



6th IMTA Alumni Conference

State University – Higher School of Economics

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CEEMAN Approach to Faculty Development

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CEEMAN Network

- **Established in 1993**
- **185 members (institutional, corporate, individual, exchange)**
- **43 countries around the globe**



CEEMAN Programs and Activities

- **Educating Educators – IMTA, CME, IMTA Modules**
- **CEEMAN Annual Conferences and ExEd events**
- **CEEMAN Deans and Directors Meetings and MBS**
- **CEEMAN ExEd events**
- **Developing operational excellence**
- **Accreditation – CEEMAN IQA**
- **CEEMAN Champion Awards**
- **International research**
- **Case writing**
- **Publishing**
- **Networking with other networks and learning partners**



The Business of Business Education

Business Approach: ***Key aspects:***

Vision

Programs

Mission

Process

Strategy

Actors

Innovation

Organizational and

Risk

Institutional & organ.

Rewards / Faculty is Critical



CEEMAN Approach to Faculty Development

Business Approach: Key aspects:

Vision

Mission

Strategy

Innovation

Risk

Programs

Process

Actors

**Organizational and
Institutional & organ.**

Rewards



IMTA

Vision and Mission

- A new generation of management educators for a new generation of business leaders
- A major European faculty development program
 - 383 participants
 - 120 institutions
 - 33 countries





IMTA Program

- **Holistic approach** to faculty development, management and leadership development, and the role of business in society
- **General and discipline specific** knowledge, skills, values and attitudes around **knowledge development cycle** and **work portfolio** of management educators
- **Creativity and innovations** in management development
- **Social responsibility of faculty** as those who educate future managers and leaders and shape business practices

IMTA Program

Around Multiple Roles of Faculty

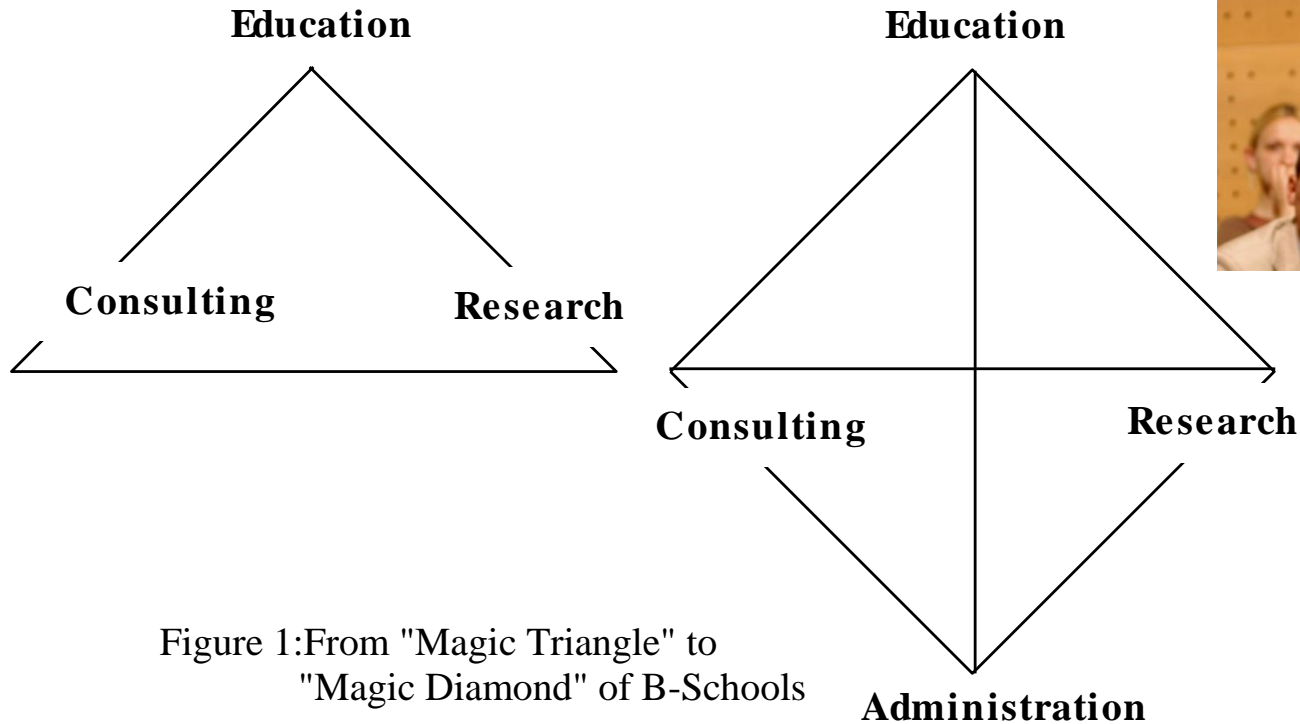


Figure 1: From "Magic Triangle" to
"Magic Diamond" of B-Schools



IMTA Process

- Walking the talk
- Interactive program
 - **Horizontal learning** equally important as vertical learning
- Safe and creative learning environment
 - **IMTA Chemistry**
- Participants benefits
 - proportional to their contribution



IMTA Actors

- **Better than others**
 - Inclusiveness
- **Different from others**
 - Exclusiveness
- **Better than themselves**
 - Grow and Improve
- **Different from themselves**
 - Change and Innovate





IMTA

Institutional / Organizational

- **Learning from CEEMAN history**
 - Learning from the best
 - Learning from each other
 - Sharing with and offering to others
- **Co-sponsorship**
 - OSI HESP
 - CEEMAN
 - IEDC-Bled School of Management
 - Institutions and faculty
- **The 4-INTER approach**
 - Interdisciplinary
 - Inter-departmental
 - Inter-institutional
 - International
- **IMTA Alumni Association**





IMTA Innovations

- **Well thought and innovative**
 - Concept
 - Program
 - Structure
- **Self-development capacity**





IMTA Strategy

- **Synergy** with other CEEMAN activities
- **Post-IMTA** programs
- **IMTA replicas**
- **IMTA cascading programs**





IMTA Strategy

Walking Beside IMTA Alumni

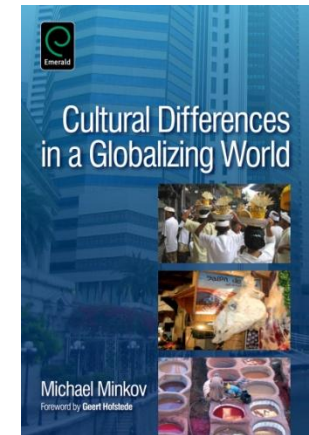
- **IMTA modules on educational material development**
 - Case writing, (2010/2011)
 - Research and publishing, (2011)
- **CME** (2003, 2005, 2006 – Adizes)
- **Scholarships for others' events**
- **IMTA / CEEMAN publishing partners**
- **Faculty exchange and collaboration**
- **IMTA Alumni Association**





IMTA Impact Rewards

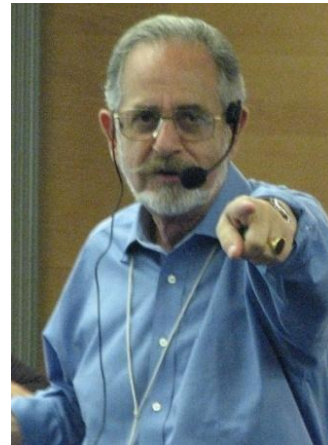
- Improved teaching skills
- New course design and development
- New cases, books, publications
 - Case competition winners
- **Hopefully CEEMAN Champion Awards**
- Faculty promotion
- Institution building and change
- Faculty exchange and inter-institutional cooperation and networking



IMTA Alumni

“My Best Teacher”

- **Left Hemisphere**
 - Linear
 - Logical
 - Analytical
- **Right Hemisphere**
 - Artistry
 - Empathy
 - Seeing the big picture
 - Pursuing the transcendent





IMTA Aspirations

- **To lead people, walk beside them...**
 - As for the best leaders, the people do not notice their existence
 - The next best, the people honor and praise
 - The next, the people fear, and
 - The next, the people hate ...
- **When the best leader's work is done, the people say: "We did it ourselves"**

Lao Tse, 6th Century BC



IMTA Aspirations

- **IMTA 2000-2010:**
 - You did it yourselves!
- **IMTA Alumni Association:**
 - You will do it yourself!
- **IMTA and CEEMAN:**
 - Have been trying and will do their best to CARE!





From the Left to the Right!

**People do not care
how much you KNOW,
until they know
How much you CARE!**