EFMD
GLOBAL
NETWORK

ACTIVITIES AND EVENTS
2019

The environment
People and societal institutions
"Change is only another word for growth, another synonym for learning."
Charles Handy

The challenge for management

Our impact on wider society

MESSAGE FROM THE CHAIRMAN OF THE BOARD AND PRESIDENT

Dear Members,

We would like to share with you the results of our projects in 2019, and, with this occasion, to express our gratitude for your contribution to these achievements.

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

The strategic role of the EFMD GN is to support the wider services of EFMD such as membership, events, accreditation and international projects. However, it also has a key role in developing a portfolio with a focus on people's professional development, building communities and services around impact and online learning, and providing a world-class platform for all members for career services & talent via Highered.

The Business School Impact System (BSIS) had another strong year at a time when higher education institutions in all sectors are under pressure to show their impact legitimacy and relevance. BSIS is a perfect tool for this, and by collecting and showcasing impact on a designated region, the system offers schools a strong voice with both internal and external stakeholders. BSIS schools in 2019 included global giants such as IMD & CEIBS but also exceptional schools such as the American University in Cairo and other schools in key regions that are all making a profound impact on the communities, cities and people they serve.

Highered gives all EFMD member schools individually-branded portals to help support and enhance their career services by opening access to international placement and internship opportunities. Over 600 portals have been set up, with 400 000 students registered and over 50 000 job opportunities posted.

Our offer in the field of professional development continued to flourish in 2019 with increased interest in the Executive Academy and new additions to the portfolio including: Smart Data Management; qi2 workshop: quality, internationalisation, impact; Online Teaching Academy; Career Professionals Development Institute (CPDI) and the Quality Assurance Academy (QAA). All of the professional development activities have as core principles: developing people, raising standards, enhancing skills and performance, and building communities.

Our work and expertise in online learning and delivery developed further during the year with EOCCS certifying more online courses, hosting a learning community symposium and enhancing the community of practice. We also launched the Online Teaching Academy hosted by Politecnico di Milano School of Management in Italy, and delivered in partnership with IE Business School, Spain and Imperial College London.

It is very encouraging to see that EFMD GN is moving forward with the strong and valued support of the EFMD membership.

Alain Dominique Perrin, Chairman of the Board
Prof. Eric Cornuel, President

Alain Dominique Perrin,
Chairman of the Board

Prof. Eric Cornuel,
President

March 2020
Geneva, Switzerland

CONTENTS

04 2019 Highlights
06 BSIS
14 EDAF
16 EOCCS
18 Professional Development Services
22 Events 2019
26 Events 2020
28 Highered
32 AHRMIO
38 EFMD Global Network Team 2020

Participants found it very rewarding to attend the Online Teaching Academy, a 6-week blended programme developed in collaboration with **IE Business School and Imperial College Business School.** The programme will be repeated in 2020, and hosted by Sasin School of Management

HIGHLIGHTS 2020

BSIS launched its first symposium in April 2019 at HEC Liege in Belgium

AHRMIO launched a new job&talent portal, in cooperation with Highered EFMD Shared Career Services

In 2019, the **School of Economics and Business, Kaunas University of Technology, Lithuania completed the EDAF mentoring process** and received the certificate at the Awards Ceremony held during the 2019 EFMD Annual Conference in Lisbon

AHRMIO introduced a new category for the 2019 EFMD Case Writing Competition edition entitled, 'Innovative People Leadership Solutions in international intergovernmental and not-for-profit organisations'

The Executive Academy Alumni community is consolidating through **continuous learning meetings and sharing practices**

19

Over 45 Indian business schools attended the **first BSIS Impact Seminar in April 2019 in Bangalore**

The Professional Development Services launched five new events: Online Teaching Academy; qi2 workshop: quality, internationalisation, impact; Career Professionals Development Institute in cooperation with Highered, and Smart Data Management with Quality Assurance Academy, both in collaboration with RimaOne

BSIS

The BSIS team ran several visits during the year, following schools' requests to get customised advice on the benefits and efforts implied during the BSIS process. These visits were important in order to provide better online support in the next phase of the BSIS process.

BSIS Dashboard 31/12/2019

- 46 Business Schools have successfully completed BSIS, spreading across 52 campuses in 15 countries
- 34 Business Schools have gone through their first BSIS process and 12 have renewed their BSIS labels.

First BSIS Impact Seminar

On 17 April, BSIS Director Michel Kalika and Nishit Jain, Special Advisor at EFMD GN Asia, led an impact workshop on 'Measuring the Impact of Business School Education in the 21st century for Excellence in Quality.' The event, hosted by SDMIMD, was highly successful with over 45 participants from various business schools in India.

First BSIS Symposium

On 24-25 April, BSIS organised its first symposium entitled, 'Assessing Impact – Questions and Answers'. The event aimed to enhance conversations on impact and create a space to share best practice examples. This two-day event, hosted by HEC Liège Management School, was attended by 47 participants, including representatives of 26 schools that had gone through the BSIS process as well as people from 12 business schools that are not yet involved but who were interested in impact. The discussions were highly enriching with positive feedback received from most participants.

Awarding of BSIS Label

At the 2019 EFMD Annual General Assembly, that took place in Lisbon on 6 June, the following 13 business schools were awarded the BSIS label:

BSIS Label

- Birla Institute of Management Technology (BIMTECH), India
- Group ESSCA, France
- IAE Nancy (Collegium Lorraine Management Innovation), France
- IDMC Nancy (Collegium Lorraine Management Innovation), France
- IAE Metz (Collegium Lorraine Management Innovation), France
- Neoma Business School (Reims Campus, Rouen Campus), France
- Nottingham Business School, Nottingham Trent University, United Kingdom
- Sprott School of Business, Carleton University, Canada
- TalTech School of Business and Governance, Estonia
- University of Bedfordshire Business School, United Kingdom
- University of Ljubljana, Faculty of Economics, Slovenia

BSIS Label Renewal

- IAE Nice, France
- Toulouse Business School, France

BSIS Schools – second half of 2019

The following schools successfully completed BSIS in the second half of 2019 and will be officially awarded the BSIS label at the 2020 EFMD Annual Conference in Lyon, France:

- Audencia Nantes (renewal), France
- ESCE International Business School, France
- Manchester Metropolitan University, Faculty of Business and Law, United Kingdom
- Sasin Graduate Institute of Business Administration of Chulalongkorn University, Thailand
- IMD, Switzerland
- American University in Cairo, School of Business, Egypt
- SDMIMD, India

BSIS
BUSINESS SCHOOL
IMPACT
SYSTEM

BSIS

Marketing and Promotion

BSIS was promoted at the following EFMD conferences and external events:

21-22 January

2019 EFMD Conference for Deans and Directors General, Shanghai, China

The BSIS team hosted a session on 'Understanding the Societal Impact of Business Schools.' The session was moderated by Michel Kalika and supported by the following Deans: Gerry George, Lee Kong Chian School of Business, Debra Leighton, University of Bedfordshire Business School, and Wilfried Niessen, HEC Liège Management School.

8-10 March

'Enseignants-Chercheurs' at Groupe ISCAE in Marrakech, Morocco

Michel Kalika presented an impact session on the theme 'Small School, Big Impact' at a seminar organised by Groupe ISCAE. The session was met with positive reactions from all the 25 participants.

2 April

EQUAL meeting, Prague, Czech Republic

BSIS senior advisor Griet Houbrechts worked together with BSIS manager Martina Ticha and Maurice Thévenet of FNEGE to lead a session on 'The Increasing Pressure on Business Schools to Measure and Manage Impact' hosted by EFMD GN's Prague office.

6-8 June

EFMD Annual Conference, Lisbon, Portugal

The BSIS team was active in meeting with interested Business Schools at the conference. Several contacts were made with potential BSIS schools.

29-30 October

18th ABIS Annual Colloquium 2019

Michel Kalika represented BSIS at this event with the theme, 'Business in Society: Measuring Impact and Creating Change' and gave a presentation on the topic 'Measuring Business Impact: the Lessons from the Business Schools'.

6-8 November

SemeAd Conference, São Paulo, Brazil

Debra Leighton, former Dean of University of Bedfordshire Business School, represented BSIS at the SemeAd conference on 8 November, in a panel on Business Schools' Impacts.

7 November

2019 GBSN Annual Conference, Lisbon, Portugal

Griet Houbrechts moderated a session at this event based on a successful submission of a proposal by the BSIS team titled 'Impact Assessment: Measuring the Right Things Better.' The panellists for this session included Ian Fenwick, Director, Sasin School of Management, Chulalongkorn University and Ramon O'Callaghan, Dean, Porto Business School.

7-8 November

EFMD GN Asia Annual Conference, Ho Chi Minh City, Vietnam

Michel Kalika moderated a panel on 8 November on the topic 'Tradition to Education – Change of Culture: Impact of Business Schools on society'. Harivansh Chaturvedi, Director of the Birla Institute of Management Technology (BIMTECH), India and Nick Pisalyaput, Director, Sasin Center for Sustainability Management (SCSM), Thailand participated as panellists.

9 November

EFMD accreditation and BSIS Seminar, Ho Chi Minh City, Vietnam

Michel Kalika led the BSIS session together with Nimisha Singh, Assistant Professor of Information Technology and Head of the Centre for International Affairs, who represented BIMTECH and reflected on their experience of the BSIS process.

23 November

EFMD GN Americas Conference, Miami, United States

Scott Gonsalves, Manager, Strategy and Quality at Sprott School of Business, Carleton University, gave a presentation about the BSIS experience in that School during a panel discussion on: 'Making an Impact: The Big Picture is in the Details'.

“The BSIS helped us identify critical data, clarify the nature of our impact, and focus our strategic efforts to not only measure but also build on our impact. We are looking forward to moving our School’s impact to the next level.”

***Linda Schweitzer,** Interim Dean, Sprott School of Business - Carleton University, Canada*

BSIS

Media

Over the year, the BSIS team contributed two articles to the EFMD Global Focus Magazine. The first was written by Michel Kalika and Gordon Shenton on the topic 'Impact: is it enough just to talk about it?'. The second article by one of the BSIS experts, Paul Beaulieu, Professor at ESG UQAM, was on the 'Intentional impact of Business Schools.'

BSIS launched a LinkedIn group in November to better facilitate conversations on impact and create a space for sharing best practices, research and interesting topics.

> *"BSIS results indicate that TalTech School of Business and Governance is fully playing its role as part of a technological university and is committed to the development of the local business community and to the practical educational experience of its students. The School is recognised as an important player in the educational, technological and political ecosystem in Estonia and the Baltic region. We encourage others to go through the BSIS process for the purpose of receiving a comprehensive overview of the dimensions of different activities and the extent of the impact. BSIS is a very clear mirror that helps anyone to understand themselves much better than before."*

Enn Listra, *Dean, TalTec SBG, Estonia*

“The review team provided us with a number of very insightful suggestions. In particular, they highlighted the importance for us in connecting with key regional stakeholders more regularly. We now intend to pay more attention to communicating with local stakeholders.

The EFMD BSIS process helped refocus some of our energy. Now that we have a way to measure impact using a well-established methodology, we know how to further increase our impact in the future.”

***Jean-François Manzoni,** President IMD, Switzerland*

“The Faculty of Business and Law at Manchester Metropolitan has found the BSIS process a really valuable tool. It has helped us to reflect upon the nature and extent of our impact on our city-region and to better articulate this to all stakeholders. This has been particularly important for staff in affirming the value of their contributions to our statement of purpose of transforming lives, businesses and communities.”

***Julia Clarke,** Pro-Vice-Chancellor, Faculty of Business and Law, Manchester Metropolitan University, United Kingdom*

“It gave inspiring ideas of how to investigate the dimensions. It shows how strategic this process is.”

***Caroline Bianchi,** Associate Dean, ESCE International Business School, France*

BSIS

Partnership with Emerald

BSIS/EFMD and Emerald have partnered to work on maximising the positive impact of business schools on society, with the following objectives:

- Continuing development of the impact assessment tool;
- Highlighting best practices of impact and encouraging others to learn from these examples;
- Promoting the impact activities of schools to a wider audience.

> *The symposium gave an overview of the entire BSIS process enriched by the many Business Schools examples.*

Gary Stockport, *Dean - EMBA, S P Jain School of Global Management, Dubai*

> *Better understanding of the raison d'être of BSIS, and its process. Helpful for building the agenda of the coming BSIS visit.*

Anne-France Borgeaud Pierazzi, *Institutional Research & Accreditations Partner, IMD, Switzerland*

> *The symposium re-ignited my enthusiasm for impact assessment. Specifically, I better understand the benefits of renewal and the opportunities to leverage that process for optimal alignment with our strategic goals.*

Jane Mulatz, *Director, Strategy & Accreditations, Sobey School of Business, Saint Mary's University, Canada*

> *More awareness concerning the impacts that a business school can have on its environments.*

Elie Assaf, *Dean, The Holy Spirit University of Kaslik USEK Business School, Lebanon*

BSIS strategic meetings

The BSIS team held the following meetings in 2019 to assess the organisation's positioning and identify ways to develop BSIS further.

- 27 June, Lyon
- 13 December, Brussels

> *"It provided me with the information on the BSIS process, its relation to the accreditation and sharing experiences among schools."*

***Safaa Abdoun,** Manager, School of BUS Strategic Initiatives, The American University in Cairo, Egypt*

> *"I've got the complete understanding of the BSIS process, of all its benefits, positive results, consequences, of the impact that it might have on the business school etc. I'm inspired by the idea of BSIS and its philosophy, by the positive experience of BSIS certified business schools."*

***Elena Lebedeva,** Master Programs Director, St. Petersburg State University, Russia*

> *"The importance of communication in the process. Ideas about combining with an accreditation. Networking was useful!"*

***Willem Koolhaas,** Director of Corporate Marketing & Communications, Rotterdam School of Management, The Netherlands*

EDAF

EDAF values and encourages diversity and therefore it goes without saying that an integral part of the EDAF approach is recognising schools' own goals, and respecting variation between institutional models, countries, and cultures. Our mission is to offer development and advisory services to institutions striving towards excellence. EDAF is not only a service and an opportunity devised to help schools deliver better management education, but it is also a prime mentoring system focusing on institutions' senior management teams.

EDAF
DEVELOPMENT

The EDAF Committee met on 15 January, 14 May and 10 September 2019. The face-to-face meeting in May offered an opportunity for members to reflect on possible ways to ensure EDAF is better aligned with the actual challenges that schools are being confronted with, while also discussing and finalising the proposed changes within the revised EDAF strategy. These included: introducing more flexibility in the length of the process; involving the mentor at an earlier stage of the process (extra support while writing the Self-Assessment Report); and, in line with our appreciation for diversity, acknowledging that schools might have different goals when opting for EDAF in the first place.

The reworked two-path strategy for EDAF, which was developed in the course of 2018, was officially approved by the EFMD Board during its meeting in Shanghai held in parallel to the 2019 EFMD Deans & Directors General Conference. Some EDAF documents (Process Manual, its Annexes and Assessment Criteria) were revised to accompany the aforementioned strategy shift and were published in May along with the revamped EDAF brochure and a brand-new briefing document for EDAF Mentors. In addition, a new podcast series was also released at the end of 2019, as a way to present the fresh EDAF approach and also for promotional purposes.

Nothing proves the success of the above developments better than the growing EDAF portfolio! Two new institutions – namely BRAC Business School, BRAC University, Bangladesh and the School of Economic and Business Sciences, Universidad Panamericana (Guadalajara campus), Mexico – have been welcomed into the EDAF family and declared eligible during the EDAF Committee meeting held on 10 September 2019, and both are very likely to aim at one of the two available paths. Furthermore, Peer Advisory Visits took place at IME, Cameroon and CBE, University of Rwanda during 2019, thus, capitalising on the adjustments already put in place. The preliminary outcome of these visits suggests that the approach is working, because having mentor support from the early stage of the process really made the difference compared to the previous structure. And finally, one of the schools currently in the process can be considered an excellent illustration of how EDAF's flexibility can be put to good use. The school transitioned to path B in the middle of the mentoring process and is literally "bridging the gap" towards accreditation for which it will apply early in 2020.

In 2019, one institution completed the EDAF process – the School of Economics and Business, Kaunas University of Technology, Lithuania – and received a certificate at the Awards Ceremony held in June during the EFMD Annual Conference in Lisbon.

By the end of 2019, a further 12 institutions were also involved at different stages of the EDAF process. They are located in Africa (6), South Asia (1) and South America (5), and one of these is expected to complete the process in the first quarter of 2020.

To increase its visibility, EDAF was promoted and presented at a variety of events in the past year, including the following:

- EDAF's process of repositioning and its new strategy were presented to the EFMD Board during the 2019 EFMD Conference for Deans & Directors General in Shanghai (21-23 January). EDAF was also introduced to the attendees of the QS Seminar which followed the conference in Shanghai.
- EDAF was presented and promoted during the 2019 EFMD Annual Conference with the overarching theme 'Trust, Partnerships, Impact', organised in Lisbon. One-to-one briefing meetings with interested institutions were held on this occasion.
- EDAF was present at the 2019 AABS Connect Conference held in Cape Town (7-9 June) where potential cooperation between EDAF and AABS was discussed.
- A brief presentation of EDAF was given at the 2019 EFMD Middle East and Africa Conference in Casablanca (20-22 November) through a joint session with AABS and GMAC.
- EDAF was also introduced to the attendees of the 2019 EFMD GN Americas Annual Conference held in Miami (20-22 November).

EDAF has proven that it is 'breaking ground' in regions not traditionally served by EFMD. It therefore embodies EFMD's intention to enhance management education on a truly global scale.

EOCCS

As many institutions are now in a transition stage of developing, delivering and embedding online alternatives to their more traditional face-to-face practices, the EOCCS team has been working with these institutions to identify the right time for them to enter the certification process.

Key agenda points of the strategic team meeting in mid-February in Prague included boosting the EOCCS presence at academic and professional conferences and the communications strategy for 2019. Consequently, EOCCS tried to attend more events related to online education this year instead of continuing as a conference partner of the OEB Conference. Furthermore, the team drafted a project outline for how to better implement the EOCCS process into the EFMD internal database which would simplify tracking and coordination of the whole certification process.

In 2018, the EOCCS team developed the guidelines for re-certification, shaped with respect to feedback from EOCCS Certification Board members as well as the EOCCS pioneer institutions.

The re-certification policy was formally adopted in January 2019, then embedded into the 2019 set of EOCCS documents, particularly into the revised 2019 EOCCS Process Manual.

In February 2019, the EOCCS Community of Practice (EOCCS COP) organised the very first EOCCS Webinar on 'Interactive Learning Tools to Spice Up Your Class'.

The webinar was led by Roberto Alvarez from IE Business School and was dedicated to the use of multimedia cases in online classrooms in order to increase students' engagement and enhance their learning experience. Over 75 participants attended the webinar and the overall feedback was very positive. The second EOCCS Webinar was held in July and featured a panel discussion between two EdTech providers, HSTalks and Connect2Teach, with a focus on outsourcing the online lecture. EOCCS webinars will continue being organised on a regular basis during 2020.

The third edition of the EOCCS Learning Community Symposium was hosted by HEC Paris on 26 and 27 September with a total of 66 participants. The overall theme of the symposium was 'Crafting Unique Digital Experiences' with individual sessions focusing on how to create ecosystems in the EdTech industry, future practices in online learning space as well as potential challenges in different formats for online learning delivery. Prior to the symposium, an optional tour was organised for participants to visit École 42 – a tuition-free computer school based on peer learning.

The following courses were certified during 2019:

- **Henley Business School, University of Reading, UK**
  - MOOC: Managing People: Engaging Your Workforce (re-certification)
- **Grenoble Ecole de Management, FR**
  - MOOC: Global Studies (re-certification)
- **BI Norwegian Business School, NO**
  - Consumer Behaviour (re-certification)
- **Sberbank Corporate University, RU**
  - Risk Management (re-certification)
  - Finance for Managers (re-certification)
  - Compliance
  - New Economy
- **QUT Business School, AU**
  - Leadership Coaching Through Turbulent Times: Playing with eFIRE
- **Coventry Business School, Coventry University, UK**
  Suite of three MBA courses:
  - Financial Analysis
  - Organisational Behaviour and Learning
  - Business Models and Processes

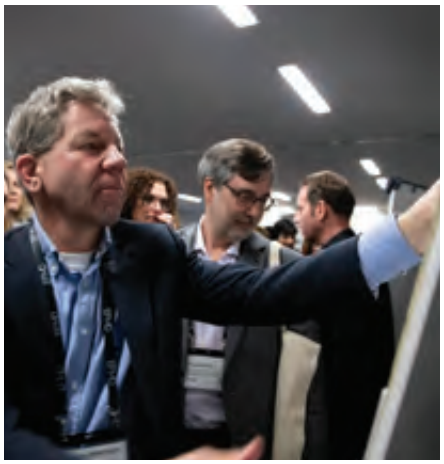
As of December 2019, a total of 101 courses from 21 HE institutions in 12 countries have received EOCCS certification.

In order to raise awareness of EOCCS globally and reach out to a larger online community, EOCCS team members attended the following events:

- January, **Future of Learning Conference 2019**, Bangalore, India
- April, **Annual Pedagogy Conference of School of Economics and Business** at the University of Ljubljana, Slovenia
- April, **'e-Assessment Awards'**, e-Assessment Association, London, United Kingdom
- May, **Chartered Association of Business Schools, Learning & Teaching Conference**, Manchester, United Kingdom
- May, **eMOOCs conference**, Naples, Italy
- June, **2019 EFMD Annual Conference**, Lisbon, Portugal
- June, **EDEN Annual Conference**, Bruges, Belgium
- July, **EDULEARN19**, Palma di Mallorca, Spain
- October, **6th International Seminar on Online Higher Education in Management**, OBServatory, OBS Business School, Madrid, Spain
- October, **Global On-Line Learning Summit**, Toronto, Canada
- October, **EADTU Annual Conference**, Madrid, Spain
- December, **EdTech Forum 2019**: Pedagogical Innovation: Moving towards learning experience, Cambridge Judge Business School, United Kingdom
- December, **MNCEA Workshop**, Ulaanbaatar, Mongolia
  - Workshop delivered by Keith Pond and Antonia Lütgens to share the EOCCS process and standards with representatives from the QA division of the Mongolian Education Ministry.

PROFESSIONAL DEVELOPMENT SERVICES

In 2019, the main focus of the Professional Development Services was to continue building up its portfolio of state-of-the-art training programmes for business school executives. Activities included the fifth and sixth editions of the Executive Academy for Teaching & Learning Professionals alongside a range of other programmes which have the potential to be repeated regularly across the world.



'Realising Your International Ambition- The Journey from being a Nationally Relevant to Internationally Leading Business School'

28 February – 1 March 2019
New Delhi, India

The workshop took the overview of EFMD's quality services activities as a starting point for discussing workable pathways towards enlarging a business school's international footprint and recognition. Forty participants from Indian member and non-member institutions attended. The seminar was a continuation of the big Conclave organised by EPSI and ceremonially opened by Professor Eric Cornuel and his excellence the Vice President of India, Mr Venkaiah Naidu. Due to the tremendous success and the positive feedback, it is hoped that the workshop will be repeated.

Smart Data Management

4-5 April 2019
Paris, France

In cooperation with RimaOne, ACADEM, Professional Development organised the workshop 'Smart Data Management – Transforming Data into Strategic Value for Your Business School' hosted by ESCP Europe, Paris. The event was intended to enable senior decision-makers to tackle the challenges of managing data strategically and it attracted 29 participants.

Participants found this interactive workshop very pertinent and the subject timely, and by working in a structured way to develop skills and knowledge, participants were able to move forward with new ideas. The skills of the presenters and facilitators were very complementary, incorporating different angles and bringing different experiences to the table.

Executive Academy for Teaching & Learning Professionals (EA)

6-10 May 2019
Miami, United States

7-11 October 2019
Prague, Czech Republic

Two editions of the Professional Development flagship activity – the Executive Academy for Teaching and Learning Professionals – were delivered in 2019. The Americas edition attracted 17 business school executives with impressive careers within management development from 13 different countries. The third European cohort welcomed 16 participants from 14 different countries.

The participants from both streams successfully completed an intensive preparatory phase, followed by a week of working face-to-face and a capstone project, allowing them to further explore the concepts of leading oneself, leading others and leading successful programmes. Thus in 2019 the Executive Academy Alumni community expanded to include 109 Teaching and Learning Professionals from around the globe.

Executive Academy Alumni meeting

4-5 June 2019
Lisbon, Portugal

The Professional Development team organised a second Executive Academy Alumni face-to-face meeting preceding the EFMD Annual Conference in Lisbon, Portugal at the beginning of June 2019. The community-building EA Alumni meeting was attended by 20 business school executives from four streams of the Professional Development flagship activity. The alumni met in Lisbon for a networking dinner, and had the opportunity to discuss the topic of smart cities with a local researcher as well as entrepreneurial start-up hubs. A formal alumni meeting was then held at the Católica Lisbon School of Business & Economics, and this event featured the formal establishment of an EA Alumni Association as a mean of strengthening the constantly growing EA Alumni community.

qi2 workshop: quality, internationalisation, impact

30 September – 2 October 2019
Tallinn, Estonia

Following the success of its first edition, the event formerly known as the Programme Management Accelerator Workshop returned to Tallinn at the beginning of October with a refurbished programme and a new name. Like the previous year, the workshop was held in partnership with TalTech School of Business and Governance.

Twenty-nine participants, ranging from programme directors, programme managers, quality assurance officers and people in related professional roles, embarked on a learning journey towards achieving excellence by interlinking quality, internationalisation and impact agendas. The programme was designed to help participants think strategically about the positioning of degree programmes in their home institutions, to consider what the key drivers of quality are, and explore how a developmental focus on the international perspective and business and societal impact can help organisations achieve international market recognition.

Online Teaching Academy

October – November 2019
(Six-week blended programme)

4-6 November 2019
Milan, Italy (Face-to-face part)

In October, in cooperation with IE Business School and Imperial College Business School, EFMD GN launched a new programme dedicated to mastering online teaching in business education.

The Online Teaching Academy was designed as a certified six-week blended programme providing participants with the theoretical and practical tools needed to design an effective online or blended learning experience based on sound learning design principles, best practices and trends. The learning journey is structured into online sessions delivered via a learning experience platform - insendi – and a two-day face-to-face complementary workshop.

Over 35 participants took part in the inaugural edition of the programme and to the team's great satisfaction, the overall grade pointing to participants satisfaction was 86%.

"The Executive Academy (EA) has provided me with lots of ideas how to improve my own institution such as raising the quality of our teaching and enhancing the global student experience. The EA for me is a very important and very interesting initiative by EFMD GN, by actually bringing together professionals in higher education and discussing very important topics for our industry. Innovation is at the centre of that and involves a host of interesting topics that we discussed."

***Hendrik Lohse,** Director for United Kingdom and Ireland, Ecole de Management de Normandie, France*

PROFESSIONAL DEVELOPMENT SERVICES

Career Professionals Development Institute

20-22 November 2019
Rome, Italy

LUISS Business School in Rome, Italy, hosted the inaugural edition of the Career Professionals Development Institute organised in collaboration with Highered EFMD Shared Career Services. The event was held immediately following the EFMD Career Services Conference. This intensive three-day training attracted 30 Career Services professionals from 25 leading business schools alongside people working at the European Central Bank.

Participants were given the opportunity to explore, in particular, the core characteristics and importance of high-trust leadership in Careers, the role of technologies such as artificial intelligence and virtual reality, the latest innovations in recruitment such as gamification and video interviewing, handling career transformation or building an effective careers curriculum.

The thoughtfully designed programme consisting of five separate modules stimulated productive peer-to-peer discussions, sharpened the careers professionals' self-conception as drivers of institutional reputation, and fostered dialogue around the strategic role of talent and careers departments within business schools.

> *"Fantastic time at EFMD Highered-EFMD Shared Career Services Professional Development training this week. Excited to carry on the ideas with a great new network!"*
>
> ***Rachel Tonner,** Career Consultant at Imperial College Business School, United Kingdom*

Quality Assurance Academy and supplementary Report Writing Workshop

November 2019 – March 2020
(Five-month training programme)

11-14 December 2019
Budapest, Hungary
(Face-to-face session)

Yet another brand-new programme was launched just at the end of 2019. The main focus of the Quality Assurance Academy is to offer a comprehensive 'quality assurance curriculum' and highly experience-focused training for quality assurance specialists who are either new to their roles or are interested in updating their toolset.

The programme emphasises a data analytical approach over a qualitative one, and the training consists of three phases: an onboarding phase involving the self-discovery of development needs (approximately six-week timeframe), a face-to-face workshop (three and a half days including a one day supplementary Report Writing Workshop that teaches the ins and outs of crafting your message for accreditation bodies), and a post-workshop phase (spread over three months) allowing participants to convert learning insights into practice at home. Each participant is shadowed by an experienced mentor for the entire duration of the programme.

Twenty-eight participants and seven mentors jointly came forward for this first-ever edition and set off for an intense yet rewarding learning journey.

“I feel honoured and very excited to be part of this programme. I am pleased to be able to help other institutions develop their understanding and capabilities in the field of online teaching. We have designed a comprehensive syllabus that will give participants an overview of the sector and that covers online learning methodologies, formats, principles and basic concepts of instructional design. We will have enriching discussions on online teaching strategies as well as analyzing the trends in this ever-changing format.”

***Martin Rodriguez,** Director of IE Publishing & High Impact Online Programs at IE Business School & IE Exponential Learning, Spain*

“Thank you for such a great opportunity and amazing organisation of the EFMD Career Professionals Development Institute. It was very rich and insightful. We all brought back to the office a lot of great ideas for things we can improve or implement in our career department.”

***Virginie Hilbert,** Career Advisor at Grenoble École de Management, France*

EVENTS 2019

EFMD Quality Services Seminar

23 January
Shanghai, China

Hosted by: China Europe International Business School

Realising Your International Ambition EFMD GN Workshop

28 February – 1 March
New Delhi, India

Theme: The journey from being a nationally relevant to an internationally leading business school

Hosted by: Education Promotion Society for India (EPSI)

EQUIS and EPAS Accreditation Seminars

18-20 March
Miami, United States

Hosted by: Babson College Miami

Smart Data Management Workshop in partnership with RimaOne

4-5 April
Paris, France

Theme: Transforming data into strategic value for your business school

Hosted by: ESCP Europe

> *"The EFMD GN conference in Miami offered the rare opportunity to meet my colleagues facing similar challenges and opportunities throughout the Americas. I expanded my network and gained a greater sense of my school's role in a broader context."*
>
> ***Stephanie Hodnett,** Executive Director, Executive Programs, Rotman School of Management, University of Toronto, Canada*

Impact Workshop

17 April
Bangalore, India

Theme: Measuring the impact of Business School Education in 21st century for Excellence in Quality

Hosted by: Shri Dharmasthala Manjunatheshwara Institute for Management Development (SDMIMD)

BSIS Symposium

24-25 April
Liege, Belgium

Theme: Assessing Impact – Questions and Answers

Hosted by: HEC Liège

Executive Academy Americas Stream

6-11 May
Miami, United States

Hosted by: EFMD GN Americas

China on the Rise: Your Talent Roadmap to Success. A conference in partnership with HIGHERED

8-10 May
Shanghai, China

EFMD & EFMD GN Workshop

23-24 September
Almaty, Kazakhstan

Hosted by: KIMEP University Kazakhstan

EOCCS Symposium

26-27 September
Paris, France

Theme: Crafting Unique Digital Experiences

Hosted by: HEC Paris

qi2 workshop: quality, internationalisation, impact

30 September – 2 October
Tallinn, Estonia

Hosted by: TalTech School of Business and Governance

Executive Academy Europe Stream

7-11 October
Prague, Czech Republic

Hosted by: EFMD GN CEE

Market Trends, EFMD Accreditations and Certification

28-29 October
Almaty, Kazakhstan

Hosted by: Bang College of Business, KIMEP

EFMD GN Americas Annual Conference

20-22 November
Miami, United States

Theme: Embracing Lifelong Impact

Hosted by: Miami Business School, University of Miami

The sixth edition of the EFMD GN Americas Annual Conference was attended by 66 participants, mostly from North and South America. During the conference, participants reflected on how the pace of change in the world makes life-long learning a prime responsibility in education, and discussed the challenge of helping students keep up with the industry and re-skill as needed. Despite its uncertainties, life-long learning is an opportunity for business schools. Indeed, adopting a "Life-Long Learning" mindset could be the key to helping both students and institutions adapt to the changes we will experience in our lifetimes.

EVENTS 2019

Online Teaching Academy (Face-to-face part)

4-6 November
Milan, Italy

Hosted by: Politecnico di Milano School of Management

2019 EFMD GN Asia Annual Conference

7-8 November
Ho Chi Minh City, Vietnam

Theme: Vision 2030: Rising Asia Impact Through the Power of Collaboration

Hosted by: French Vietnamese Center of Management (CFVG)

Asia, as we know, is one of the fastest growing economic zones. Many call it the "Market of the future with boundless opportunities", as top business people set up businesses, products and services around such markets.

EFMD Global Network Asia Annual Conference took up the task to invite innovative and leading business schools and corporates to come together at this important crossroads.

The Conference was designed for all those interested in management education and development. It brought together EFMD Global Network members, companies, educational institutions and other associations that have an interest in Asia, with 110 participants attending the event.

EFMD Accreditation and BSIS Seminar

9 November
Ho Chi Minh City, Vietnam

Hosted by: French Vietnamese Center of Management (CFVG)

Internationalisation in the LATAM Context

30 October
Lima, Peru

Hosted by: CENTRUM PUCP Graduate Business School

This was a joint event organised by EFMD GN, CENTRUM and CLADEA, and it took place after the CLADEA Annual Assembly. The seminar was led by Michael Page, EFMD GN Senior Advisor, and topics included the benchmarking for internationalisation in the Latin American Context. A panel outlining best practice case studies for the internationalisation process from three schools in the region and working groups were also held to discuss the process of internationalisation at participants' own institutions.

> *"It is easy to become myopic when looking at your institutional practices. I look forward to continuing to take advantage of the EFMD Global Network I have joined through the Executive Academy to ensure my institution is benchmarking against the best in the world."*

***Shawn Tracey,** Director, Graduate Student Support & Recruitment Sobey School of Business at Saint Mary's University, Canada*

Career Professionals Development Institute (CPDI) in partnership with Highered

20-22 November
Rome, Italy

Hosted by: LUISS Business School

Quality Assurance Academy & supplementary Report Writing Workshop (Face-to-face part) in partnership with RimaOne

11-14 December
Budapest, Hungary
(Face-to-face session)

Hosted by: Corvinus Business School

> *"The EFMD GN Asia Annual Conference in Vietnam brought together a highly knowledgeable cohort and offered an excellent platform to understand impact and sustainability in business schools across the globe."*

***Abha Rishi,** CEO, Atal Incubation Centre, BIMTECH, India*

EVENTS 2020*

Enlarging a business school's international footprint and recognition through Accreditation and Training

18-19 February
Bengaluru, India

Hosted by: IFIM Business School

EOCCS Community Webinar: Proctoring in Higher Education

4 March

BSIS Symposium: Online Impact Series

April – May
On-line event

Career Professionals Development Institute (CPDI), in collaboration with Highered

4-6 May
Barcelona, Spain

Hosted by: EADA

EOCCS Community Webinar: Time to Change: Teaching in a Digital Age

19 May
On-line event

2020 ACE Annual Conference

6-7 June
Lyon, France

Hosted by: ESCCA School of Management

Going Online: A Strategic Compass

16-17 June
On-line event

Online Teaching Academy (OTA), in collaboration with IE Business School and Imperial College of London

September
Bangkok, Thailand

Hosted by: Sasin School of Management

EOCCS Learning Community Symposium

24-25 September
Oslo, Norway

Theme: New Pedagogy in a New Age

Hosted by: BI Norwegian Business School

2020 EFMD GN Workshop

October
Shanghai, China

Hosted by: Antai College of Economics & Management, Shanghai Jiaotong University, China

EFMD GN Central and Eastern Europe Biennial Conference

8-9 October
Budapest, Hungary

Hosted by: Corvinus Business School

qi2: quality, internationalisation, impact

26-28 October
Tallinn, Estonia

Hosted by: TalTech School of Business and Governance

Executive Academy for Teaching & Learning Professionals, Europe Stream

9-13 November
Prague, Czech Republic

Hosted by: EFMD GN CEE

Quality Assurance Academy & supplementary Report Writing Workshop in partnership with RimaOne

17-20 November
Madrid, Spain
(Face-to-face session)

Hosted by: Deusto Business School

EFMD GN Americas Annual Conference

6-8 December
Nova Lima, Brazil

Hosted by: Fundação Dom Cabral

* Given the global impact of Covid-19 during early spring of 2020, many of our events projected for the first part of 2020 were postponed or canceled. We have developed online alternatives and created new offers in the virtual space in order to serve the specific needs that our membership has during this crisis. The list of our offers is updated daily, and we invite you to check our website in order to see our latest developments and embrace the opportunities we create to exchange ideas and best practices, learn and innovate together: **https://events.efmdglobal.org**

> *The EFMD GN conference in Miami was a great opportunity to meet opinion leaders and exchange disruptive ideas towards the adjustment of content offering and delivery channels of academic business institutions to society stakeholders.*

Felix Cardenas, *Director of the Center for Innovation and Entrepreneurship, EGADE Business School Tecnológico de Monterrey, Spain*

> *The real value of the EA week is surely the camaraderie and friendship that I now have with fifteen other academics from around the world. I honestly feel like I can reach out to any of them and ask for help on a problem. The depth of those connections is profound and that isn't something that happens at regular conferences. It is what makes EA so compelling.*

Allen Goss, *Associate Dean, Ted Rogers School of Management, Ryerson University, Canada*

HIGHERED

At Highered, our mission is to build a better future for students and talent all over the world. We invest in the smartest matching technology and create a wide ecosystem of business schools, universities and recruiters so that we can support new talent and help people and institutions achieve their dreams.

Our vision is to create a world where every student and alumnus can grow their talent and have equal access to the information and opportunities they need to fulfil their dreams.

Since the launch of Highered in 2017, over 90% of the full member schools have activated the Highered solution. This exclusive strategic EFMD initiative is proud to announce the transition from being solely a Global Job Board resource to now offering EFMD members a full-service Career Service Solution. The Talent Panel solution is developed by and for EFMD schools based on the feedback from Career Services.

The Global Talent Ecosystem

The Highered EFMD Global Talent Ecosystem provides a framework for collecting continuous feedback and industry insight from the schools, talent and recruiters, allowing Highered to listen, build and implement a solution which solves each stakeholder's unique challenges. Combining the knowledge of the global talent ecosystem with the latest talent recruitment technology, Highered now offers an exclusive full-solution of services that leads to faster matches between top talent with global career opportunities.

The Highered Talent Panel, which was launched at the 2019 EFMD Career Services Conference, functions as the administrative dashboard for all Careers department activities. This includes posting unique positions, reviewing talent analytics, scheduling appointments and events, uploading career resources and much more. This new release was developed on the latest cloud technology, enabling members to replace outdated systems and costly third-party solutions with cutting edge career software that provides schools with rich data and benchmarking opportunities. This in turn should improve employability and placement. The schools that have already migrated to the Highered Talent Panel have experienced an increase of over 300% in talent engagement, thereby already leading to an improvement in graduate outcome statistics.

Talent Analytics Dashboard/Reports

Highered provides each school and recruiter with their own Talent Analytics Dashboard, allowing them to find information on platform traffic, talent engagement and activity. Users can access information such as: in what geographical regions is your talent searching for opportunities? Which recruiters and/or sectors do they engage with? And what types of positions attract their attention? The solution also allows schools to set benchmarks with talent analytics and gain deeper insight into the market in order to enable data-driven decisions.

Global Job Board

As a full member of EFMD, the Career Services department of your institution has the opportunity to draw on the existing Career Services initiatives within the Highered Global Job Board, currently used by more than 600 schools in the EFMD Global Network. With over 20,000 global opportunities, Highered supports students and alumni by publicising internships, graduate programs and full-time positions. Furthermore, Highered recently launched Haigui, an additional job platform focused on internships, and graduate and full-time job opportunities in China.

Highered
EFMD SHARED CAREER SERVICES

With regards to student engagement, the following institutions held the top twenty positions:

1. Indian Institute of Management Indore
2. National University of Singapore
3. AIM – Asian Institute of Management
4. MSB – Mediterranean School of Business
5. ESIC Business & Marketing School
6. Universidade Católica Portuguesa
7. ESC Rennes School of Business
8. IESE Business School – University of Navarra
9. Queens University Belfast
10. FEP School of Economics and Management, University of Porto
11. Jönköping International Business School
12. Nova School of Business and Economics (Nova SBE)
13. Stockholm School of Economics
14. Hult International Business School
15. Smith School of Business at Queen's University
16. Amsterdam School of International Business (AMSIB)
17. Australian Catholic University, Peter Faber Business School
18. EADA Business School
19. IÉSEG School of Management
20. NHH Norwegian School of Economics

HIGHERED

Series of Masterclasses

The Highered Masterclass webinar series provides support for talented candidates in the global network to effectively manage the next steps towards advancing their careers.

The monthly masterclasses are led by Dr Amber Wigmore Alvarez, Chief Innovation Officer of Highered EFMD Shared Career Services, considered one of the foremost names in Employability and the Future of Work world-wide. The Masterclass recordings are hosted on the Highered Global Job Board and can be accessed at a later date, thus providing members with continuous career support. In addition to attracting an average of 1,600 registrants each month from more than 250 EFMD member schools in 65 countries, the videos are available for further distribution to your students and alumni through your preferred channels.

Career Professionals Development Institute (CPDI)

The Career Professionals Development Institute (CPDI) is a joint initiative between EFMD and Highered. The CPDI offers a training opportunity for Talent & Careers professionals to acquire state-of-the-art competencies and to stay abreast of the latest placement trends relevant to the business school sector. Participants learn how to deploy learning resources and development tools so that students and alumni can better define their career aspirations, as well as manage their career trajectory. The inaugural CPDI took place from 20-22 November, 2019 at Luiss Business School in Rome. The first cohort of places were quickly filled by 30 participants from institutions such as Insead, LSE, Imperial, TUM, SMU, Bocconi, MIP, EAE, ESADE, and Skema, amongst others. The second edition of the CPDI will be hosted by EADA Business School in Barcelona, Spain.

Global Talent Summits

The Highered Global Talent Summits bring together EFMD Global Career Services and HR professionals to network and discuss their goals for talent acquisition and placement. The first Highered EFMD Global Talent Summit had the theme 'Your Talent Roadmap to Success' and was held in Shanghai, China, from 8-10 May, 2019, with the main focus on global Chinese talent. The Summit attracted over 50 Career Services professionals from 33 EFMD schools alongside 100 company participants from 56 companies. Participants came away with a practical toolkit of resources and connections which they could implement, matching top talent to international organisations. The second edition of the Highered Global Talent Summit was planned for 27-29 May, 2020, but has been postponed due to COVID-19.

Highered Country Guides

The Highered Country Guides digital resource can be used by both prospective candidates and Career Services. The guides are user-generated knowledge sources that detail relevant career topics such as the search, great places to work, salary guides, winning the job, networking and other general resources.

Going Forward in 2020

For 2020, Highered's goal is to present the new Highered Talent Panel to all 600+ members in order to encourage them to migrate to using the Talent Panel as their primary system for managing Career Services.

Other planned actions:

- The Highered Virtual Career Fair series allows EFMD member schools to connect their students and alumni with companies and organisations from around the globe, in a series of 30 sector-specific and geographic-specific Virtual Career Fairs.
- Highered Virtual Career Fair focused on China (24 March, 2020)
- Highered Global Corporate Relations Programme: the goal here is for each school to introduce us to five local/ international companies, in order to significantly increase the number of employers on board which should benefit everyone's talent.
- Strategic partnerships which would result in developments of the platform to include a function for CV optimisation, and video interviews, etc.

AHRMIO

AHRMIO Board Meetings

The AHRMIO Board held its first meeting of the year on 18 February at the EFMD Global network office in Miami with a focus on strategic planning for AHRMIO. The second meeting on 30 September took place during the AHRMIO Annual Conference in Boston and its main purpose was discussing the overview of past and current activities as well as taking some strategic decisions for the upcoming year.

AHRMIO Conference Steering Committee

AHRMIO held its first conference steering committee meeting on 6 March at the EFMD Brussels office. Both member representatives and sponsor organisations were present and discussed the development of high-quality content for the conference programme and also assessed the proposals for qualified speakers.

> *"It gave me a flavour about the hot HR topics for International Organisations and how to prepare for next generation of workforce."*

***Participant,** 2019 AHRMIO Annual Conference*

AHRMIO Webinars

On 11 March, AHRMIO hosted its first 2019 webinar on the topic 'Creating a Winning Culture'. Robin Lewis and Bieke Van Dessel from CIGNA shared their learnings on HR's role in translating strategy into tangible action and engaging teams through communication.

A second webinar followed on 2 May and focused on an issue pertinent for most organisations, 'Workplace safety'. The specific topic was: 'Is your workplace safe for your staff? How to run a survey to find out'. Roger Parry and Clare Harris from Agenda Consulting demonstrated to participants how surveys can be a powerful tool to help organisations to determine their priorities for action. Participants also learnt the steps towards designing a confidential survey for their staff.

On 13 June, Leonard Newmark of the World Bank Group presented on the topic, 'From Me Too to What Now: Organisational responses to harassment issues', with a specific focus on how the World Bank Group has attempted to address issues of inappropriate work-place behaviour from multiple perspectives.

On 4 September, Marc Esteve, UCL School of Public Policy, spoke on the topic of 'What motivates employees to work hard to serve the public interest?'

The final webinar in 2019 took place on 5 December with the topic: 'Doing Well and Doing Good'. Michael Jenkins of the Human Capital Leadership Institute (HCLI), shared effective strategies and actions which can help on the journey towards building organisations focused on the dual outcomes of Doing Well and Doing Good.

Membership updates

In March, AHRMIO launched a new student-member category, open for any full-time or part-time student with an interest in HR and people management, enrolled in a post-graduate level course (Masters, PhD) at a recognised institution of higher education. AHRMIO offers this membership at a reduced rate to give students the opportunity to stay informed about industry trends, widen their professional network and learn from experienced professionals.

One new student member from University of Economics and Business Vienna was welcomed into the network.

New Members

During the year, AHRMIO welcomed the following organisational members:

- IOM – International Office for Migration, Switzerland
- UN Women, United States
- OIE – World Organisation for Animal Health, France

AHRMIO also welcomed the following individual members:

- Jean-Paul Chidiac, Human Resources Manager, European Molecular Biology Laboratory (EMBL), Germany
- Massimiliano Casciana, Human Resources Officer, Food and Agriculture Organisation (FAO), Italy
- Pierre Alfred Menounga Okala, Group Head, Human Capital, Oragroup SA, Togo
- Igor Mesner, National Human Resources Officer, Organisation for Security and Co-operation in Europe (OSCE) Mission to Serbia, Russia
- Soro Drissa, HR Partner/Approving Officer, UN RSCE, Uganda
- Katrina Sam-Prescod, Director, Human Resources & Administration, Caribbean Development Bank (CDB), Barbados
- Ingrid Lambert, Director, Human Resources, Biodiversity International, Italy
- Andrea Borsoi, Doctoral Student, University of Economics & Business Vienna, Austria
- Emma Kalonzo, Senior Manager, International Human Resources, The Ford Foundation, United States
- Philippe de Meyere, Consultant, Austria

AHRMIO

Media

In the first 2019 issue of the EFMD Global Focus Magazine, AHRMIO contributed to an article from Mark Lipton, Professor at the New School in New York City and speaker at a past AHRMIO webinar on the topic of 'Mean Men and what to do about them'. In his article, Mark expanded further on the issues he addressed during his webinar on the topic, 'Beyond Misogyny: Our Pathologically Mean Leaders.'

In May, AHRMIO Board Member, Edna Diez of the Asian Development Bank, and Revathi Raghavan from World Bank Group contributed to an article in the EFMD Global Focus Magazine entitled, "The Quest for Effective Performance Management".

In the autumn issue of the EFMD Global Focus Magazine, Robin Lewis and Bieke Van Dessel from CIGNA expanded further on their webinar given in March on the topic 'Creating a Winning Culture'.

Since the launch of the AHRMIO LinkedIn group, it has already grown to 327 members at present. The LinkedIn main page currently has 434 followers.

> *"I think the conference allowed me, being new to the HR function, to gain a good understanding of current issues in the HR world. Although not all topics are applicable to my job, which I did not expect, the majority of the discussion was very useful and interesting."*

***Participant,** 2019 AHRMIO Annual Conference*

AHRMIO Board Elections and Board Changes

AHRMIO launched a call for Board elections in May to replace three Board members whose mandates had expired. Three applications were received and approved by the Board and validated at the AHRMIO Annual General Assembly on 1 October during the Annual Conference. The three candidates, who bring wide and varied experience in the HR industry, are:

- Ingrid Lambert, Human Resources Director, Bioversity International, Italy
- Danijela Milic, Human Resources Specialist, UNFPA, United Nations, USA
- Katrina Sam, Director, Human Resources & Administration Department, Caribbean Development Bank, Barbados

Olivier Fleurence announced his decision to step down as Chair of the AHRMIO Board during the Board meeting in September 2019. This is due to a change in his current job function meaning he is no longer focused on the HR field. Negar Rafikian was appointed as the new Chair of the Board and approved by all Board members present.

> *"The conference is a good experience for an HR practitioner like me. It was helpful in expanding my network."*

***Participant,** 2019 AHRMIO Annual Conference*

AHRMIO Research Project

In cooperation with Agenda Consulting, AHRMIO has organised a research project on Engagement in International Organisations. We have analysed a large database comprising engagement surveys from 45 international governmental institutions including 50,000 responses from staff in order to outline key findings, conclusions and recommendations on staff engagement. The first results of the project were presented at the 2019 AHRMIO Annual Conference and the full report is now available.

New AHRMIO Category for EFMD Case Writing Competition

A new category was introduced for the 2019 edition of the EFMD Case Writing Competition, with the title, "Innovative People Leadership Solutions in international intergovernmental and not-for-profit organisations". This new category, sponsored by AHRMIO, focused on issues that are relevant to people management in international organisations and the specific HR challenges in the international public and not-for-profit sectors. Sponsoring the competition gave AHRMIO more visibility among the EFMD network and supported EFMD member schools to produce case material that is relevant for AHRMIO members. Nine submissions for this case writing category were received by the end of the submission period.

AHRMIO

AHRMIO Talent Portal

In October, AHRMIO launched a new job and talent portal, set up by Highered EFMD Shared Career Services.

This new portal is meant to revamp the existing job page on the AHRMIO website. With this new portal, AHRMIO members can post, promote and manage their Organisation's job opportunities within the network more effectively. The portal is also available free of charge to all AHRMIO members.

2019 AHRMIO Annual Conference

The 2019 AHRMIO Annual Conference took place at Boston University, Questrom School of Business on 30 September – 2 October. The conference explored the theme, 'Beyond Purpose: Engagement. Innovation. Impact', welcoming over 100 AHRMIO members from various international organisations and NGOs, companies, educational institutions and other associations who came together to network and exchange ideas and opinions.

2019 AHRMIO Annual General Assembly

The 2019 general assembly was held on 1 October during the 2019 AHRMIO conference. The Chair of the AHRMIO Board, Olivier Fleurence, IMF and and the AHRMIO Executive Director Helke Carvalho, briefed the audience on AHRMIO's activities over the past year as well as on its financial position and outlook.

AHRMIO 2020

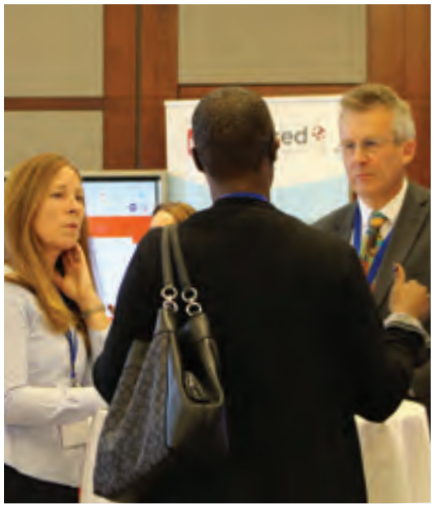
2020 AHRMIO Annual Conference

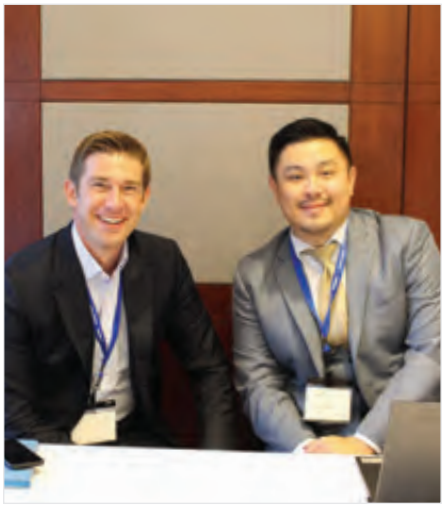
5-7 October 2020

Brussels, Belgium

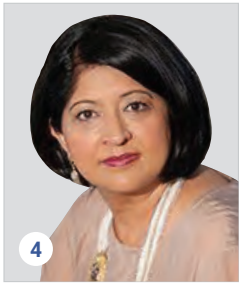
Theme: The Bright Side of Leadership

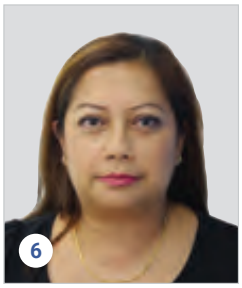
Hosted by: Eurocontrol

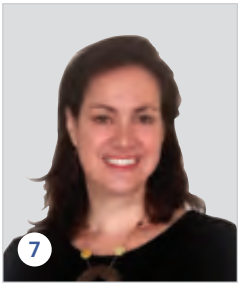


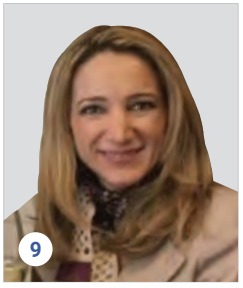


AHRMIO Board Members
as of January 2020









1. **Negar Rafikian**
   Chair, AHRMIO Board, Human Resources Vice Presidency, World Bank Group, United States

2. **Arturo Pagán**
   Vice-Chair, AHRMIO Board, Deputy Director and Chief Strategic Partner, Division for Human Resources, United Nations Population Fund (UNFPA), United States

3. **Olivier Fleurence**
   Division Chief, IMF, United States

4. **Neeti Banerjee**
   Founder & CEO, TalentNomics Inc., United States

5. **Eric Cornuel**
   President, EFMD, Belgium

6. **Zarinah Davies**
   Director of Human Resources, Worldfish, Malaysia

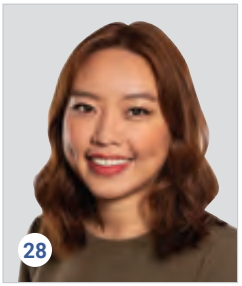
7. **Edna Diez**
   Director, Performance Career and Learning, Human Resources, World Bank Group, United States

8. **Ingrid Lambert**
   Human Resources Director, Bioversity International, Italy

9. **Danijela Milic**
   Human Resources Specialist, International Civil Service Commission (ICSC), United Nations, United States

10. **Katrina Sam**
    Director, Human Resources & Administration Department, Caribbean Development Bank, Barbados

EFMD GLOBAL NETWORK TEAM 2020



1. **Eric Cornuel,** President
2. **Helke Carvalho Hernandes,** Vice-President, AHRMIO Executive Director
3. **Griet Houbrechts,** Director, Professional Development Services, Senior Advisor, BSIS & AHRMIO
4. **Michel Kalika,** Director, BSIS
5. **Keith Pond,** Director, EOCCS
6. **Piet Naudé,** Director, EDAF
7. **Ulrich Hommel,** Senior Advisor
8. **Mayen Enodien,** Project Manager
9. **Antonia Lütgens,** Project Consultant, EOCCS
10. **Lucie Souvy,** Coordinator

EFMD Global Network Asia

11. **Japhet Law,** Senior Advisor
12. **Nishit Jain,** Special Advisor
13. **Jiajia Zhu,** Project Manager

EFMD Global Network Americas

14. **Friedemann Schulze-Fielitz,** Director
15. **Michael Page,** Senior Advisor
16. **Zulay Perez,** Project Manager

EFMD Global Network Central and Eastern Europe

17. **Ivana Marinkovic,** Director
18. **Arseni Haliabovich,** Manager Operations
19. **Gabriela Hrubcova,** Manager
20. **Adriana Kudrnova Lovera,** Manager
21. **Martina Ticha,** Manager
22. **Tereza Valkova,** Manager
23. **Sophie Zuchowicz,** Manager
24. **Amanda Adams,** Coordinator
25. **Anna Jirova,** Coordinator
26. **Ingrid Grigorjeva,** Coordinator
27. **Andrea Maresova,** Coordinator
28. **Hansol Park,** Events Coordinator

EFMD
GLOBAL
NETWORK

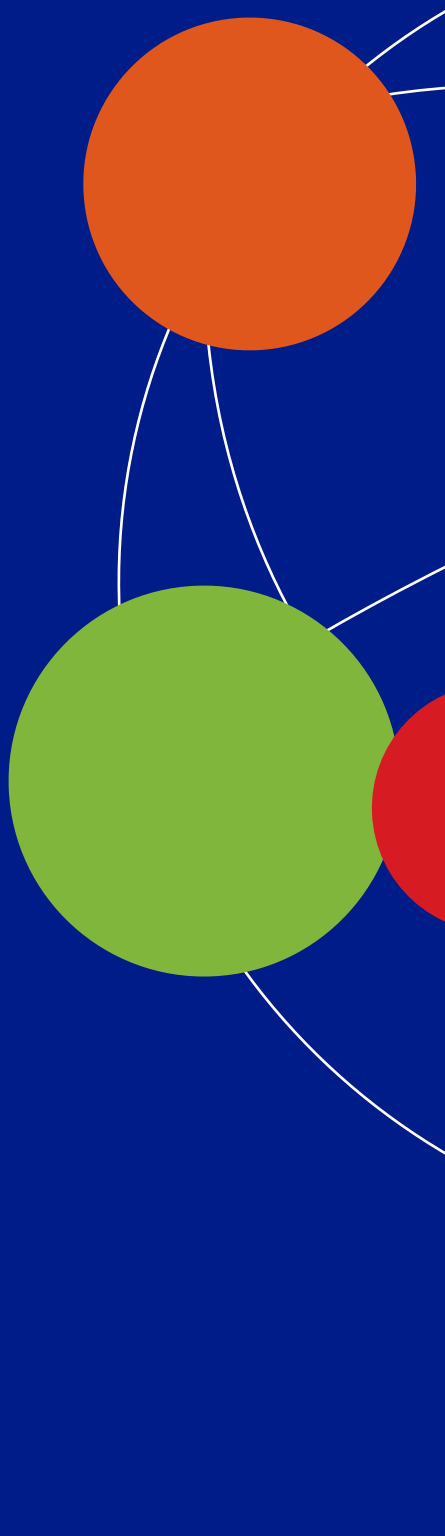
www.efmdglobal.org

EFMD GLOBAL NETWORK
Chemin du Grand Montfleury 48
1290 Versoix, Geneva
Switzerland
T +41 227554410
E info@efmdglobal.org

ASIA
45/F, The Lee Gardens
33rd Hysan Road
Causeway Bay
Hong Kong SAR – China
T +852 31807762
E asia@efmdglobal.org

AMERICAS
175 SW 7th ST
Suite 2005
Miami, Florida 33130, USA
T +1 786 598 8605
E americas@efmdglobal.org

CENTRAL & EASTERN EUROPE
Stepanska 631/51
110 00 Prague 1
Czech Republic
T +420 770670770
E cee@efmdglobal.org



MIX
Paper from responsible sources
FSC® C003371

Design by **www.jebensdesign.co.uk**