHEC Business School, Nice, France

Executive Academy: Leading with impact
22-26 May, Prague, Czech Republic

Hosted by: EFMD GN CEE
Rethinking Business Education: Building your own online strategy  
14 September, Barcelona, Spain  
Hosted by: UPF

EOCCS Learning Community Symposium  
The Value of Online Engagement  
14-15 September, Hybrid  
Hosted by: UPF Barcelona School of Management, Spain  
Theme: Learner and instructor involvement

Quality Assurance Academy  
September - December 2023, Online

EFMD Americas Annual Conference  
11-13 October, Mexico City, Mexico  
Hosted by: IPADE Business School  
Theme: Debating the Fundamentals of Business Education

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

2023 EFMD Global Network Asia Annual Conference  
5-8 November, Bangkok, Thailand  
Hosted by: Thammasat University

Alumni Workshop  
Autumn 2023, Online

Mainstreaming the SDGs in Business Education: Strategy, implementation, practice  
Autumn 2023, Online

EOCCS Community Webinar  
Theme: Virtual international collaboration

EOCCS Community Webinar  
Theme: ChatGPT and AI for Online Assessment

EOCCS Community Webinar  
Theme: Online skills
EFMD Global Network Team 2023

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   Vice-President

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