



FOR LEADERS

ISM SUMMER



WHERE LEADERS GO TO GET A REBRAND



This issue is going to look and feel pretty different. That's because we, Net Natives, have been doing a lot of work with the ISM brand. We're really pleased to showcase some of the new design and messaging that have emerged from our time spent with the school. Read on to find out more about our rebrand project, and look forward to new content and a whole new site coming soon.

The term 'rebrand' can be misleading. It can sound like paper screwed-up and thrown into the bin, like chasing a fad or failing to buck the trend. We are a marketing agency; brand is what we do. But we realised pretty quickly that we needed an alternative approach to our work with the International School of Management.

ISM is different to a lot of business institutions out there, because it has remained tight and true to its founding values. ISM is powerful yet niche, growing with sensitivity and flex to accommodate its market. Like a lot of companies experiencing growth though, things get complicated. We knew that the story and the substance were there, it was just a case of unifying it. Of creating a visual language, the words and pictures that would communicate the story truthfully and do the brand justice. We wanted to make something that they would be proud of.

This visual language would be articulated in many forms. Everything from web design and advertising to new streams of content such as photography and video would receive a visual refresh, all in line with the collective vision of brand.

For Net Natives, this process always begins with creative workshops. These sessions are not marketing fluff. They are an essential step in

building relationships with our clients. With ISM, the aim was to get a more intimate sense of the people who make up the brand and test new avenues of creative possibility. This allows both parties to understand where the brand is, and decide where we want it to go.

After these sessions, we knew we'd scratched the surface of something more complex than expected. Something that warranted further exploration before delving into look and feel. To truly understand the meaning of something, you need to perceive its structure. So we took each intricate piece of ISM's structure apart, as if by hand, and mapped it out in a beautiful systemic graphic. From here we identified three core brand elements, **Agile**, **Global** and **Timeless**, and saw how everything else about the school sprang from these.

These brand elements were then translated into design and a tone of voice. After creating mood boards and playing with language, each brand element started to manifest in different areas of creative. Global took on the shape of wayfaring graphics and typography that represented upward trajectory and motion. **Agile** was a super clear and nimble way of writing that could communicate with the international audience, cross-platform and without sacrificing elegance. **Timeless** became a powerful, almost monochromatic approach to portraiture, to fly in the face of the typical corporate stock image.

After meeting students and alumni at the school, the calibre of the talent was clear. The new look and sound of ISM aims to meet the bold gaze of the audience, whilst retaining the warmth and personality of the school. We hope you enjoy.

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MESSAGE FROM THE EXECUTIVE DIRECTOR

Maurice Forget, Executive Director

On the evening of June 9th, I attended the Baruch CAPS annual graduation and received the 2017 Corporate Learning Partnership Award on behalf of ISM.

Every year, the Division of Continuing and Professional Studies (CAPS) presents a Corporate Learning Partnership Award to a leader in the field. The award recognizes a partner who demonstrates excellence in the advancement of learning and development programs. With this, Baruch CAPS honors partner organizations who apply exemplary strategies, transcending boundaries and elevating business education to a higher standard.

ISM was selected for its "winning concept": advancing international business education around the world. For nearly two decades, ISM has fostered an open-minded, diverse and cross-cultural approach to programs and relationships. We are proud of what we have accomplished as a community and for what we are now renowned.

As ISM's Executive Director, I was extremely honored to receive such an award and sign of recognition from one of our prestigious partners in New York. Of course, I would like to thank everyone at Baruch CAPS, as they have been invaluable in making this such a strong partnership. I would also like to congratulate everyone at ISM, in particular Alison Knight and Maria Kuts – they are the ones who truly deserve this award for working with our partners around the globe every day. Everyone at ISM is deeply committed to the success of our partnerships, and I would like to express my most sincere gratitude.

We will face several challenges in the upcoming years, as the values we champion are sometimes rejected in new spheres. But I remain confident that nothing and no one will keep us from succeeding – these values are inherent to our institution, culture, and educational community.

ISM'S FIRST BUSINESS PITCH COMPETITION

César Baena, Dean and Director of Doctoral Research

ISM is excited to launch its first business pitch competition. Entrepreneurship and innovation are integral to our ethos, so it makes sense to lead a new initiative that recognizes exceptional emerging talent. Contenders will pitch their business plans to a group of experienced investors, who'll be giving the kind of priceless feedback and advice that takes promising ideas to the next level. Plus, there'll be a €1000 prize for the top-scoring submission.

The event is not only intended for members of the ISM community; it is also open to the enterprising ecosystem of Paris and beyond. True to ISM's global nature, contenders will be able to participate either at our HQ in Paris or by sending their recorded pitches.

Entrepreneurs live to make an impact on their society. Being an entrepreneur is more than innovation, it is having unstoppable belief in your ideas, devising meticulous plans of execution and taking risks for the success of it. Many hurdles pave the way of the entrepreneur, with the lure of significant financial rewards should they succeed. Being able to attract potential investors is a major phase any entrepreneur has

to go through. Power of conviction, understanding of complexity, and rigor in implementation are skills the entrepreneur needs to hone in the road to success.

Nowadays, most start-ups offer innovative business models underpinned by digital technology. At the core of the digital transformation is the use of algorithms to improve data processing, decision making, and consumer behavior understanding. By bringing together current ISM students and alumni, business leaders, investors, and venture capitalists, ISM's business pitch competition will strengthen the link between executive education and the business community.

This will be a unique opportunity to network, exchange ideas, and sharpen entrepreneurship instincts. The event is set to become a major highlight in ISM's development.

ISM's business pitch competition is scheduled for December 8, 2017.

INTERESTED IN COMPETING OR ATTENDING? GET IN TOUCH

stephanie.naudin@ism.edu



SEEING THROUGH YOUR EYES: VIRTUAL REALITY AND EMPATHY



Ivonne Chirino-Klevans, Core Faculty

On a recent business trip to Shanghai, I visited one of my former colleagues who used to work for me in the USA. She is one of the most conscientious and hard-working people I have had the chance to work with, and I have learned a great deal about Chinese culture from her.

One of the most memorable anecdotes I recall was the day she had been working very hard to turn in a project I had assigned. I had calculated that a week would be enough for her to finish. During that week, our office had many unexpected short deliverables that required her to refocus her energy towards two separate projects. In light of the unforeseen interruptions, I mentioned that she could take one extra day to finish. She replied, "You don't trust me to meet the original deadline?" I realized that my intention of being compassionate was seen through her eyes as a sign that I did not believe in her abilities. What was I thinking?! And more importantly, what was she thinking?

Anyone who has worked across cultures, regardless of how well he or she is prepared, has had situations where communication is

broken or where conflict ensues because of different cultural perspectives. If you have been in a situation like this, don't you wish that you could have read the other person's mind? This desire triggered my interest in developing a simulation using Virtual Reality (VR) to develop empathy, more specifically related to working across cultures.

This is how it works: The VR simulation provides users with an opportunity to immerse themselves in a VR reality scenario where users take the role of an observer in a business meeting happening in China. During this meeting, there are several employees from different cultures who have to work together on an international project. The scene presents several interactions among these employees who engage in different conversations that lead to conflict.

The second part of the virtual experience allows the user to hear one of the employees' thoughts and to actively participate in the meeting. These thoughts reveal cultural assumptions that represent different cultural dimensions involved in communication and decision making. For example, one of

the characters is very interested in working through lunch (revealing a cultural dimension representing "task orientation") while another character in the simulation is from the host country and is very interested in taking a break for lunch to properly welcome his/her guests (revealing a cultural dimension related to "relationship orientation").

This VR simulation is just the start of a more comprehensive process of developing global competence. Starting with empathy, perspective taking, and cultural competence, we go beyond recognizing differences in cultures by influencing decisions based on this new knowledge. VR provides an excellent resource aimed at developing awareness of difference and empathy (key components of global competence) through action learning. But empathy is not enough nor sufficient. By no means have we assumed that participants will be culturally competent after this experience; this is just the awareness component of a greater set of skills that cultural competence in global business settings requires.

LAUNCHING A MARKETING MBA PROGRAM



Maria Kuts, External Programs Manager

The International School of Management is happy to introduce a new family member in External Programs. The new 2017-2018 Marketing MBA program will kick off in September, created and customized on demand for the ISEG Marketing and Communication School.

The program will prepare young professionals to be leaders in their organizations through highly interactive seminars and challenging casework. The ISEG Marketing MBA program is a mix of standard MBA coursework and advanced marketing courses, designed in accordance with the latest trends in the marketing world, both in academia and business.

ISEG Marketing MBA students will start their first semester of the program in September in Paris. The carefully crafted seminars include, but are not limited to, such disciplines as Idea Generation and the Systematic Approach for Creativity, Innovation Management, Advanced CRM, and Forecasting Methods for Marketing. The classes will be held every Friday and Saturday, and will follow a format of intensive 16-hour seminars introducing a case methods study that

allows participants to practice and apply theoretical concepts in real-life business situations.

The second semester will take place in New York at Baruch College CAPS and will follow a classic business school schedule. Here, students will be immersed in real campus life at a top American university, with a wide variety of student and business activities on site. They will have an opportunity to work and learn from the best professors and practitioners in the field of marketing. The course schedule in NYC is composed of such classes as Social Media Marketing, Luxury Strategy and Advanced Brand Management to name just a few. As a part of their program, Marketing students will be invited to various professional events, conferences, and job fairs. They will also have a series of business site visits carefully selected and organized to give students a broad understanding of American business practices.

The International School of Management is proud to welcome the new students on board and wishes them the best of luck with this interesting and challenging program!



NEW ACCREDITATION FROM THE IACBE

Matthew Andrews, Director of Academic Affairs

In April of this year, I attended the annual conference of the International Accreditation Council for Business Education (IACBE) in San Francisco. I was there to present my current dissertation research on tacit skills and organizational learning in a young e-commerce company. Shortly after my return to Paris, we were officially informed that the IACBE had granted us full accreditation for all our programs effective immediately. This was obviously excellent news, and the fruit of nearly two years of hard work from the ISM staff and faculty, not to mention the participation of a few students and alumni.

The IACBE is one of the world's leading outcomes-based accreditation bodies for specialized business accreditation and is recognized by the Council for Higher Education (CHEA) in the United States. Like ISM

their focus is on student-centered learning, so we are honored to be recognized by this body. A hearty thanks goes out on my part to all who gave their time and energy towards this undertaking.

In addition to attending conference events this year, I enjoyed meeting up with Sina Tabesh, a current PhD candidate and ISM MBA alumnus, and John Welch, a PhD alumnus, both of whom live in the Bay Area. I intend to participate in next year's annual conference in New Orleans, Louisiana, where we will be publicly recognized for achieving accreditation. If you have any questions regarding the IACBE, please feel free to contact me. Thank you for your continued support of ISM.

ON THE ROAD WITH ISM

“ We are leaders in this disruption, and it’s clear that current industry trends follow what ISM has been pioneering since its foundation. ”

Alison Knight, General Director

As General Director of ISM, I enjoy participating in many facets of the school’s operations and development efforts. So far in 2016, this work has brought me all over the world with trips to Berlin, Victoria Falls, and Bahrain. It is my pleasure to share those experiences with the ISM community.

In Berlin, I was invited to speak on a panel as part of the 5th Annual Executive Learning Forum. The audience was mostly made up of HR representatives in the MENA region. I spoke on the Disrupting Executive Learning panel along with representatives from other leading business schools and training programs in Europe. Based on my interactions with peers at the forum and members of the panel, I felt proud of the work that ISM is doing. We are leaders in this disruption, and it’s clear that current industry trends follow what ISM has been pioneering since its foundation.

Earlier this year, Professor Tobias de Coning invited me to represent ISM at an African Association of Universities conference, which took place in incredible Victoria Falls, Zimbabwe. I couldn’t pass up such a great opportunity! I had the honor to present ISM to the audience and to share some best practices about the many private-private and public-private partnerships in which ISM engages. I am grateful for the generosity bestowed by the host, the Vice Chancellor of the Great Zimbabwe University, who invited the group to a river cruise and a guided tour of Victoria Falls. It was an experience I will never forget.

Lastly, as some of you may know, one of our esteemed PhD students is Abdullah Al-Khalifa of Bahrain. He generously invited myself and Dean Baena to visit his country. We enjoyed a tour of the National Museum, tasted local foods, visited the souque and mosque, and

attended the exciting Formula One Grand Prix. In addition to the tours, we had the opportunity to meet a number of influential people involved in higher education and training. We hope that this trip will be the first step in developing some partnerships in the GCC region.

I look forward to continuing my travels as part of this summer’s New York and this fall’s São Paulo sessions. I hope to see you there!





ALUMNI SPOTLIGHT: AN INTERVIEW WITH OLIVIER VEDRINE

- Q** Why did you choose to do your Executive MBA program at ISM?
- A** I got my MBA back in 2000. That's a long time ago now! I chose ISM's Executive MBA because I wanted to pursue an international and American program. In the year 2000 when I attended ISM, French education was not international and too national in its way of thinking.
- Q** What locations have you studied in? What was the most interesting part about studying in these locations?
- A** I only studied in Paris because at that time I was also at the Ecole Militaire doing the Institute of Higher National Defence Studies (IHEDN) program. I was in the best neighborhood in Paris during my studies, amongst the most beautiful sites like the Trocadero, the Invalides, and the Champs-Élysées. Back then, I lived in Montmartre, which is another wonderful neighborhood.
- Q** Tell us about your experience in the classroom? How have the students and professors impacted your learning experience?
- A** I met a lot of interesting people. I am still in contact with some of my professors from that time. I never stopped communicating with ISM. Its impact was really important, and those international professors and students put me in this process of globalization, seeing the world as though it were a small village.

- Q** How has your Executive MBA program impacted your career? What are you currently doing professionally?
- A** The Executive MBA pushed me towards international activities after I travelled all around the world. Now, I am a journalist, a professor, and the vice president of a university in Ukraine, the Kiev International University, with 6,000 students.
- Q** What was your memorable #ISMmoment?
- A** My most memorable moment was when I first met Professor Forget. When he told me I had been accepted into the program, he said, "Your life will change." After my Executive MBA, I travelled all around the world, and my life really did change.
- Q** How does it feel to be finished?
- A** I am happy to be finished because studying for my MBA was like running a marathon.

Read more about Olivier Vadrine [here](#)



THE ISM STUDENT COMMITTEE

Herb Chain, DBA Candidate and Chair of the Student Committee

The function of the Student Committee of ISM is to enhance communication among ISM students, the Board of Directors, and the school administration. Composed of Herb Chain (DBA candidate and Chair), Merit Al-Sayed (PhD candidate), and Cristina Stefan (International MBA student), the

Committee continues to elicit feedback from its stakeholder constituencies about issues affecting their experience at ISM including, but not limited to, issues affecting learning and teaching, services, and the ISM environment (e.g. curriculum and faculty). We also aim to bring, as appropriate,

these issues to the attention of the ISM Board and administration.

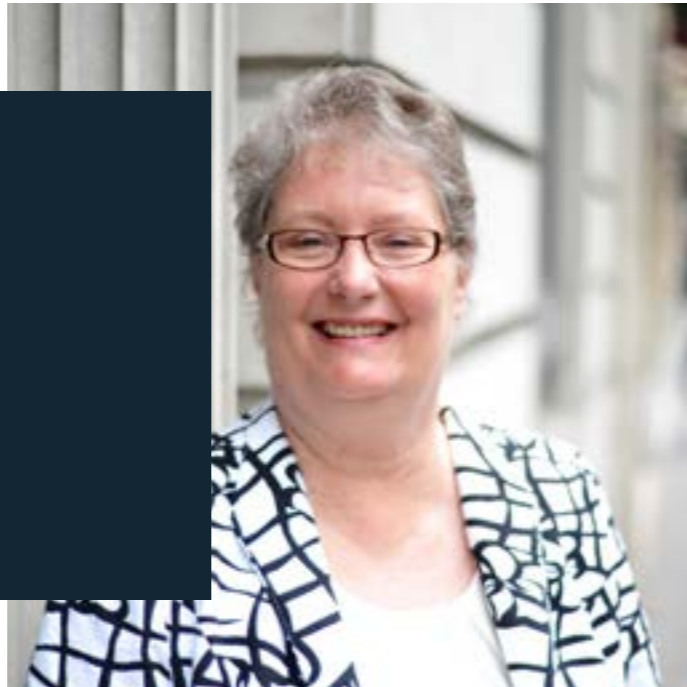
We invite you to contact us should you have any issues you would like to bring forward.

NEXT STEP SCHOLARSHIP

The Next Step Scholarship is a funding opportunity that offers 50% of the tuition fees to ISM graduates enrolling in a second degree program at ISM. In order to establish stronger relationships with the larger ISM community, ISM is also extending a limited amount of Next Step Scholarship funds to immediate family members of ISM's current students and alumni.

We will continue the program with three Next Step Scholarships available for the 2017-18 intakes. Interested applicants should contact Sara Stivers at sara.stivers@ism.edu to discuss their options.

YOUR VOICES HAVE BEEN HEARD: IMPROVING THE ELECTRONIC LIBRARY



Judy Knight, Research Librarian

The results of our recent ISM library survey are in! I would like to thank everyone who took the time to complete it. It is very important to have your feedback to measure how we are doing and determine ways to improve.

The library survey included ratings in six categories of services and resources. I would like to take this opportunity to share the following results:

| Please rate the following | Poor | Fair | Good | Excellent | Have Not Used |
|--|--------------|--------------|---------------|---------------|---------------|
| Electronic Library | 0 | 5 | 18 | 22 | 9 |
| Literature Searches Conducted by Librarian | 0 | 1 | 7 | 43 | 3 |
| Ebsco Databases | 1 | 6 | 26 | 14 | 7 |
| Article Requests | 1 | 4 | 14 | 29 | 6 |
| APA Formatting Assistance | 1 | 1 | 11 | 14 | 27 |
| General Library Inquiries | 0 | 1 | 10 | 38 | 5 |
| Totals | 3 | 18 | 86 | 160 | 57 |
| Percentages | 0.93% | 5.56% | 26.54% | 46.38% | 17.59% |

I was pleased to see an overall rating of over 75% in the good/excellent range. While this favorable result is very gratifying, we will continue to monitor satisfaction and strive for improvement!

The library survey also provided an optional Comments section that generated valuable feedback. The most common recommendation was a need for additional full-text articles that are not found through our subscription to EBSCO's Business Source Complete. Be assured that we are continually investigating sources for research databases, full-text content, and document delivery. EBSCO currently offers superior content and is more cost-efficient than other vendors.

If you do locate references through EBSCO or Google Scholar and cannot access the articles, please email citations to library@ism.edu. I will try to obtain the articles for you through open access sources, or through JSTOR that is included with membership to the American Library in Paris.

Thank you again for your feedback and support. Please feel free to contact me with questions or library requests at library@ism.edu.



KNOWLEDGE AT THE BOILING POINT: ISM IN SÃO PAULO

Registration for our 'Doing Business in Brazil' program in São Paulo will be closing soon! This is an unmissable opportunity to experience one of the world's great metropolises, and it includes breakthrough leadership expo 'Knowledge at the Boiling Point'. The program runs from October 30 to November 10 at HSM Educação Executiva, so register soon if you want to join us.

This is your chance to Immerse yourself in Latin American culture, and gain insights with a Brazilian perspective on local markets and global business practices. Seminar topics include Doing Business in Brazil, Strategy Implementation & Innovation Management, Innovative Business Models & Emerging Markets, and Brazilian Economy & Trends.

The leadership expo will take place November 6-8. This will be a valuable opportunity to connect with pioneers in contemporary

management and transform your own approach. You can shape your learning trajectory through the event, attending interactive workshops, experimenting with new technology and attending talks from the industry's finest senior-level executives. Sessions include legendary management expert and author Jack Welch, JB Straubel from Tesla and Kevin Kelly from WIRED magazine.

If you're a student or alumni who doesn't need the credits, you can attend and audit the program with no fees.

Watch this video to find out [more](#)

To learn more about the expo, [click here](#).



INTERESTED IN THE PROGRAM? REGISTER HERE

HIGHLIGHTS AND ACHIEVEMENTS

Volume 7 of the International Journal of Teaching and Case Studies includes work from the following ISM students, alumni and professors: article written by ISM alumnus (2016) Khaled Zayed titled 'Information Security Awareness: Managing Web, Mobile & Endpoint Security; Overcoming the Challenges of Bring Your Own Device (BYOD)' based on his PhD dissertation submitted for graduation; article co-authored by ISM professor Daphne Halkias and Angela Watson titled 'Measuring the Creativity of Marketing vs. Non-Marketing Professionals in South Africa'; article co-authored by PhD candidate Raphael Schlup with PhD alumnus (2015) and ISM professor Michael Neubert titled 'How European Tier-One Automotive Suppliers Evaluate and Select Efficient Market Entry Modes to India'; article co-authored by PhD candidate Moritz Stuetzel and ISM professor Michael Neubert titled 'Africa: Are Small- and Medium-Sized Enterprises Wasting Chances?' IEMBA alumnus (2015) and co-CEO of Securitude Cyber Solutions, Yul Bahat, spoke about cyber security on January 11, 2017 in Paris as part of a [Business Lunch](#)

Ethics and Neuromarketing: Implications for Market Research and Business Practice was co-edited by N. A. Pop, A. M. Iorga, C. Ducu, and ISM professor Andrew Thomas. The book "defines the rapidly emerging field of neuromarketing, at the crossroads of economics, neuroscience, consumer behavior, and cognitive psychology."

[Find the book here](#)

DBA alumnus (2014) and PhD candidate O. Uche Ofili co-authored an article that was published in the European Scientific Journal titled 'Obstacles to Entrepreneurship in Albania, Georgia, Morocco, Nigeria, and Pakistan.' Uche joined the ESJ editorial committee in December 2016.

[Read the article here](#)

PhD candidate Dr. Bisola Onajin-Obembe spoke at the Pan African Association of Surgeons (PAAS) International Conference on Global Surgery Implementation in Addis Ababa, Ethiopia on February 1-3, 2017.

www.paasgsi.org

PhD candidate Diana Derval presented her research on 'Designing Luxury Brands: The Neurophysiology of Shiny' at the 12th SIMSR Global Marketing Conference on February 9-10 in Mumbai, India 'New Age Customer Centric Marketing', hosted by K.J. Somaiya Institute of Management Studies & Research (SIMSR).

PhD candidate Merit Al-Sayed interviewed for an article titled 'Readying to Go Public' in Al-Ahram Weekly. [Read the article here](#)

DBA candidate Vara Kuppam filed a nomination for the Coppell (Texas) Independent School District (ISD) Place 5 in the May 2017 School Board election. Vara was featured on the front page of his local paper, Citizens' Advocate:

www.coppellcitizensadvocate.com

DBA candidate Patricia Murgami designed and led the first Global Women 4.0 Leadership Conference. You can listen to Patricia Murgami present the conference [here](#)

PhD candidate Eduard van Gelderen was appointed Senior Managing Director at the University of California's Office of the Chief Investment Officer. Read more about Eduard's qualifications and his new role [here](#)

GETTING TO THE OTHER SIDE: REFLECTIONS ON GRADUATING FROM ISM



Kimberly Reeve, PhD Alumnus

I remember the first time I met someone who had completed their PhD with ISM. In the midst of balancing a career, taking courses, writing a dissertation, and attempting to have a life outside of work and school, the prospect of completing a PhD seemed daunting. At times, it seemed like I would never finish. To meet someone who had entered the same program as I – and who had come out as PhD – was the encouragement I needed to know that I could get through. I am now on the other side, and as a recent PhD grad, I wanted to share a few reflections about the ISM community, the education process, and the future.

COMMUNITY

When I was researching institutions to pursue my doctorate, I was intentionally looking for an international experience. ISM did not disappoint. Throughout my time, I have had the chance to interact with my fellow students as well as faculty and staff from around the world. In addition to getting great restaurant recommendations in cities from London to Istanbul, being part of such an international cohort has helped keep me engaged in international news and global issues. Being surrounded by different perspectives and issues helped me become a better global citizen. Because of my time with ISM, I am challenged every day to learn more, consider other viewpoints, and look beyond my own assumptions.

ISM is also a great learning community. I can't count the number of times I received an email from a fellow student forwarding a handy resource or asking me how I was doing with a particular course. If you are new to ISM, I would encourage you to take the time to get to know your fellow students as well as the faculty and staff. I've also had the opportunity to teach, speak at conferences, and even be

a second reader for a dissertation because of students, graduates, and staff opening their networks to me. Always accept those LinkedIn requests from ISM students and grads, as you'll never know where they'll take you!

A great example of the ISM community was the recent graduation ceremony. As an international school, ISM communicates a lot via Skype and email, and it was amazing to meet in person some of my fellow classmates who had shared their dissertations with me or staff who had worked with me to navigate the degree completion process. Most importantly, as I heard the faculty and my fellow classmates speak, I was reminded of how amazing each and every person is. We are a community of leaders in the private, government, and social sectors across the globe. Whether it is building railroads through Latin America, studying the role of women in maritime leadership in Australia or forecasting global design trends, ISM graduates are involved and are truly changing the world. I'm proud to be an alumna and even prouder to be a part of this family.

EDUCATION

I went to a liberal arts college and graduated with a degree in French. Not very practical, but it was at college that I learned how to learn. At ISM, not only did I receive a much more practical degree, but I learned how to excel in academia. My dissertation advisor, Dr. Halkias, was masterful in guiding me through the framing and writing of a once-in-a-lifetime tome. Through this process and additional coursework at ISM, I learned how to write for academia. Everything from crafting proper citations and developing research methodology I learned at ISM. It was even an ISM professor, Dr. Wong, who suggested we co-author a paper, and this became my first published academic article. Now, at the

suggestion of my dissertation advisor, I am working on turning my dissertation findings into several academic articles. Next week, I am flying to Amsterdam to share the first of these papers at the International Association for Business and Society Conference. As someone who is brand new to academia, I appreciated the advice and suggestions that members of the ISM community had for me as I began to navigate the world of paper submissions, conference presentations, and journal article publication.

THE FUTURE

Finally, ISM prepared me well for both my immediate and short-term future. The semester before I graduated, I was hired as a full-time faculty member at the King's College in New York City. I was hired with the understanding that I would receive my PhD within a year, which points to the significance of my ISM degree for this position. In the business world, having both practical experience as well as academic credentials opens a lot of doors. In my case, I'm able to use my experience working and consulting in the non-profit and private sectors as examples and case materials for the business and non-profit management classes I now teach.

In addition to teaching full-time, I've also had the opportunity to teach as an adjunct at Baruch (part of the City University of NY) and NYU. Both of these opportunities were due to introductions from ISM graduates and faculty. This summer, I will be back at ISM, this time as a professor. It's a privilege to be teaching alongside a fellow graduate and several of my former ISM professors. I don't know what else is in my future, but I do know that ISM has prepared me well and allowed me to fully embrace the world of academia. For this, I will always be thankful.

INTRODUCING ISM'S CORE FACULTY



The core faculty at ISM plays a major role in strengthening the relationship between key stakeholder groups and the school. Being proactive in program development and forging meaningful dialogues with students are just some of the ways that the faculty steers ISM's progress.

The team is made up of corporate learning specialists and doctorally qualified instructors: it's fundamental that their areas of expertise and professional experience correlate with key areas in the ISM curricula. Core faculty members have taught in ISM's programs for two years or more, have a proven track record of teaching excellence, and demonstrate the ability and willingness to make significant contributions to the school.



IVONNE CHIRINO-KLEVANS

Ivonne Chirino-Klevans is an expert in global executive education. She has held executive positions such as Assistant Dean of Executive Education for the Fuqua School of Business at Duke University (USA) as well as Program Director for Duke Corporate Education. Her experience is in working with global corporate clients, designing high impact executive development programs aligned with corporate strategies and leveraged with technology. Her latest research is on using virtual reality for the development of global competence in international business. She has consulted for clients such as Deutsche Bank, TRW, and Ford Motor Company, among others. Her expertise in higher education includes leading a top MBA program in Latin America and being a leader in the implementation of e-learning since 1996. Her work has been featured on CNN, Caribbean Business, and Talent Management Magazine. Her latest publication is on the impact of international experiences in the development of cultural competence which was published in the book Digital Transformation and Innovation in Chinese Education.

Ivonne received her PhD in Psychology from Universidad Iberoamericana, and she also holds an MBA from Universidad de las Américas, a master's in Psychology from Georgia College and State University, and a specialization in Instructional Design. Earlier in her career, she served as the psychologist for several Olympic teams. She herself is a Pan American Games medalist in gymnastics. She combines her experience as an executive, elite athlete, and psychologist to create action learning experiences in online and face-to-face learning communities.



TOBIE DE CONING

Tobie de Coning is an academic from Stellenbosch University, South Africa, where he also holds a senior management position as Chief Director in Strategic Initiatives and Human Resources. His tertiary qualifications include a Bachelor of Military Sciences, Honors in Business Administration, an MBA, and a PhD in Business Administration. His academic focus and background are in the fields of strategic and general management; entrepreneurship – with a special focus on entrepreneurship in small and medium sized enterprises; corporate entrepreneurship (intrapreneurship) in both public and private sector institutions; and human resources management.

Over the last couple of years, he has worked extensively on projects aimed at the internationalization of small and medium sized enterprises – also on a major project sponsored by Barclays Africa. He is a visiting professor at both Coventry University and Anglia Ruskin University in the United Kingdom, where his work focuses on the subject of systemic entrepreneurship. Tobie is an experienced supervisor and study leader at both the master's and PhD levels. He has wide ranging international experience and currently works extensively with the Association of African Universities (AAU) to advance the functionality of member universities. This is done in collaboration with various international agencies.



JACK HAMPTON

Jack Hampton is a Professor of Business at St. Peter's University in New Jersey. Previously, he was Executive Director of the Risk and Insurance Management Society (RIMS), Dean of the schools of business at Seton Hall and Connecticut State universities, and Provost of the College of Insurance in New York City. He holds MBA and DBA degrees from George Washington University.

Jack specializes in enterprise and financial risk management. He writes for Risk and Insurance magazine and received risk innovation awards in 2008 and 2011. He is the author of Fundamentals of Enterprise Risk Management (2nd edition, 2014); Culture, Intricacies, and Obsessions in Academia: Why Colleges and Universities are Struggling to Deliver the Goods (2017); and The Professoriate Today: Languishing in Dante's Purgatory (2017). In recent years, he has delivered presentations at professional meetings in Washington, DC; New York; New Orleans; Miami; Belgium; and Moscow.



IVO PEZZUTO

Born in Italy, raised and educated in the US, Ivo Pezzuto is a seasoned lecturer, global business analyst (industry and scenario), keynote speaker, market insights expert, advisory board member, published author, strategist, and economics commentator for international news agencies and TV broadcasting firms. He is particularly interested in economic and business models that enable the balance of innovation, growth strategies, and global competitiveness with social responsibility and sustainability goals.

Ivo is professor of on-campus and e-learning seminars at ISM and a member of the ISM Committee for Doctoral Studies. Furthermore, he is Adjunct Professor of Economics and Business Administration and International Business Management at the Catholic University of Milan, and Senior Professor and Consultant at ISTUD Business School, Italy (undergraduate and graduate programs).

Prior to his current advisory, consulting, and academic career, he held senior executive positions at national and international levels (e.g. Vice President) for leading global organizations in diversified industries (FCA, American Express, Accenture, Citibank, Diners Club). He is a consultant and board advisor to national and international firms and institutions.



SIMON STOEPFGESHOFF

Simon Stoepfgeshoff holds a diploma in business administration and a PhD from the University of Bayreuth, where he focused his research on organizational learning and development. He is currently the Director of Customized Programs for the Executive School of Management, Law, and Technology at the University of St. Gallen. Prior to that, he was a Professor of International Human Resources Management at the University of Applied Sciences of Bern.

As Director of Customized Programs at the University of St. Gallen, Simon works with CEOs and Learning & Development management to analyze and define strategic learning and capability needs, and to design and deliver customized executive learning initiatives. He has eight years of human resources management consulting experience in France and Germany, has held corporate roles in Hoffmann La-Roche and Alstom Group (Alstom University), and has acted as the Chief Learning Officer at Vestas Wind Systems, Denmark. Furthermore, Simon has extensive experience consulting, teaching, and training in the US and Asia. Being a native German, he speaks and teaches in English, French, and Italian.

THE IMPORTANCE OF MOBILITY FOR EUROPEAN STUDENTS



Des Cooney, Associate Dean

Talk of politics can often send many young people running for cover. For students studying in the UK, politics and education are inextricably linked. Whether it is the national curriculum, tuition fees, or student exchange programs, government policy dictates the state of play. However, it is noticeable that once the subject turns to Erasmus, the EU's student mobility scheme, young people tend to tune in.

THE POLITICS OF IMMIGRATION

With immigration being seen as an inflammatory issue across Europe, it is possible that the UK government's current position on the matter may cost British students their access to the Erasmus program. An end to free movement in the UK would result in a significant drop in the number of British students studying abroad; it would also prevent UK universities from remaining part of the Erasmus scheme.

On the other side of the coin, international students make a significant contribution to the UK education sector, generating more than £25 billion for the British economy. One could argue that, as they are not permanent residents in the UK, they should not therefore be part of the political equation when it comes to calculating immigration numbers.

THE MERITS OF THE ERASMUS PROGRAM

Erasmus celebrates its 30th birthday this year. As one of the European Commission's flagship programs, it has aided almost three million students benefit from funding in the form of grants that help with travel and

living costs. Erasmus participation can cut across educational boundaries as well as social and economic classes. The program interconnects universities and cities across Europe and provides students with an invaluable opportunity to enrich their lives by broadening and internationalizing their education. Without the help that the program offers, many students would not have been able to consider studying abroad.

Trans-European projects and partnerships offer students a unique framework that transcends language barriers and promotes the exchange of ideas. Travel helps students develop soft skills such as self-assurance, a global mindset, and confidence, making them more employable. There are clear benefits to the UK that stem from Erasmus; having a diverse student body in classrooms leads to greater cultural vibrancy and makes a country a more interesting place in which to live and work.

BEYOND ERASMUS

As Brexit negotiations unfold, there may be a need for UK universities to look further afield in search of an alternative to Erasmus. It will be an opportunity to explore a new approach to international student mobility. It may even be possible to develop an improved model that is more global in its reach, less bureaucratic, and more streamlined.

Countries outside of Europe have frameworks for student exchange programs. Switzerland established an alternative to Erasmus with the Swiss European Mobility Program (SEMP) after being ejected from Erasmus in 2014 over its own immigration referendum.

It is not certain whether the UK will lose access to the Erasmus program once Brexit comes into effect. Non-EU member states, such as Turkey and Norway, are active participants in the scheme. There is a possibility that negotiations may yet manage to secure UK continued involvement. If that turns out to be the case, then careful thought will need to be given as to how the UK's future relationship with the European Commission will work and from where the funding for the exchange program will come.

MOBILITY FOR ALL

The Erasmus student exchange program is widely recognized as one of the EU's greatest success stories. It is very much a product of pan-continental cooperation and a hard-won achievement that we should all be proud of. It should be noted however that student mobility will continue with or without Erasmus. University exchanges are often based on a relationship of trust, shared experiences, and goals. Such partnerships will continue to grow and develop come what may.

Exchange programs enhance young people's educational, career, and cultural horizons. It helps them develop a broader perspective in life and become better informed. The voices of Generations Y and Z were not heard during the UK referendum on Europe. The loss of Erasmus will be one of the many opportunities that disappear for students. Young people should have the right to travel and study freely. Mobility is now an integral part of student lifestyle; they should not be denied it!

ARE YOU INTERESTED IN BECOMING AN ALUMNI STUDENT AMBASSADOR?

ISM is built on a strong tradition of academic excellence. Our impressive global network is both a powerful motivator for new students and an effective way for graduates to stay connected. As a successful member of our alumni, you are in a position to share your wealth of knowledge and spread the ISM culture. By encouraging business leaders and talented students from your community to apply to ISM, we can continue to develop our portfolio of students with the industry's very best.

As an Alumni Student Ambassador, you'll provide the one-on-one interaction, personal attention, and encouragement that can make the difference between a student in your community choosing ISM or another school. Providing your perspective as an ISM alumnus is the most important part of the program.

Being an Alumni Student Ambassador will provide a way for you to stay involved with the ISM community. This ensures that there's an avenue for the future business leaders of your home community to join ISM. Beyond the satisfaction of creating a valuable mentoring relationship, you could be invited to attend ISM events in Paris and New York with travel costs covered by ISM.

READY TO GET INVOLVED?

Contact Alison Knight at alison.knight@ism.edu or by calling **+33 (0) 1 45 51 09 09**

TAG, POST, LIKE, SHARE

Share your memories with the ISM community around the world. If you take pictures during seminars (inside or outside the classroom), please send them with a quote, caption, or tagline to the Student Services Coordinator (stephanie.naudin@ism.edu), and we'll post them on our social media.

If you have a news item to share such as recent publications, significant professional achievements, special awards/recognitions, or presentations at conferences, please send them with a brief summary to news@ism.edu. We look forward to hearing from you!

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**BOARD MEMBER SPOTLIGHT:
LAURENT WIRTH**

Laurent is a renowned French historian. He is also the son of the French historian, writer and former resistance fighter Pierre Wirth. He taught history and geography for over three decades in schools all over France and in Africa before teaching until his retirement at Sciences Po Paris (The Institute of Political Sciences of Paris).

After graduating from Sciences Po (ISM's neighbors in Paris!) and completing his national service in Africa, Laurent was ranked 7th in the national competitive examination for History and Geography (agrégation) before finishing his doctorate in History.

In 1998, Laurent was appointed General Inspector of the French National Education and then named vice-president of the Rémond Commission in 2002, in charge of rethinking all the curriculums in humanities for the French education system.

From 2008 to 2012, Laurent was the Dean of the General Inspectorate of Education in France, and also the president of the expert commission in charge of all the curriculums in the public system. During that time, he received the rank of Knight of the Legion of Honor from the Ministry of Education at the time, Luc Chatel, as a reward for his dedication to education nationally and internationally.

Appointed as a member of the Board of Directors of ISM in 2014, Laurent brings both his expertise in national and large-scale educational projects, as well as his insights and experiences from his long career as a professor. For the past three years, he has been dedicated to the institution's reputation. Laurent continues to make an impact beyond his remit on the Board of Directors, by working closely with ISM's Executive Leadership Team.

LOOKING FORWARD: SUMMER AND FALL 2017



NEW YORK CITY, USA

International MBA:

Business Policy, July 17-19
Risk Management, July 20-21
Sustainable Business Development, July 24-26
International Consumer Behavior, July 27-28

DBA/PhD:

Essentials of Financial Instruments & Markets, July 24-26
Leadership & Management of Non-Profits, July 27-28, 31, August 1
Business Simulations, August 2-4



SÃO PAULO, BRAZIL

International MBA/DBA/PhD:

Doing Business in Brazil, October 30-31
Strategy Implementation & Innovation Management, November 1-3
Innovative Business Models & Emerging Markets, November 6-8
Brazilian Economy & Trends, November 9-10



PARIS, FRANCE

International MBA:

Case Methodology, October 16-18
Business Ethics & Leadership, October 19-21
Global Economics, November 13-15
Financial Accounting & Financial Statements, November 16-18
Financial Management, November 30-December 2
Human Resources Management, December 4-6

DBA/PhD:

The Future of Work, October 2-4
Introduction to Research Methods, October 5-7
Statistical Software Workshop, December 11
Research Methods, December 12-15

ONLINE

International MBA/DBA/PhD:

Active Investment Management, July 1-December 31
Corporate Entrepreneurship for Competitive Advantage, July 1-December 31

International Marketing, July 1-December 31
Dynamic Strategic Management, July 1-September 30 & October 1-December 31
Human Resources Management, July 1-September 30 & October 1-December 31

DBA/PhD:

Advanced Qualitative Research Methods: July 1-December 31
Advanced Quantitative Research Methods II: July 1-September 30 & October 1-December 31
Career Counseling in the 21st Century, July 1-December 31 (PhD only)
Introduction to Research Methods, July 1-September 30 & October 1-December 31
Research Methods, September 1-December 31
Teaching & the Human Brain, September 1-December 31

ISM SUMMER

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