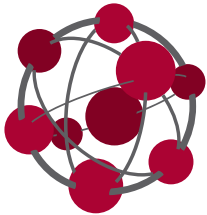
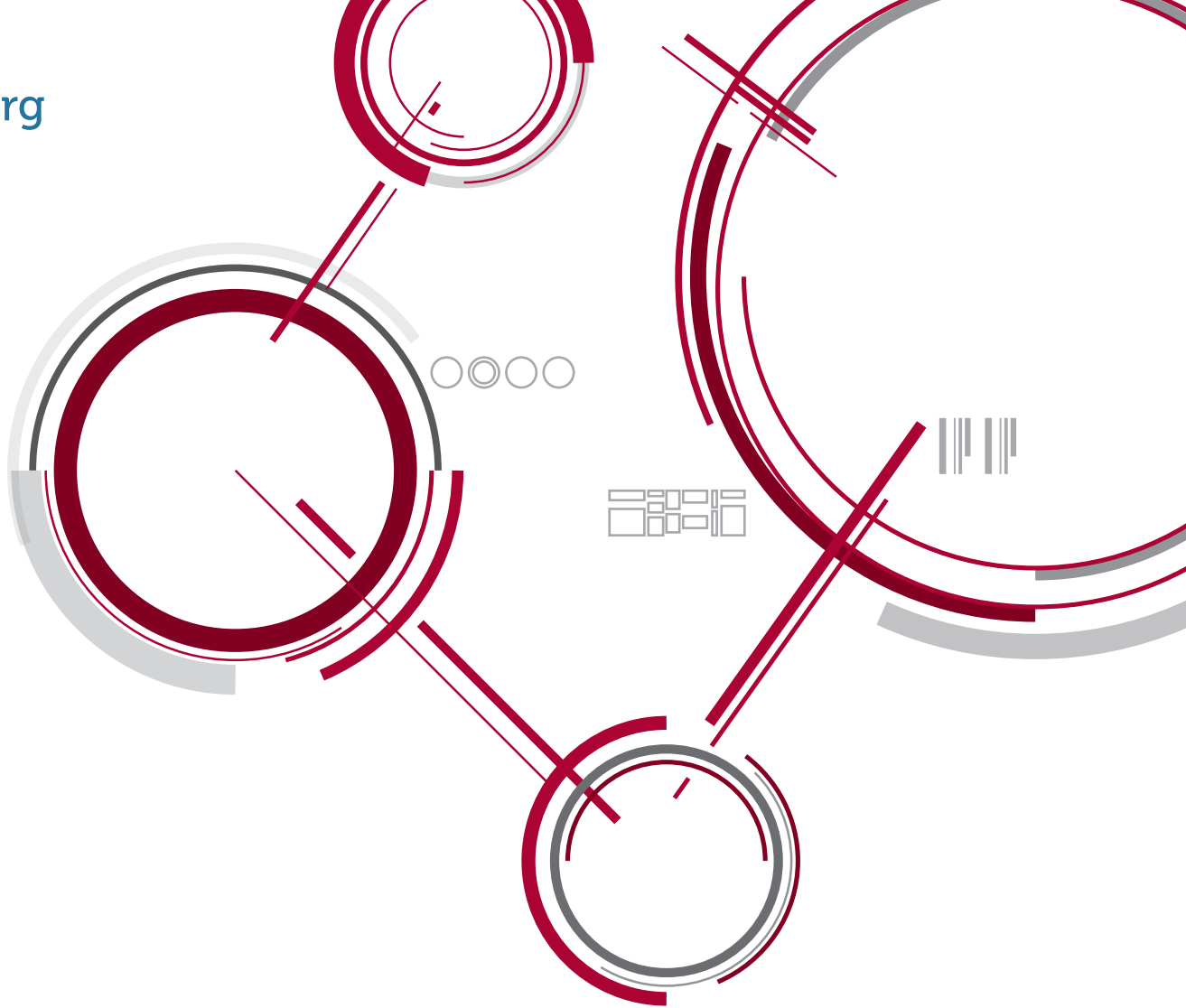


efmd.org



EFMD

About EFMD

The leading international network
for management development

Contents

About EFMD	3
EFMD's Mission	4
Quality Services	5
Networking & Learning Communities	11
Leadership Programmes & Advisory Services	12
Business School Impact System	13
Knowledge Services	15
Global Leadership & Advocacy	16
International Projects	17

EFMD plays a central role in shaping an international approach to management education and is a unique forum for information, research, networking and debate on innovation and best practice in management development.

EFMD is a global, membership driven organisation, based in Brussels, Belgium, with offices in Asia and the Americas. As the largest international network association in the field of management development, the EFMD network includes over 900 institutional members and reaches more than 30,000 management development professionals from academia, business, public service

and consultancy across 88 countries worldwide.

Business school members include IMD, INSEAD, IE, LBS, Wharton, HEC Montréal, PUC Chile, INCAE, Antai, Korea University, CEIBS, University of Sydney, IIM Ahmedabad, Stellenbosch and many other leading schools from around the world. Company membership includes ArcelorMittal, Capgemini, Caterpillar, Etihad, IBM, L'Oréal, Novartis, Microsoft and Pertamina.

The different services EFMD offers include conferences and events around the world that address key issues for the industry, surveys and the dissemination of knowledge, quality improvement and accreditation via EQUIS, EPAS, EOCCS and CLIP as well as the EFMD G.N Deans Across Frontiers mentoring programme (EDAF) and Business School Impact System (BSIS).

With networks and activities targeted towards Deans, MBA, Executive Education, Undergraduate, Masters, Doctoral, International Relations / External Relations, Research, Career Services, Entrepreneurship, Responsible Leadership (CSR / Sustainability), and management education in Africa, Asia, the Americas and the MENA, EFMD provides a wide array of targeted learning and networking services. EFMD also hosts advisory seminars and provides publications, research, international projects, case writing, excellence in practice and doctoral research awards, free job posting service and more.

For schools and companies that have an international strategy and that are looking to connect and engage with other leading schools and companies around the world, EFMD membership can offer many benefits and opportunities.



EFMD acts as a catalyst to enhance excellence in management education and development globally.

Builds **links** between business schools and companies

Creates and disseminates **knowledge** on best practices and trends in management education and development

Provides **benchmarking tools**, an **impact assessment system** and **accreditations**

Brings peers together via targeted **conferences and seminars** to exchange on latest developments and network

Manages **international projects** worldwide

Influences international governmental and non-governmental organisations through advocacy and lobbying

EFMD offers professionals involved with management learning and organisational development the opportunity to be part of a dynamic, relevant and diverse network that aims at developing socially responsible leaders and managers. EFMD celebrated its 40th anniversary in 2012.

Services for members

- 1** Quality Services – a Portfolio of Accreditation, Certification and Mentoring Systems
- 2** Networking & Learning Communities
- 3** Leadership Programmes & Advisory Services
- 4** Impact Assessment
- 5** Knowledge Services
- 6** International Advocacy
- 7** International Projects



Quality Services

Accreditation, Certification, Mentoring and Development

Accreditation from EFMD is one of the best and most complete ways to certify the actual quality of a business school or a corporate university.

The accreditation processes lead to improvement through the necessity for organisations to meet internationally agreed quality standards. The quality is assessed by Peer Review, which is a form of international benchmarking. Recognition comes through the award of an EFMD accreditation, acknowledged worldwide by potential students, employers, clients and the media.

“EQUIS accreditation confirms our School’s academic programmes and research are first-rate with real-world business relevance and a global focus.”

Dezső J. Horváth, Dean of Schulich School of Business, York University, Canada



Quality Services

Accreditation, Certification, Mentoring and Development

EQUIS (EFMD Quality Improvement System) is the leading international system of quality assessment, improvement, and accreditation of higher education institutions in management and business administration.



The fundamental objective of EQUIS, linked to the mission of EFMD, is to raise the standard of management education worldwide. Its scope covers all programmes offered by an institution from the first degree up to the PhD, including non-degree programmes. EQUIS accreditation ensures a rigorous quality improvement process, benchmarking the School against a set of international standards in terms of governance, programmes, faculty, students, research, and foremost, corporate connections, internationalisation and ethics, responsibility and sustainability. EQUIS has established its prestige and recognition worldwide and has accredited over 170 institutions in 42 countries since its launch in 1997.

“EQUIS accreditation has put us on the road where quality has become part of strategic thinking and where all decisions relating to academic or administrative matters are evaluated against the quality norms.”

Piet Naudé, Director of University of Stellenbosch Business School, South Africa



Quality Services

Accreditation, Certification, Mentoring and Development

EPAS (EFMD Programme Accreditation System) is an international programme accreditation system that aims to evaluate the quality of any business and/or management degree programme that has an international perspective.

The process involves an in-depth review of individual programmes through international comparison and benchmarking, considering a wide range of programme aspects including its design, delivery and operations, programme outcomes and quality assurance as well as the institutional context. Currently, more than 110 programmes in 35 countries are accredited by EPAS.

“We have always valued highly the rigour of the EPAS accreditation process in cross-checking our own quality assurance and delivery systems and helping us to achieve our aspiration of providing an outstanding student experience. But in addition to that rigour, we also greatly welcomed the collegiality of the accreditation panel in working with us and their constructively critical approach.”

Chris Blackburn, Pro Vice-Chancellor
& Dean of the Faculty of Business,
Oxford Brookes University, UK



Quality Services

Accreditation, Certification, Mentoring and Development

efmd.org

EDAF (EFMD GN Deans Across Frontiers) is designed to improve the quality of business schools through assessment and mentoring.

EDAF first assesses where the Institution is currently positioned, helps in defining key strategic objectives and then offers a three-year mentoring process to assist the Institution's management to achieve them. The mentor is mutually selected from within EFMD Global Network's large pool of experienced deans or associate deans.

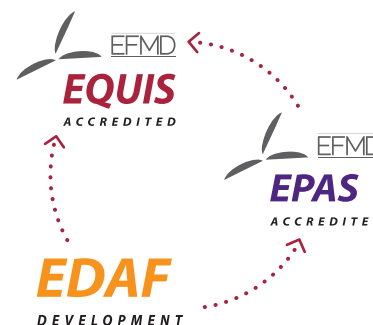
EDAF also offers a "gap analysis" to help define the developments required to reach either EPAS or EQUIS accreditation in the future.

Seventeen institutions on all the five continents have benefited from the EDAF system since its launch in 2011.

EDAF
DEVELOPMENT

"Our experience has been one of unity and collaboration across departments and teams looking to improve our processes of internationalisation, research and teaching."

Gisele Becerra, Undergraduate Programmes Director, CESA, Colombia



Quality Services

Accreditation, Certification, Mentoring and Development

CLIP (Corporate Learning Improvement Process) provides a unique quality certification and roadmap for continuous improvement for the corporate learning organisation.



Internal self-assessment against a comprehensive set of rigorous criteria is combined with external review by experienced peers comprising Chief Learning Officers and Learning Professionals. CLIP is a mechanism for quality benchmarking, mutual learning and sharing of best practice.

CLIP has established its prestige and recognition worldwide and has accredited about 30 corporate learning organisations since its launch in 2002.

“Challenging experiences, like the Peer Review, support our continuous drive for excellence. Getting solid and constructive feedback from peers is a great alternative to external consulting and the whole CLIP process has been of immense value to the Leadership Academy.”

Daniel König, Former Head of Leadership Academy, Swiss Re



Quality Services

Accreditation, Certification, Mentoring and Development

EOCCS (Online Course Certification System) is designed as a quality-driven international certification system, firmly embedded in the general philosophy of EFMD accreditations, namely internationalisation, practical relevance and quality improvement.

EOCCS gives online courses within universities, business schools, corporate learning organisations and public agencies a top international quality benchmark in the diverse education landscape where digital technology is applied to teaching and learning.

The system is open to any institution delivering online business and/or management-related courses that are stand-alone or constitute part of a certificate or a programme.

Since its launch in 2016, 35 courses from 11 institutions have been certified by EOCCS.

“With the continual advancements in eLearning, we see a high quality online student experience as critical to our future success. The development of a rigorous review process by EFMD GN demonstrates that they too recognise the importance of technology and its role in delivering outstanding business education.”

Ginny Gibson, Deputy Dean of Henley Business School, UK



EFMD is a source of knowledge, meetings, accreditation, debate and exchange that brings together companies, business schools, public sector bodies, entrepreneurs and the next generation of business leaders from all parts of the world.

EFMD facilitates and actively encourages dialogue and partnerships between the various membership groups. By joining EFMD, you become part of an international network. The diversity of the EFMD network allows you to meet regularly with your peers to discuss, share and benchmark your experiences.

EFMD holds a whole range of conferences for its wider membership to foster learning and networking. EFMD also organises specific events for the various communities of practices associated to the different functions within our member institutions.

These annual networking conferences include:

- EFMD Annual Conference
- Conference on Bachelor Programmes
- Career Services Conference
- Conference for Deans & Directors General
- Marcom, External & Alumni Relations Conference
- Conference on Master Programmes
- Conference in the Middle East & Africa Region
- Doctoral Programmes Conference
- Entrepreneurship Education Conference
- Executive Development Conference
- GN Americas Annual Conference
- GN Asia Annual Conference
- GN Central and Eastern Europe Conference
- Higher Education Research Conference
- MBA Conference

“There are few opportunities to meet with peers from all over the world, but EFMD provides these opportunities. There is great value in meeting Deans from across the globe who are dealing with very similar issues to ours.”

Gabriel Hawawini, Former Dean of INSEAD



EFMD Leadership Programmes

EFMD Leadership Programmes provide participants with intense knowledge and executive development opportunities in an international environment. The programmes include:

- International Deans' Programme (IDP)
- Research Leadership Programme (RLP)
- EFMD – HUMANE Programmes
- Admissions Institute for New Professionals Europe (AINP)
- EFMD GN Executive Academy for Teaching and Learning Professionals

EFMD Advisory Seminars

EFMD advisory services aim at assisting EFMD members in the continuous quality improvement of their programmes, activities and governance.

The seminars are one-day meetings that bring together a limited number of delegates, from within both business schools and corporate members, with the purpose of providing:

- Information and knowledge on general quality issues as well as selected topics
- A platform for learning from each other and networking

The seminars are interactive and include the intervention of an expert and presentation of a recent case study. As the number of participants is limited, the opportunity to share ideas, best practices and learn from colleagues and speakers is a key component of the seminar design.



The BSIS scheme identifies the tangible and intangible benefits that a business school brings to its local environment.



At a time when all organisations are increasingly being held accountable for their activities, there is often a need to demonstrate with well-documented evidence the impact that they have on their immediate environment. BSIS provides such an impact assessment tool.

At the heart of the BSIS measurement process is a framework of around 120 indicators covering seven dimensions including financial, economic, societal and image dimensions of impact.

Since its launch in 2014, BSIS, run as a joint venture between EFMD Global Network and FNEGE, has successfully assessed more than 20 business schools all over the world.

"For us, the BSIS impact assessment not only helps to create a transparent scheme for impact measurement and improves our strategy by fruitful inputs and benchmarking, but it also significantly increases internal awareness of the importance of regional legitimization."

Thomas Bieger, President of University of St.Gallen, Switzerland





With a portfolio of newsletters, research publications and survey reports, EFMD provides a better understanding of advances in management development.



The EFMD magazine *Global Focus* provides you with in-depth updates on the professional management development community and features topical reports and insights from leading experts.

The EFMD Newsletter covers news and reviews on research and surveys in management development, updates from EFMD and news from across the wider network.

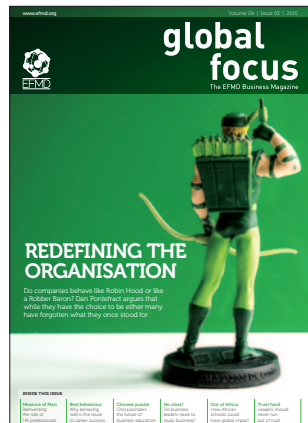
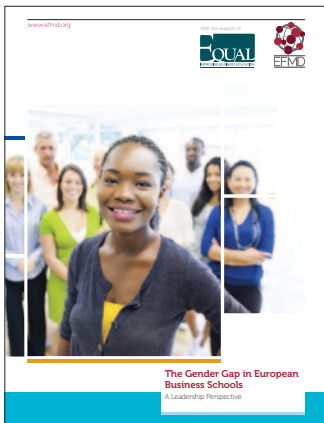
EFMD contributes substantially to the enhancement of management education and development, and annually over 800 cases and papers are submitted through the following initiatives:

- EFMD Case Writing Competition Awards

- EFMD / EMERALD Outstanding Doctoral Research Awards
- EFMD Excellence in Practice Awards

The EFMD website www.efmd.org is the platform for management development updates and includes the latest information from across the whole international network via the EFMD blog www.efmd.org/blog.

EFMD conducts, on a regular basis, survey reports on a variety of topics relevant for management development professionals. Recent surveys included topics such as *Corporate Recruiters Survey* and *Women in Business Schools*.





EFMD is the European partner in CEIBS, a joint venture with Shanghai Jiaotong University, established in 1994 as the first international business school with an autonomous status, under an agreement between the European Commission and the Chinese Ministry of Foreign Trade and Economic Cooperation (MOFTEC). CEIBS is one of the most successful EU-China projects. In a short period of time, it has confirmed its leadership in China and has become one of the top business schools in Asia.



Since 2006, EFMD has worked closely with the UNGC (UN Global Compact) as a founding member in the development and formulations of the Principles for Responsible Management Education (PRME). Together with the UNGC and other highly respected partners, these Principles were presented to the United Nations Secretary General, Ban Ki-moon on 5 July 2007 at the Palais des Nations in Geneva, Switzerland.

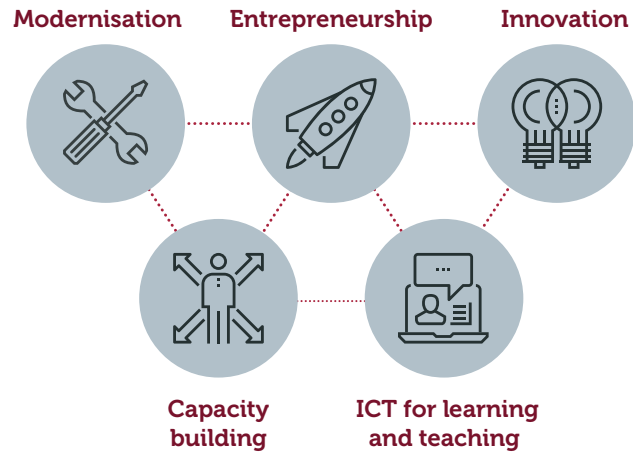


The GRI (Globally Responsible Leadership Initiative) is a unique global community of action and learning, consisting of organisations (the Partners) that work individually, in pairs, in clusters and collectively. The GRI's focused mission is to promote, support and execute the development of a new generation of globally responsible leaders. GRI, initiated by EFMD in 2003, has now important strategic partnerships with EFMD and AACSB International as well as the UNGC.



EFMD has over 30 years of experience coordinating and participating in many European and international projects in higher education. Over the last fifteen years, EFMD has participated in more than 45 projects and has created consortia with more than 280 partners from universities to associations and networks covering 52 countries on four continents, i.e. not only all EU countries, but also China, Africa, India, Cuba, Israel and Central Asia, to name a few.

Based on the core business and the network character of EFMD, it manages a wide portfolio of projects in five domains:



FULL Membership

Full membership is for companies, business schools, public sector organisations, executive development centres, chambers of commerce, employers' associations, training consultancies and other organisations actively involved in management development. It is aimed at organisations based in Europe and worldwide. Full members benefit from all EFMD services and have voting rights in the EFMD General Assembly. Full membership is the *de facto* membership for European institutions.

AFFILIATED Membership

Affiliated members do not have voting rights in the EFMD General Assembly. Organisations located outside of Europe have the choice of joining either as Full members with voting rights or Affiliated members without voting rights.

ASSOCIATE Membership

Associate membership is for newly formed business schools, executive development centres and companies which have not been in existence for a sufficient period to demonstrate the viability and quality of their activities and programmes. Associate members are accepted for a maximum period of three years, after which they will be reviewed again by the Membership Review Committee (for academic institutions) or the Director General (for corporations) and considered for Full membership.

How do I become a member of EFMD?

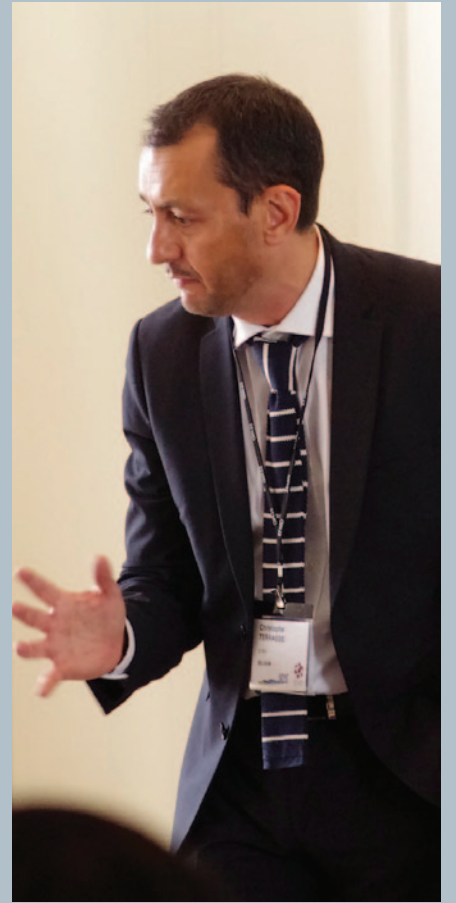
To apply for membership, fill out the application form, which you can find on our website at www.efmd.org, and send it to our EFMD offices in Brussels:

EFMD
Rue Gachard 88 – Box 3
1050 Brussels
Belgium

For any further questions, you can contact Liliane Gaspari, Membership Services Unit, by phone: +32-2-6290810, or by email: membership@efmd.org

Further information

For any further information, please email us at: info@efmd.org





EFMD aisbl
Rue Gachard 88 – Box 3
1050 Brussels, Belgium

T +32-2-6290810
F +32-2-6290811
E info@efmd.org
www.efmd.org

EFMD is an international not-for-profit association (aisbl)

Design by www.jebensdesign.co.uk

11-17