Redefining Executive Education

International School of Management



# 2014 Annual Newsletter

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*Prof. Jack Forget, PhD and Maurice Forget*



# Greetings from the ISM President

Dear ISM Community,

2014 was once again a great year for ISM. This year, in particular, brought many significant changes that I am pleased to share with you as we enter 2015.

After enjoying many years as the President of ISM, I am now transitioning into a new and exciting role as the Chairman of the Board of Directors. I look forward to the opportunity to dedicate my focus to the global picture of ISM, and to collaborate with a renewed and empowered board. I would like to thank all the board members for the great work they contributed the past years and all of the improvements that have been built into ISM as a result of their efforts. I am also pleased to continue working with JC Spender and Joel Saltsman as they maintain their commitment to ISM's excellence through their involvement as board members. I'd like to take this opportunity to formally introduce the following new members:

**Thomas Dariel:** Entrepreneur in China for the past 10 years.

**Christian Guellerin:** Executive Director of L'École de design Nantes Atlantique, an institution of higher education in design; and Honorary President of Cumulus, the International Association of Schools of Art, Design & Media; and MBA alumnus from ISM.

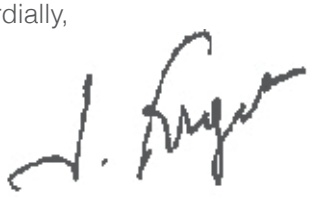
**Eric Monsel:** VP of Programs at Dassault Aviation, Polytechnique Alumni and HEC Advisor in Executive Education.

**Laurent Wirth:** Historian and scholar with previous experience as the Superintendent of Education in France.

As part of this transition, I am proud to announce that the Board recently appointed my son, Maurice Forget, as the new Executive Director of ISM. In this new role, Maurice will oversee the operations of the school, with the support of our excellent staff. Not only has Maurice been exposed to ISM his entire life, he has also gained great experience as ISM's Risk Officer for the past two years. In addition to his work at ISM, Maurice achieved an LL.M in International Business and Investment Law. The new Board of Directors, myself, and the senior ISM staff are confident that his expertise in international law and business as well as his youth and dedication will add tremendous value. He will continue to lead ISM on a path of innovation in the business management education realm. His attitude and ideas remain faithful to my own vision of ISM as a modern and international business community.

On behalf of the Board of Directors and the entire ISM staff, I send you our warmest and best wishes for your professional and personal lives in 2015.

Cordially,



Prof. Jack Forget, Ph.D
ISM Founder and Chairman of the Board

# Research Abounds in 2014 and Puts ISM on the International Map

**By Dr. Joseph C. Santora**
**ISM Dean & Director of Doctoral Research**

2014 has been another active professional year. It has culminated in several noteworthy academic honors, achievements, and publications. In addition to leading several DBA and PhD dissertations and reviewing multiple doctoral proposals at ISM, I was invited to give several speaking engagements in Europe and Taiwan. In Spain, I gave a keynote address "Interviewing Trends and the Assessment of High Potential Candidates for Recruitment and Employment" to 25 HR International Directors. At Chinese University in Taiwan, I presented "Leading Change in Modern Organizations," and most recently, in Portugal, I gave a keynote lecture on "Founders to Successors: Understand the Full Range."

New professional appointments included becoming a Fellow in the EuroMed Research Business Institute, where I launched and chair the Leadership Research Interest Committee. I also was appointed as a member of the Cross-Cultural Management Committee at EuroMed and served as an expert reviewer for EuroMed Journal of Business. In November, I was appointed to the review board of ACBSP's new journal Transnational Journal of Business.

My role as a committee member of the European Conference on Research Methodology for Business and Management Studies has been extended through 2015, and I was appointed to the editorial board of the Electronic Journal of Business Research Methods.

I served as an external reviewer for a DBA dissertation on "Succession in Family Businesses" at a major international university.

Research publications continue to be a major priority. My colleagues and I have had six peer reviewed articles published in well-respected journals such as Personnel Review, Leadership & Organization Development Journal, Development and Learning Organizations: An International Journal, and International Journal of Trade and Global Markets on topics, such as Coaching, Leadership, and Succession.

Finally, our research team members presented papers at three international conferences (Miami Beach, Minnesota, and Paris). The Paris presentation was especially significant as it was based on the research by Dr. Sara Johnson, a recent ISM PhD graduate. We are expecting to increase the number of international conference presentations and publications in academic and practitioner journals by ISM doctoral students. Dr. Jan Posthumous, another recent ISM doctoral graduate, will present a paper with me and another co-author, based on his dissertation at a major conference in 2015.

We expect to continue our research initiatives in 2015. Best wishes to all for a happy and healthy new year.





# Building Bridges

What is the purpose of a graduate education and more in particular, of a doctoral one? There are several answers to this question but the one answer I would like to share with the ISM community, as a new year starts, is the one of collaborative platforms.

A doctoral candidate is someone who is building capacity to grow in the close future as a practitioner, a leading business individual or a teacher. These are some of the most common venues. But more importantly, a doctoral candidate is a fellow, who works from within the community, to span the boundaries of scholarship, knowledge and contribution to society.
My experience this past year with the doctoral class during my seminar taught me a fundamental lesson. The more I look at my students as a source of a future to be jointly created, the more they'll look at me as the architect that allowed the structure to hold this aspiration. This is how I see doctoral faculty and students interacting.

But there is more. During the same seminar, orchestrated with another ISM faculty, Dr. Tse, we have thought that aligning contents and outcome would have created a new synergy and allowed participants to explore multilateralism as a way to build bridges between disciplines. Assignments were sharing a common spirit and as we evaluated the same, we noticed an implicit strength, in the proposition of the ideas, when they do not stem from isolation, but collaboration.

This is my wish for 2015 to all of the ISM community, be it the staff, working hard to make sure things work smoothly; faculty who open their experiences and hearts to such a diverse pool of talented individuals; students, who shape the culture of what being an ISM'er is all about.

May we grow 2015 in light of that collaborative spirit that builds foundations, new perspectives and shapes horizons. There is a deep need for this emerging paradigm to establish itself and there is a moral call for action, for all of us, to act upon it.
We will be there. Will you?

Happy New 2015,

Professor Mark Esposito
ISM Faculty and Alumnus



# Marketing and the New Game in Town: Keeping the Ball in the Air!

**Dr. Des Cooney is the Associate Dean of ISM and the Director of Axis Strategy Consultants, an insurance brokerage based in Paris, France that specializes in financial services to expatriates.**

Marketing has changed, but not just in our understanding of the name. The marketing game itself has changed, and so too has the playing field. It has become much more social with an ever increasing number of players that are actively engaged at all times.

Previously marketing managers would take possession of the ball and drive it up the field with the aim of making a direct hit on goal; this was the marketing 'push model'. In the new era of social media, marketers are still in control of the ball; however, the objective now is to keep the ball in the air for as long as possible. More people are invited to join the game; a game that is now played in many parks at the same time. The ball can be passed from field to field, from one social media platform to another.

## Content is king in this new age of communication

The new game of marketing communication is played more in 'real time' as participants from different social media platforms seek to make their contribution to the discussion. The end result is that the 'message' can be passed with ease across multiple channels and touch corners of the market that have never been accessible before.

The role of the marketer is to act as a catalyst for consumer engagement by displaying stimulating content on websites and blogs and distributing it across social media. This communication must also be in context and therein fit with the company strategy. It is pointless being involved in conversations that don't further our objectives.

## Developing new marketing skills

In any game there are always winners and losers; some companies are doing a better job of it than others. The key to winning can be found in the understanding of the rules of the new game. This is easier said than done, as the game is continuously

evolving with each new technological development in the digital world. A critical success factor in this game is the interconnectivity of social media platforms with your product or service via your company website.

The next step is to connect with the customer. The primary aim is to understand the behaviour of the target audience:

- What sparks customers interest on certain subjects?
- How do they access information on these?
- Which type of media do they use when pursuing their topic of interest?

Having found a suitable platform in social media to air their views, consumers are keen to share their experiences, challenge each other's opinions and keep the providers of goods and services 'in check' with their continuous interaction.

New skills and resources have to be developed in order to successfully manage marketing campaigns. Managers, aware that they do not have sufficient expertise, often outsource activities such as SEO and 'remarketing' campaigns. Problems occur when the contracting specialist does not sufficiently understand the core product / subject that you are trying to promote. Each product or service has specific characteristics that need to be highlighted and brought to the attention of consumers. The key is to control content 'in-house'. From there, it is a case of learning by trial and error. Marketers should not be afraid to experiment with new approaches.

Success in this game still requires the delivery of metrics. Goals can be set in the form of online purchases, website impressions, click through rates or consumer downloads. As a result, Google analytics has become a priceless tool in the measurement of the success of marketing campaigns.

*It is a new game indeed. If you're not in… you can't win!*

*It is a new game indeed. If you're not in…you can't win!*



# Recruitment and Development News

## ISM's Growing Academic Community

Enrollment has been strong, and we've had the pleasure of welcoming more than 50 new students to the academic community in 2014. As always, these new students come with significant professional experience and contribute to the diversity of ISM. I'm continually impressed by the caliber of applicants that enroll at ISM, and enjoy the opportunity to get to know each of them during the admissions process. This year's final data showed a continued trend of new students from Europe, North America and Africa, with an increased number of new students from Asia, the Caribbean, Central America, and the Middle East. Please join me in welcoming all of the new students to ISM!

## Alumni Ambassadors

2014 was the first year for the Alumni Ambassadors program. Alumni ambassadors give back to the school and share their ISM pride and loyalty by encouraging business leaders and talented students from their community to apply to and attend ISM. The ambassadors provide the one-on-one interaction, personal attention and encouragement that can make the difference between a student in their community choosing ISM or another school. Providing their perspective as an ISM alumnus is a crucially important part of the application process.

Special thanks to the following participants:

**Barak Ben-Avinoam**, representing Israel

**Samir Bodhe**, representing Japan and India

**Frank DeSimone**, representing the tri-state NY area (USA)

**Gvantsa Kotetishvili**, representing Georgia

**Maria Kuts**, representing Russia

**Matt Lambert**, representing Western region (USA)

**Marc Laurenti**, representing the UAE

**Chris MacTaggert**, special focus on VA applicants and representing London area

**Wallace Whistance Smith**, representing Canada

**Daniel Zagata**, representing Southern region (USA)

**Kirk Zeller**, representing California and Texas

If you are an alumnus and interested in participating, please contact me to discuss the details. Please note that we have openings in all regions, even if it is already represented in the list above.

## GMAC African Pipeline Advisory Group

As many of you know, we have a new relationship with the University of Cape Town as well as a thriving African population here at ISM. As a result, I have the honor of representing ISM on the GMAC African Pipeline Advisory Group. I spoke at the Annual Conference in 2014 to review trends and share best practices related to increasing African student populations in business management education. I also participated in the annual advisory group meeting in Washington DC, along with other representatives from Stanford, Duke, Chicago Booth, Yale, and other highly reputable schools.

I look forward to another productive year at ISM, and wish you all the best for 2015!



Alison Knight-Oms
Director of Recruitment and Development

*2014 has been another exciting year at ISM, with new challenges and opportunities in the Recruitment and Development Department.*



*ISM staff with Douglas Viehland, ACBSP Executive Director*



# News from the Executive Academic Director of ISM Programs

## International Scope of ISM Programs

With the continuous transformation of the higher learning environment, it is an exciting time to be working in the field and, especially for such an international organization as ISM. The year 2014 represented a significant phase of expansion for the geographical scope of our programs. The second program in New Delhi took place in November. Meanwhile, we are looking forward to the first program in Sao Paulo in April, 2015; and to the first program in Cape Town next fall. Furthermore, for our New York summer programs, 2014 was the first year that MBA students and doctoral students attended seminars at Baruch College, which is part of the City University of New York. Student evaluations indicate that this program, which ran during the last two weeks of July, was highly appreciated and complementary to the seminars which were offered in August at Saint John's University in their new Manhattan campus. Next summer we will therefore once again offer seminars at both Baruch College and Saint John's University so that ISM students continue to enjoy a large range of institutional and geographical study options.

*With the continuous transformation of the higher learning environment, it is an exciting time to be working in the field and, especially for such an international organization as ISM.*

## An Evolving Curriculum

In 2014, ISM introduced specializations in the MBA and PhD programs. New MBA and Executive MBA students now have the option of following the generalist track or specializing in either finance or entrepreneurship – this entails newly introduced e-learning options for full-time MBA students. New PhD students may choose a generalist track or from among three possible specializations: finance, entrepreneurship, and higher education. Moreover, the research methods requirement for new PhD students is now more robust so that students are better prepared to write their doctoral dissertations – this is partly the fruit of consistent feedback from students and alumni who have expressed the desire for more guidance and preparation in this area.

In the 2013-2014 academic year, we phased in a new e-learning system through our own online platform. One of the main objectives of shifting to a new system with a slightly different organization and a cluster of new teachers was to see increased completion rates. While a systematic comparison is still underway, the initial figures look very encouraging with several e-learning courses enjoying over 80% completion rates. We hope to introduce for the first time next fall, seminars using a hybrid delivery format – students will be able to validate a seminar delivered through a mix of online and face-to-face instruction.

ISM continues to innovate with new courses in all programs. In addition to new specialist courses, a Global Economics course has been introduced in the MBA and Executive MBA curricula. In the DBA and PhD curricula, two new courses were offered in September on, respectively, the Microeconomics of Competitiveness, and Fast Expanding Markets, both of which enjoyed extremely positive student feedback. A new e-learning course on Disruptive Technologies opened last January and will remain open until early 2015 – a number of students have already completed it. In 2015, new doctoral seminars will include Managing Small and Medium Sized Enterprises; Leading Organizational Change; and Integrated Communications.

## Accreditation

I attended the ACBSP Annual Conference in Chicago in June 2014, which included over 880 attendees from educational institutions, setting a new record in its 26-year history. At this conference, I attended a mentor & evaluator training in order to qualify as a peer evaluator on accreditation visits to other schools – something I already have a bit of experience in. I also attended the Region 8/International ACBSP Conference in Athens, Greece at the end of November, 2014, where we enjoyed listening to the opening general session speaker, Giorgios Stylios, the Deputy Minister of Education for Greece. Such conferences are an important way to stay abreast of new developments, as higher education becomes increasingly a cross-border phenomenon, and attempts to meet the needs of an ever more diverse group of stakeholders.



Matthew Andrews
Executive Academic Director of ISM Programs

# News from the ISM Library

As I approach my third year as ISM's librarian, I feel very fortunate to continue my support of students from all corners of the globe. I had the great pleasure of working with nearly one hundred ISM students this past year! This gave me the opportunity to get to know an incredible group of interesting and talented people as a result.

For those of you who I haven't worked with yet or aren't familiar with ISM's library --

The library services I offer include:

- Literature searches for academic articles to support coursework, papers and dissertations
- Requests for articles
- APA formatting assistance
- General library questions

I also provide an electronic library that is available to ISM students and faculty when logged into My-ISM. The following resources are available through the electronic library:

- Access to our subscriptions to Ebsco's Business Source Complete and Regional Business News
- Links to Ebsco's full-text business e-journals and e-books
- Research and writing resources, including APA resources
- Links to recommended business organizations and websites
- Contact information to request a literature search, articles, or general library requests (all requests are answered within 48 hours)

ISM students are also eligible to become a member of the American Library in Paris, the largest English-language lending library in Continental Europe. In addition to having borrowing privileges while in Paris, library membership includes access to JSTOR, an electronic collection of journals and books across multiple academic disciplines that includes business. If you are interested in obtaining membership to the American Library in Paris, please contact Justin Pace, Student Services Coordinator, at justin.pace@ism.edu.

My goal is to offer library services that suit the unique needs of our global student population and that are aligned with the school's innovative academic environment. Please contact me at library@ism.edu with requests, questions, or to provide feedback on improving library services or resources. I hope to hear from you!

Warm regards,
Judy Knight, MLS, AHIP

## Are you seeking career consulting?

If you are an alumnus or current student who wants to investigate new avenues in your career or brush up your resume and cover letter, please contact Jessica Bickley. Jessica is a career consultant for executives with experience in career assessment, talent development, team building, and career transition coaching. She has led successful career workshops and has experience working with international students. Jessica was formerly a Senior Career Counselor at St. John's University and holds a M.S.ED. in Counseling from St. John's. For pricing information and availability, please contact Jessica Bickley at **bickleyj@gmail.com**. You can also contact her on LinkedIn at **http://www.linkedin.com/in/jessicabickley**



# News from ISM's External Programs

As the Academic Director for ISM's External Programs, I work with a large number of MBA students. As they prepare for graduation and the job search, I exhort them to think about these three ways of knowing: knowing why, knowing how, and knowing whom. These core competencies derive from a stream of research that has for several years been calling attention to the fact that as the nature of employment has changed, so has the individuals' careers. Old paths to success, which emphasized firm-specific knowledge and relationships, don't yield the same results. The new job environment calls for adaptability and ever-changing careers. Individuals must acquire new skills, continue to learn, and seek out new relationships.

Successful careers today rely on this continuous accumulation of skills, knowledge, and relationships. It calls attention to what opportunities exist in evaluating potential job offers. This last one, knowing whom, refers to your interpersonal relationships in terms of the business value and for potential learning opportunities. Interpersonal relationships are sources of potential learning opportunities in a variety of areas, from learning about one's job to learning about organizational culture. In this way, knowing whom has an effect on knowing why and knowing how, and it can be said that careers are very much relational.

As many of you know, each year we offer an MBA program to over 200 students at the Institut Supérieur Européen de Gestion (ISEG). With a graduation rate of 92%, we enjoy an excellent reputation for teaching excellence and innovation. Thanks to our professors, and colleagues Timur Pakay and Saman Sarbazvatan, students in the External Programs gain all three of these core competencies.

In closing, I know you are all working hard and fighting for your future. Full speed ahead!



Jeffrey Klein
External Programs Academic Director



# Student Spotlight:
# Merit Al Sayed, ISM PhD candidate

Merit Al-Sayed is the Strategic Projects Implementation and Business Development Manager at the Arab African International Bank. Based in Cairo, Egypt, Merit is currently enrolled at ISM as a PhD candidate. She writes about Economics, Strategy, Emerging Markets and Micro Economics of Competition. During her free time, she balances her hobbies with activities that include photography, reading, travelling, sports, and painting.

**In her own words:**

ISM has broadened my horizons in a myriad of ways, both academically and practically. ISM's academic program is tailored for working professionals who have a considerable level of work experience, and who wish to advance their academic credentials without leaving the workplace for a period of time. As a leading international school based in one of the knowledge capitals in the world, ISM blends the best-taught material in academia with the newest trends applied in the management discipline in today's dynamic landscape. In regard to the quality of materials and topics, they are carefully selected and taught by top professors from the world's leading and highest ranking universities.

The classroom experience is transformative. Seminars and lectures are highly interactive, intensive and intellectually stimulating. I have benefited enormously from the content of the topics, class discussions and pre-seminar reading materials offered in the management classes. The quality of work greatly enhanced my analytical, technical and critical abilities.

ISM is tailored for executives, who study in addition to doing their jobs. Additionally, ISM offers a multidisciplinary coursework which give one an edge by offering a myriad of specializations to choose from. ISM provides a blend of both stages: a practical stage with courses and workshops focusing on methodologies and foundational knowledge in the field; and a research stage, where participants work closely with a supervisor to advance their research project and develop their thesis on a particular subject related to a discipline of their choice. An exposure like this was key in my choice of ISM to embark on advanced studies in the field of management. Third and equally important, ISM is a truly global platform. In one class I had colleagues from 30 different nationalities; it was a great way to exchange insights, best practices, theories and latest news in their work places, economies, societies and evolv-

ing trends in the world. Most importantly, ISM is a great place to network on a personal and professional level.

**Recent collaboration with Professor Esposito and Professor Tse:**

I had two concurrent classes with Professors Terence Tse and Mark Esposito in the Fall intake of 2014. The classes were: Fast Expanding Markets and Micro Economics of Competition respectively. For me these were completely new domains of dicipllines. From the outset, both professors called for a complete reconsideration of the principles of modern economics. Normal indicators were incomplete and at best faulty to guide business decisions. For example, the courses gave me an understanding of critical success factors for businesses in challenging and strained economies. Instead of explaining and relying on conventional economics, they shed light on the interplay between the organization's three subsystems; micro , macro and meso level. The rigor and case studies highlighted how businesses, taken on a micro, stand-alone level, can integrate the macro level factors (e.g. contextual level or "global forces," such as economic developments, demographics, politics and social developments) with the meso level (transactional level, horizontal relationships such as demand and supply, culture, strategic alliances, etc).

Taken together, the framework taught provided an integrative synopsis for inner and outer dynamics as well as how to chart a plan for effective strategy-making in a nonlinear setting. Additionally, one of the most important class takeaways was how fast-expanding markets are appraised by governments, vendors and businesses themselves. Nevertheless, we learned more about the state of the global economy, the world's competitiveness index, and government's reaction in times of stress.
Against this backdrop, I referenced what I have learned in class to the case of Egypt, particularly after emerging from a three-year period of turmoil. Despite the considerable international exposure of the distinguished professors, Egypt was uncharted water for them. During class, I had many questions on how to frame theory and draw analogies from different emerging markets to a country in transition like that of Egypt.

So it started from there. I was asked to collaborate on a joint op-ed article to frame all concepts, insights and constructs on the New Egypt. We exchanged insights on economics, glaring problems Egypt is facing, how the country's decision-making bodies are reacting to or even hedging its risks from occurring. My focus was on my prime areas of interest, Economics, Micro Finance, and the challenges facing the re-emergence of Egypt as a resilient nation.






# 2014 Graduates

We are pleased to announce the students who have graduated during the 2014 academic year:

### MBA

Susan Priti
Elias Cheeya
Christian Manzi
Martin Corkery

### IEMBA

Philip Reynaers
Lana Fraidenberguer
Bahar Bircan
Maximilian Achenbach

### DBA

Paul Peirera
Andrew Dilkens
Uche Ofili

### PhD

Zahra Jiwani
Amanda McKinney
Jan Posthumus
Atilio Malavé

## Next Step Scholarship

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

Congratulations to the 2014 Next Step Scholarship recipient, Christian Manzi, who recently began his PhD program at ISM after successfully completing his MBA.

We will continue to expand the program with three Next Step Scholarships available for the 2015 intakes. Interested applicants should contact Alison Knight-Oms at alison.knight@ism.edu to discuss their options.







# 2014: A Look Back

We are pleased with the results of ISM's 2014 New York and Paris Receptions, which took place in conjunction with our master's and doctoral seminars.

In July, we hosted our New York Reception at PS 450 in New York City, near Baruch College. It was a great opportunity to welcome new students as well as strengthen relationships within the ISM community.

In December, we hosted our Annual Reception at the American Chamber of Commerce in Paris, France. It was a great opportunity to welcome our doctoral students attending the Research Methods seminars and our new MBA and IEMBA students in Paris.

We hope that everyone who attended our events this year enjoyed meeting and networking with current students, alumni, faculty, staff, and business partners. To view more photos from the events, please click on the following link: http://on.fb.me/1wE9gej

ISM is dedicated to providing opportunities to expand the global network of the ISM community. We hope you will be able to join ISM at our upcoming events in 2015. Please visit www.ism.edu regularly and follow us on Facebook, Twitter, & Linkedin University to stay updated on ways to be more involved with ISM.

# Highlights and Achievements from 2014

## Alumnus' Insight on Entrepreneurship in Nigeria

ISM DBA Alumnus, Onyeka Uche Ofili's paper "Challenges Facing Entrepreneurship in Nigeria" was recently published in the International Journal of Business and Management. This paper provides commentary on the challenges facing entrepreneurship in Nigeria and recommends solutions to creating a better entrepreneurial society. To view the abstract and the full paper, please click on the following link: http://bit.ly/1xr8Euf

## Innovative Collaborations in the ISM Community

ISM PhD alumnus, Dawn Bowden and ISM professor, Stanley Smits recently partnered with Dale Strasser (Emory School of Medicine), and Judy Falconer (Northwestern University), on the paper "Improving Medical Leadership and Teamwork: An Iterative Process." The paper was published in the Leadership in Health Services journal. It provides knowledgeable commentary on leadership and interdisciplinary teams in a medical treatment setting for meeting the needs of patients. To view the abstract of this article, please click on the following link: http://bit.ly/1xr8Euf

Current ISM Ph.D candidate, Ronald Jean Degen, and ISM professor, K. Matthew Wong's "An Examination of the Resource-Based Horizontal Acquisition Strategy of JBS -- the Biggest Meat Packer in the World," was recently published in the Proceedings of the New York State Economics Association. For more information about their publication, please click on the following link: http://bit.ly/1nNzwwV

ISM PhD alumnus, Sara Adami-Johnson, and ISM Dean and Director of Doctoral Research, Joseph Santora recently presented the paper "The Key to Future Prosperity : Employee Engagement," at the Innovation Forum on Crisis, Innovation, and Transition at the University of Paris Ouest, Nanterre, La Défense. Adami-Johnson and Santora's paper provide meaningful insight in the field of Positive Organizational Behavior and on the subject of Employee Engagement. To learn more about the forum, please click on the following link: http://bit.ly/1wXxbYk

## ISM Dean Featured in Top 50 Professors on Twitter

Congratulations to Mark Esposito, ISM's Dean of the MBA programs and Director of Master's Level Research, on his recent nomination as one of the top 50 professors on Twitter by the LDRLB. LDRLB is a podcast that shares insight on leadership, innovation, and strategy. To view the article and learn more about LDRLB, please click on the following link: http://bit.ly/1gzyv7c

## ISM Featured in Newsweek's Top 12 Business Schools in 2014

ISM is proud to be listed by Newsweek as one of the Top 12 Business Schools in 2014. To view the article, please click on the following link: http://bit.ly/1wnYeru.

## ISM is now on LinkedIn University!

ISM is pleased to announce our new profile on LinkedIn University. LinkedIn University is a new platform implemented by LinkedIn to enrich and promote networking opportunities between prospective students, current students, alumni, staff, and faculty. Some of the new functions of LinkedIn University include:

- Seeking new career opportunities in your job sector
- Improving visibility and networking opportunities with ISM community members by searching for them based on job sector, student status, and location
- Keeping in touch with ISM students and alumni you have met in class or at ISM events
- Staying up to date with ISM news and updates
- Having a voice! Being able to share your experiences with the ISM community

In order to participate, please add yourself by clicking the following link: http://linkd.in/1sCo4L2. If you have any questions or difficulties, please contact our Student Services Coordinator at justin.pace@ism.edu. We look forward to your continued involvement with ISM.

*If you are a member of the ISM community and have a news item to share, please contact us. Please send your contact information and a brief summary regarding your news item to news@ism.edu.*

# Looking Forward: 2015



**Doing Business in Brazil:**
*Sao Paulo, Brazil - April 6th-17th, 2015*



**Doing Business in Africa:**
*Cape Town, South Africa - October 26-November 6, 2015*



**Multiple summer sessions taking place in New York:**
*Executive Decision Making and Business Ventures in an international Context*



**Paris seminars scheduled throughout the year:**
Consult MyISM for exact dates.



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