



**Izabella Bergel**

– Chairperson of the Organisation Committee of the CEMS Annual Events 2005 at SGH

## **Dear Participants of the CEMS Annual Events 2005 in Warsaw,**

the days of meetings, discussions, official and social events are behind us now. For over a year a team from the Warsaw School of Economics (SGH) in cooperation with the CEMS European Office made efforts to ensure the best conditions for a short stay of a record number of participants in Warsaw. We also tried to provide the best facilities for working at SGH and for socialising in Warsaw and beside that an opportunity to get acquainted – at least to some extent – with the culture and traditions of Poland. This major event brought together about 1,300 participants who, by the very nature of time and subject limitations, could not have participated in all the events which were often held simultaneously. From what we have heard from participants we can evaluate the CEMS Annual Events at SGH as a success.

Keeping a record of the Events and looking back at the nice memories we have published a special edition in English of 'Gazeta SGH', the official by-weekly of the school. At the same time, the current issue of 'Gazeta SGH' includes an extensive presentation of the Events addressed to regular Polish readers.

We worked as an Organisation Committee, in which every team member was personally responsible for preparing and organising an event. Now, the members of the Organisation Committee present their brief stories regarding their 'own' programme.

Let's go back to these days, hours, moments ...

However, before that I would like to provide you with some information.

Our Team was responsible for coordinating all university services that were involved in the organisation of the Events in order to

ensure that participants could meet in satisfying environment, having access to all necessary facilities.

We motivated over 100 volunteers (CEMS students and others) to help. They enthusiastically assisted in the preparation and organisation of the Events. Without their participation, we would not have been able to achieve the level of satisfaction you made us aware of during the meetings.

This major project required significant financial outlay. Consequently, for over a year we were looking for sponsors and patrons for the Events. As you now the Prime Minister of the Republic of Poland took the Events under his wings and beside the school itself, several Polish and foreign sponsors supported us with in-kind or financial contributions. We would like to thank all sponsors for their contribution – without their support organising the Events at this high level would not have been possible.

From the very beginning, we tried to popularise the CEMS idea in the Polish academic and business environment. Media sponsors of the Events included Polish journals and magazines, which published many articles about the Events. Reports after the Events published in the most popular Polish newspapers are a sign of our success.

We would like to thank the media sponsors for their interest and promotion of CEMS in the Polish Press.

***Finally, I would like to thank wholeheartedly the authorities of SGH, the members of the Organisation Committee, our colleagues from the CEMS European Office and all SGH employees and volunteers for their participation in the preparation and organisation of the Events.***

***The thanks we have received constitute the basis of the deep satisfaction we glean from our work. Therefore, I would like to thank you for your recognition both personally and on behalf of the whole team.***



# Pan-European Student Board

## – the youngest voice of the CEMS community



CEMS is a student community and like many other communities of that kind it takes into account the student voice. It aims to develop CEMS in accordance with the students needs. The CEMS pan-European Student Board was created in May 2000 in Paris. Ever since, the Student Board Meeting travelled from place to place including Spain (Barcelona), Hungary (Budapest), Finland (Helsinki) and many others. This year Warsaw School of Economics (SGH) had the pleasure of hosting the Student Board representatives in Poland.

Presently, the CEMS Student Board consists of 28 representatives. They come from all over Europe. Elected previously by CEMS academic members, they work together on behalf of all CEMS students for a year's tenure. They meet three times a year, during the Student Board Meeting – a conference gathering all representatives from 17 countries. Each time, a different city, a different country, a different problem to battle. Still, all actions that the Student Board undertakes are driven by fixed goals. Young, bright, happy and enthusiastic about what they came here for...

### The mission

Ever since they started they stick to one mission based on three pillars: CEMS awareness, CEMS network

and CEMS program. Raising the awareness of CEMS is a crucial action undertaken by the SB. Projecting the positive image of the program in the corporate world is a priority as CEMS MIM is recognized as an excellent management education at the highest European level. Moreover, CEMS has managed to create an incredible network of schools, companies and, above of all, people. Those are mainly students and alumni that collaborate and benefit from the added value created by the connections within the community. The SB is aiming at strengthening the network between all CEMS students and the CEMS alumni all over the globe. Finally, the CEMS MIM program is the main part of the the SB's concern. Student Board Meeting continuously improves and controls the quality of

the CEMS MIM program to keep up with the developing and changing market conditions. .

### Warsaw 2005

This year's Student Board Meeting held in Warsaw was one of the most fruitful in history. The SB representatives tackled many issues. Besides their productive debates, our guests had the exclusive occasion to see Warsaw by night. Sightseeing took place during two days and was organized by a professional guide hired by CEMS Club Warsaw. In addition, SB members were invited for a dinner in "Kompania Piwna" and "Folkgospada". The other special element was a Student and Alumni Get-Together Party in club "Selekcja" which gathered hundreds of students. In this way SB Members had a unique opportunity to taste Polish traditional cuisine, music and culture.

### Volunteers

Finally, the project would not have been such a success if it had not been for the commitment of our volunteers. The SB representatives expressed their satisfaction with the perfect organization of their conference and interesting non-academic activities. The success of this year's Student Board Meeting surely contributed to projecting a positive image of the Warsaw School of Economics and Poland abroad.

*Anna Włodarz*



## Press Conference



The press conference took place on the 1st December – the first day of the Events – at room 152 in the SGH Main Building. It started just after 11:00 a.m., a few minutes past the scheduled time, because the organisers were waiting for a few late journalists.

The following persons participated in the meeting with the media: Prof. Adam Budnikowski – SGH Rector – as a host, Prof. Piotr Ploszajski – SGH Vice-Rector – as a moderator, Prof. Marcin K. Nowakowski – former SGH Vice-Rector for International Relations, Prof. Paul Verhaegen – CEMS Chairman, François Collin – CEMS Executive Director, Hanneke C. Frese – CEMS Vice President Corporate Relations, Ms. Izabella Bergel, PhD – Head of the Events' O.C. at SGH, Mr. Grzegorz Augustyniak, M.A. – CEMS Academic Coordinator at SGH, Marta Wielondek – CEMS MIM Graduate, CEMS Alumni Association Poland, Malwina Nowakowska – CEMS MIM Student, CEMS Club Warszawa, Małgorzata Wawrzyniak – CEMS MIM Graduate, CEMS Pan-European Student Board member.

At the beginning of the conference, Prof. Ploszajski, who had given an interview to Radio Bis a while ago, greeted the guests and speakers. In his speech, he concisely and accurately presented the concept of a strategic alliance between management schools and corporations, summarised its history and, first of all, talked about the Master-degree offered by members of CEMS as students and graduates of CEMS MIM. Then, Prof. Paul Verhaegen – CEMS Chairman, took the floor. He showed

his gratitude for effort put into organising the Events and the possibility to held the meeting in Warsaw; he surprised journalists with a comment that he was proud to wear the SGH tie which he got as a gift, as exactly the same was worn by Lech Walesa. The next was the speech of Prof. Adam Budnikowski – SGH Rector, who reminded of the celebration of the 100th anniversary of the School, referring to the CEMS Events as one of major and the most important elements of this celebration. He was also talking about his experiences as a lecturer during so-called block seminars within CEMS MIM programme. Ms. Hanneke C. Frese – CEMS Vice President Corporate Relations, discussed the role of corporate partners in the alliance and education of students. Prof. Marcin Nowakowski – former SGH Vice-Rector for International Relations and Mr. Grzegorz Augustyniak, M.A. – CEMS Academic Coordinator at SGH also contributed to the discussion by presenting their precious comments.

Then, there was the journalists' turn to ask questions, which, inter alia, referred to popularity of CEMS MIM programme among SGH students and planned development directions of the alliance. Marta Wielondek – member of CEMS Alumni Association in Poland discussed brilliant careers of CEMS MIM graduates and values developed during the study.

After closing the official part of the press conference, unofficial discussions were continued for a long time in a friendly atmosphere of the first day of the Events.

*Information and Promotion  
Office SGH*

## Corporate Partners Benchmarking Meeting

CEMS Corporate Partners, like other stakeholders, hold internal meetings during which representatives of all present companies discuss and exchange their experiences in recruiting and developing university graduates, with strong emphasis on CEMS MIM students and alumni. The meeting was held for the first time in Helsinki in 2004, and after positive feedback a group of 52 participants (mostly from HR departments) representing about 30 companies decided to attend the Warsaw one. Since within such a short time it is impossible to discuss all the issues in the form of a plenary meeting, just after the introduction of organisers (Mary Talbot from Reuters, Catherine O'Sullivan from the CEMS European Office and myself) and the tasks for the meeting, participants split into four groups, each group forming a workshop held in a separate seminar room covering the following topics:



- Asia/Europe – sourcing, training and retaining a qualified workforce.
- Measuring the value of hiring graduates, developing a graduate training programme (cost-benefit analysis).
- Talent management and development within international organisations.
- Overall trends in the recruitment market.

Since discussions were held in a lively atmosphere, just after the wrap-up of the plenary session, all participants met the Corporate Relations Co-ordinators for lunch and had some rest and great opportunity to socialise or continue sharing their experiences and opinions within this unique pan-European and pan-industry "corporate club".

*Agata Żuchowska*

# CEMS Executive Board Meeting



The agenda of the two-day meeting covered the extensive area of strategic issues. An enumeration of the discussions' points is presented below, starting with CEMS Governance Task Force Report.

The first step, however, was the presentation of the new members invited to attend the Meeting, namely the representatives of PricewaterhouseCoopers, Reuters and Shell. Also the new CEMS Executive Board member representing the Warsaw School of Economics – Professor Piotr Ploszajski was introduced by the former Polish Member – Professor Marcin K. Nowakowski.

Participants of the Meeting were welcomed and greeted by the host of this year's events – Professor Adam Budnikowski – Rector of the Warsaw School of Economics.

The strategic points of the Meeting were as below:

## 1 – CEMS GOVERNANCE

- conclusions from the CEMS Deans and Rectors meeting
- information on the Chairman's election process
- role and responsibilities of the CEMS bodies

- vote by the Executive Board on the new governance and new statutes
- decision on the representation of Corporate Partners on the two Boards
- decision on the representation of Associate Members on the Board

## 2 – CEMS STRATEGY

- conclusions from the CEMS Deans and Rectors meeting
- action plan and next steps for the Executive Board
- how to establish MSc standard and create global MSc league
- three presentations of Schools on implementation of post-Bologna Masters including MIM:
  - Carlo Gallucci, ESADE
  - Andrea Sironi, Bocconi
  - Eric Waarts, RSM Erasmus University
- proposal on the future offering to Associate Academic Members
- how to cooperate on attracting international students?

## 3 – PLANNING CEMS ANNUAL EVENTS AHEAD AFTER 2006

4 – Current projects of CEMS Alumni Association and CEMS Student Board

## 5 – CEMS MIM AND PEER REVIEWS

- Conclusions from the October MIM Academic Committee meeting
- MIM evaluations from the class of 2005-06
- Update on peer reviews

## 6 – FINANCIAL TIMES Ranking – debriefing with the Executive Board

## 7 – CEMS RESEARCH AND DOCTORAL EDUCATION COOPERATION – conclusions from the last meeting

## 8 – European Business Forum

- Update the partnership with Caspian Publishing
- Feedback from Board members of the fall issue (editorial+branding)
- Approval by Executive Board on the proposed EBF governance

## 9 – BUDGET

Conclusion on 2004–2005 accounts

It has been decided that the next CEMS Executive Board Meeting will take place in Barcelona, in May 2006.

*Prof. Marcin K. Nowakowski*

## Rector Budnikowski's speech to the members of the CEMS Executive Board

*Ladies and Gentlemen,  
Dear Members of the CEMS Executive Board*

It gives me a great pleasure to welcome you to the Warsaw School of Economics SGH. This opening of the CEMS Executive Board meeting deserves a long speech but I am going to save you this as you will hear more of me on different occasions during the CEMS Events.

Let me just make two remarks:

1. SGH is proudly celebrating 100 years of its existence, making it the oldest economic school in Poland, and possibly one of the oldest in Europe. We have come a long way during that time. Such a prominent group of academics and executives from the best European universities and corporations gathered here in our Senate Room today, surrounded by pictures of our previous rectors, does have a great symbolic meaning to us. And I can assure you that all of us here at SGH do appreciate the importance of it.

2. Secondly, this meeting is also symbolic for another reason: it is the living proof to the statement which is more and more realized by the universities throughout the world that the future of education belongs to academic networking, exchange and cooperation. The CEMS Academic Committee and the CEMS itself is the best representation of that believe.

I wish you fruitful meetings and networking then, and I'm looking forward to seeing you at the subsequent CEMS events during these next days.

## Highlights of the Annual Meeting

The Annual Meeting is a "mandatory" and, to some extent, the most "uncomfortable" item on the Annual Events agenda for the participants.

It is "mandatory" because it is the CEMS stakeholders' General Assembly, where the following items are presented:

- the report on CEMS activities in the closing year (presented by CEMS Management and the chairpersons of CEMS Alumni Association and Pan-European Student Board)
- CEMS financial report
- and the decisions are taken (by voting) on changes to CEMS Statutes, acceptance of new members of the organisation and augmenting the composition of CEMS Executive Board.

It is the most "uncomfortable" item since, regardless of the weight of the issues discussed and the decisions taken, it is difficult to make the discussions dynamic and attractive to the wider audience, as they consist mainly of speeches and reports. This year this task was even more difficult because, apart from the representatives of the stakeholders, the Annual Meeting was open practically to all other Annual Events' participants – mostly to the students.

And for this reason this year the 17th Annual Meeting was enriched with several new elements, while some presentations, much to the surprise of the public, were role-playing shows.

It started traditionally, with the speech by the SGH Rector – Professor Adam Budnikowski, who welcomed all CEMS Annual Meeting participants to the SGH Main Auditorium. During the speech Rector Budnikowski stressed CEMS' great role in building the SGH brand on the local and international market and its influence on shaping and improving the curriculum of the studies at SGH. He also mentioned here the growing awareness of the CEMS brand in Poland that was reflected in a number of press articles and, most of all, in the patronage of the Polish Prime Minister over the Annual Events. He also said he was proud that SGH should be host to the largest Annual Events in CEMS' history, this opportunity being the best birthday present for the School's 100th anniversary.

Finally, Rector Budnikowski gave the floor to SGH graduate Ms Małgorzata "Gosia" Wawrzyniak, who was to receive a CEMS MIM diploma the following day. Gosia faced a difficult task to share her experiences and impressions of the CEMS MIM program with the audience – starting from recruitment all the way up to graduation – at a really amazing pace.

Judging by this short fragment of Gosia's activities one could say that such challenges are nothing unusual for a CEMS student: demanding studies, business projects, seminars, practical training, work for the Pan-European Student Board, and numerous parties and meetings. And all this in various locations in Europe, among a growing



Prof. Płoszajski welcomes executive board dinner participants in Cafe l'Europe

# Highlights of the Annual Meeting



The joint presentation by Nicole de Fontaines – CEMS Secretary General and Philippe Louvet – CEMS Branding and Communication Vice President, was devoted to this issue. During their presentation the speakers presented the proposal for changes to CEMS Statute prepared by the Governance Task Force. The proposed changes include the establishment of a new body: the CEMS Board consisting of a Strategic Board and an Executive Board, and the introduction of a number of amendments to the fields of authority of particular authorities.

The vast majority of the General Assembly approved of these changes, so the coming years will let us see whether the new structure (and its members) can meet the new challenges.

When the discussion on the strategy and the changes to the Statute was over, it was time to present the 2005 year's achievements of CEMS. And it is worth noting that this year brought a lot of changes and events in CEMS. It is hardly possible to list them in a short report, so you are encouraged to read the 2005 CEMS Annual Report. It is as carefully prepared as always and it contains a lot of information, photographs and excerpts from the activities of the CEMS community. Certainly the most important event in 2005 was the attainment of third place by the CEMS MIM program in Financial Times ranking of pre-experienced M.Sc programs in Europe. As CEMS President Paul Verhaegen put it, it was the first time that CEMS was assessed as the leading M.Sc program in Europe by an independent body, and not by the Association members. This is an important and significant accomplishment.

CEMS Executive Director François Collin discussed the Financial Times ranking, the results of surveys among CEMS students and alumni, and the profiles of this year's graduates and freshmen, speaking with passion, as usual.

Professor Carlo Gallucci – Vice-President for Globalisation – presented the progress in cooperation with CEMS associated members, devoting special attention to the presentation of CEMS students from Mexico, Brazil, Canada and Argentina, both those already studying and those beginning the program this year.

Professor Thomas Bieger – Vice-President for Academic Affairs – revealed his hidden talent for live interviews. The first guests of his CEMS debut were the participants of the selected business projects, who shared with the audience their students' points of view, a corporate partner and a tutor. Though the guests' fluency in this extraordinary talk show suggested that Professor Bieger gave them some time to prepare

▶ group of friends, while quickly gaining experience and acquiring the skills necessary for the start of an equally interesting career that is just opening for her. The speech was illustrated with a large number of photographs proving that CEMS MIM is really a unique experience and an adventure with a huge element of knowledge and practical training. At such moments every CEMS member feels proud, but, on the other hand, it is a pity that student life is just a memory for many of us...

This really intriguing mixture of enthusiasm and melancholy was quickly spread by CEMS Chairman Professor Paul Verhaegen, who officially opened the meeting, showing that it is high time to make it known that the establishment of such an ambitious program as CEMS MIM requires a lot of effort, involvement, organisation and significant resources. No wonder that the participants listened to the presentation of CEMS strategy with avid interest. The leading motives of the strategy are: the improvement of the curriculum quality, building the prestige of CEMS MIM and its diploma and the globalisation of CEMS. The latter was indicated during the Annual Events by the presence of the first CEMS MIM graduates from the associated universities. And all this was implemented in close cooperation with CEMS Corporate Partners, whose role in shaping and finalising this enterprise cannot be overstated.

But CEMS is not only an academic program – first of all, it is a unique alliance whose possibilities go far beyond offering a joint diploma. Such a challenge requires some changes to CEMS' organisational structure.



their replies, we can safely assume he has a career in show-biz if he finds the academic world too small for his skills :). Congratulations!

The next presentation on CEMS achievements was conducted by Professor Eero Kasanen – Vice-President for Research & PhD and Academic Cooperation, who focused the audience's attention on one of the projects giving CEMS a wider dimension than an MIIM program, namely, co-operation in research and doctoral programs. Professor Bodo Schlegelmilch, in turn, presented plans for the development of a European Business Forum quarterly. As from this year the magazine has been published and financed by CEMS solely, so the growth of CEMS academic and corporate associates' contribution to this quarterly as well as the increasing number of subscriptions – for a fee, obviously :( – are becoming critical issues.

When some of those present were wondering how their organisation can support the building of the EBF brand on the business magazine market, some others were impatiently looking at their watches, as they realised that according to the time schedule they should be filling their stomachs with the starters waiting for the Annual Meeting participants not far from the Main Auditorium.

This moment of hesitation did not last long, as Ms Hanneke Frese – CEMS Vice-President for Corporate Development, who analysed the profiles of the alliance members, attracted the public's attention. The second part of the presentation was interactive and it consisted of examples of the companies' cooperation in creating the CEMS program, e.g. the June training for CEMS coordinators, assessment centre in the recruitment process and CEMS Career Forum, etc. It was a significant item on the agenda, because it presented "live" proof of the companies' involvement in cooperation with, and for the benefit of, other community members. They are the basis for building mutually beneficial relations with the companies in CEMS and for growing loyalty. And we are all aware that without their financial and practical contribution it would be difficult to achieve the ambitious objectives that our Association has set for itself.

This is why the attendants were sorry to hear from Professor Verhaegen that this was Ms Hanneke Frese's good-bye speech, though we believe that the person of such merit to CEMS will remain the friend of our organisation and we will have the pleasure of hosting her during the next Annual Events. It was not the only good-bye, however, as the terms of

office of some other representatives of companies and of an associated universities have also expired.

Besides saying good-bye, there was also an opportunity to say hello, as the new candidature for corporate partner – The Royal Bank of Scotland – was presented.

So, including the changes to CEMS Statute, the voting members had a lot of work filling in their ballots and at this important moment we were entertained by the representatives of finance: Professor Pierre Semal – CEMS Treasurer, who added his usual drop of humour to the serious financial report, and Mr Paul Monfraix – financial auditor, who succinctly and precisely analysed CEMS financial standing and stated that the documentation presented was in accordance with the GAAP. In view of this, the Assembly members had only one choice – to approve CEMS financial report, which they did.

There were three more items on the agenda: the reports of the Pan-European Student Board and CEMS Alumni Association and the presentation of the outcome of the voting.

Another person said good-bye having presented the achievements of the CEMS Pan-European Student Board – Ms Wieteke Dupain, whose term as the President of the Student Board has just expired. At the end, she introduced her successor (Mr Christian Bjol) and the new management board.

Ms Claire Pontal, chairing CEMS Alumni Association, presented a similar report. She, like Gosia and Wieteke, talked enthusiastically about the successes and plans of her organisation that now reaches well beyond Europe.

When Ms Claire Pontal finished her speech, the CEMS Chairman announced the results of the voting: the approval of CEMS' new Statutes and of the new Executive Board members:

- Mr Kai Christian Ekholm of PricewaterhouseCoopers
- Mr Christopher Hagman of Reuters
- Mr David Pappie of Shell,





## Rector Budnikowski's speech to the CEMS General Assembly



*Ladies and Gentlemen,  
Dear Members of the  
CEMSational community*

Traditionally, it is almost a must for every host of any event to make a statement about how much being a host makes him happy and honored. This is what you quite rightly expect me to say and what I am, indeed, saying.

However, I want you to know that in this case it is, by no means, just a customary phrase.

In the last 7 years, since we have been a member, the CEMS has become a vital and meaningful part of our life here at SGH, by influencing it at both an academic and individual level.

Firstly, our CEMS membership has certainly become one of the important competitive advantages of SGH on both the local and international arena.

Secondly, we know now, even better than before, that perfection may be local and sub-optimal. Judging our own performance against the benchmarks of the other leading European schools helps us to develop our strengths and fight our weaknesses. It also lets us see more opportunities in the new extended Europe. In a way, thanks to CEMS, SGH joined the European Union much earlier than the official date of Poland's accession would suggest.

Thirdly, when it comes to size, the CEMS MIM Program at SGH, with its more than sixteen thousand students, is a tiny one. But its influence on SGH's curriculum and institutional development has been tremendous. A number of new courses using new innovative formats have been developed, faculty cooperation through Interfaculty Groups has been substantially enriched, and our best students were able to study with their European colleagues both here and in partner schools.

The role of CEMS for SGH and, in some indirect way, for the whole area of management education in Poland has been acknowledged quite broadly. It is reflected in the very positive and wide press coverage during the recent days. It was also acknowledged by the Prime Minister of Poland who granted the Warsaw CEMS Events his personal patronage (reinforced with a substantial donation).

SGH is proudly celebrating 100 years of its existence, making it the oldest economic school in Poland, and possibly one of the oldest in Europe. Hosting the biggest CEMS ANNUAL EVENTS ever, with over thirteen hundred participants and 35 companies, is then one of the best birthday presents we could think of.

Thus, we feel, indeed, very happy and honored to host these events.

*Adam Budnikowski*

re-election of Ms Marina Eloy of ING Group to the Executive Board, and election of a new representative of associated universities: Carlos Romero Uscanga of EGADE, Tec de Monterrey (Mexico), was introduced.

Also, a new corporate partner – The Royal Bank of Scotland – has been admitted to CEMS.

Only then was the agenda complete and the CEMS Chairman could close the meeting. The author of this text, whose task was to persuade the attendants to treat themselves to sumptuous refreshments (and to forget about changing dress for the Opera, if they planned to), played the last note. Though the session was 50 minutes longer than planned, the snacks were ready in the hall on the second floor of the main building. The number of people who appeared at the tables proved that this task had been accomplished.

Later, the guests were expected to go to Teatr Wielki in Warsaw to see an opera starting at 7pm.

And the final comment? The Annual Meeting still requires much patience and endurance of its participants (it is not easy to spend two and a half hours there without a break), but the first attempts to make it more dynamic and interactive should definitely be continued and developed in the next years. Let us hope the coming year will be equally successful for CEMS and full of interesting events. Well done!

*Grzegorz "Greg" M. Augustyniak*



# CEMS Club Conference



After the Annual Meeting is over a group of young people remains in the Main Auditorium. For them the meeting is not yet over – a session of discussions and presentations is still ahead. Who are they? Over fifty CEMS Club Representatives, mostly Presidents and members of the board. Coming from 17 countries they represent a broad scope of cultures and points of view, which can be observed here even more easily than during large meetings.

Felix Brill, from CEMS Club in St. Gallen, starts the meeting with a nice welcome. Participants seem to know each other rather well therefore the atmosphere warms up very easily. Short presentations of each CEMS Club are scheduled for this evening – each Club takes the floor to give a short overview of its major activities taken throughout the past year. Some Clubs have a long history of work, others have recently been established these are cautiously listening to the good ideas brought up by “older” Clubs. The time is very quickly up and the whole evening is tightly planned. For this reason there is no goodbye at the end, rather nice wishes of enjoying the opera and having fun at the party can be heard. But the CEMS Club Conference is not yet over – the next day will bring an

interesting discussion session on the subject of the future work of CEMS Clubs.

The participants meet on the top floor of SGH. Everybody is excited by the Career Forum and companies' stands that they had to leave to come



here. But all CEMS Clubs are on time – discussing passionately the interviews most of them just had. The meeting is led today by Christian Bjøl, President of CEMS Club Copenhagen. The participants have to face the task of strengthening the

cooperation between CEMS Clubs and invent common ideas for the year to come. The group is divided into small teams in order to facilitate finding solutions to these problems. Open discussion brings issues such as forward planning of the events for the whole year and agreement on stressing the importance of Europe-wide CEMS events like sailing in the Netherlands. One of the debate problems was whether the Welcome Package for the Conference should be prepared as it is very time-consuming. The meeting is coming to an end with a document distributed to the participants as a final result.

The session is closed but the Clubs will not only meet next year. They will cooperate with each other and share good ideas and best practices throughout the whole year. The CEMS Club Conference is just a step towards ever closer cooperation.

*Malwina Nowakowska*



# A Night at the Opera



On Friday evening, 2nd December, after a day of intense discussions, a large group of CEMS Annual Events participants took part in one of the most important events – a Night at the Opera. Being on time for the performance was no mean feat as the Annual Meeting lasted 50 minutes longer than planned. Only at 5.20 pm.



were the participants invited to the refreshments at SGH which helped them make it through till 10.00 pm, when a light dinner was planned in the foyer of the Opera after the performance. And as far as being able to freshen oneself up in the hotel room first, this, too, turned out possible and as early as 6.30 pm the first guests arrived at Teatr Wielki.

A group of volunteers and SGH employees was already there to meet them and they efficiently directed the guests to CEMS' cloakrooms and further on, to particular areas in the theatre.

At 7 pm, a beautiful opera began – it was *Halka* by Stanisław Moniuszko, with colourful dances staged by the Polish choreographer Janusz Józefowicz, whose main area of interest is musicals. Rich stage decorations, beautiful costumes and the enchanting voices of the Polish soloists made the audience applaud the dynamically changing events of the plot. During two breaks the visitors had the opportunity to see the magnificent building of Teatr Wielki and to share their first impressions of the performance.

The story of *Halka*, a miserable Highlander woman in love, has a sad ending, but the public reacted spontaneously. The artists bowed several times, but after many curtain calls, the lights went off and the Annual Meeting guests gathered in the Foyer, where the starters and warm dishes prepared by Melon Catering were served.

SGH Rector, Professor A. Budnikowski thanked the two sponsors of the event. First he thanked

ING Bank that bought the majority of the tickets for the Annual Meeting participants, and then – Schenker Sp. z o.o., which financed the dinner in the Opera.

Cold and warm gourmet starters were served, as well as dumplings of various flavours, spinach pancakes and spicy chicken breasts.

There was wine and desserts, so the conversations were joyful and witty. The prospect of the next day starting early in SGH ensured that everybody finished dinner at about 11 pm.

There will be much to remember! *Halka* is a wonderful performance and its new stage adaptation was attractive and enchanting. For many participants it was a unique opportunity to see the national Polish Opera.

It was a fascinating evening!

*Izabela Bergel*



# Best Career Forum ever?



Welcoming 33 multinational companies from all over Europe, the Career Forum 2005 was the biggest of the past years. The 200 Company representatives met about 600 CEMS students who were eager to show their best to find an internship or a permanent position in the near future.

European Headquarters of the companies among others Nestle, Shell, Nokia, Indesit and JPMorgan were present with a stand and offering interview possibilities for CEMS Students and Alumni during the day.

Saturday was the peak of a long organization process that started about 9 months ago. Our small but truly international organizing team including a Polish (Agata Żuchowska), an Irish (Catherine O'Sullivan) and a Hungarian (Rita Soltesz) worked hard for months on this very complex project.

400 interviews to organise and coordinate at the Career Forum, daily contact with 33 companies for months, hundreds of requests and special demands from corporates as well as from students had to be met by the time of the Forum.

Did we meet the expectations?

Companies were satisfied with the location of the Career Forum, the spacious stands and the layout on the two floors in the Parachute Hall gave an excellent location.

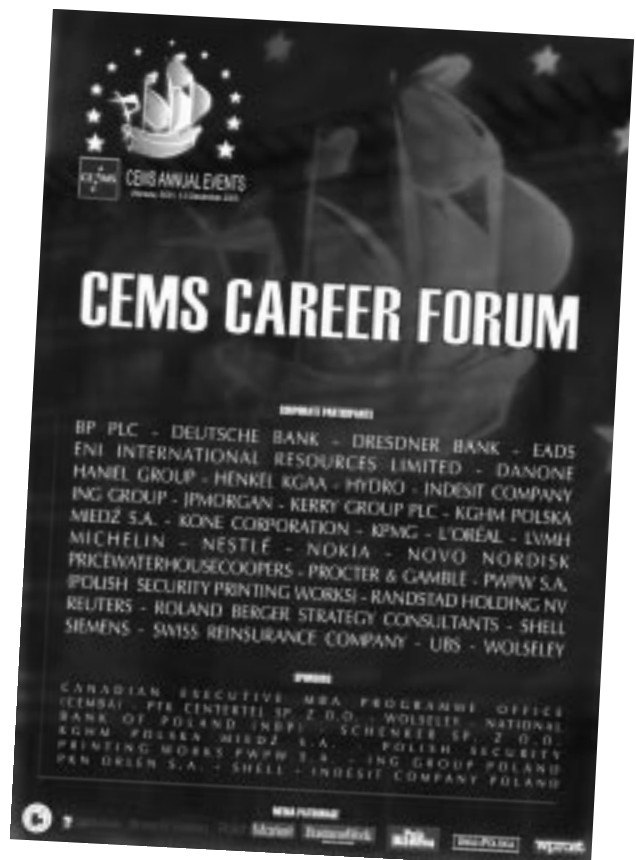
The 71 classrooms were comfortable venue for the interviews, however running around on three floors of the two buildings was quite tiresome for the organizers.

A group of 45 committed helpers, most of them volunteers made it possible that the whole day was run smoothly and that we could efficiently answer to all requests.

A lot of participants admitted that it was the best Career Forum ever.

True or not, we are proud that we could provide our partners and the students with a professionally organised event, which was not only a simple job fair among others in Europe, but a truly CEMSational – Polish experience.

*Rita Soltesz*



## A view from the 3rd floor...

An inherent part of the CEMS Annual Meeting are CEMS alumni who take advantage of this unique opportunity to meet, mingle and talk with old friends who usually come for this special weekend from many different parts of the world. This was also the case in Warsaw.

Hosted in the top-notch conference room situated on the top 3rd floor of the Parachute Hall, the CEMS Alumni Association Executive Committee, led by Claire Pontal, debated for many hours about the most pressing problems and challenges facing the organization. The number of participants amounted to approx. 30-40 people – all being representatives of CEMS Alumni local committees that are scattered much further than only around Europe. This year there even came a team representing the newly born local committee of New York!

The debate ran very smoothly and the meeting's mood was simply great. Among the topics covered were – the CEMS globalization issue, integration of Thomas Lopata into the EC team, accounts 2005 and next year's budget, career services, upcoming events.... Despite a very tight agenda there was enough time for everything, including longer coffee breaks, lunch and...some exercise. Since lunch was served in the professors' club located in the underground level of the main SGH building, at some point all participants had to stretch their legs and do a bit of sightseeing.



The meeting ended a little bit before 5 p.m. so that all participants could reach the auditorium where the Graduation Ceremony was about to begin...

*Lukasz Pawtowski*

# GRADUATION CEREMONY: United Tunes of CEMS

At first, the task seemed quite simple. During the previous 16 years, the Graduation Ceremony has evolved into a predictably structured self-contained ritual with every of its several necessary parts well defined and elegantly sequenced. All it takes, we thought, was to implement it. How wrong we were!

Take the keynote speech. It is, indeed, the key part of the ceremony and the choice of the person has to meet several tough criteria. It should be a meaningful public figure representing values important for the host country and the CEMS community, an accomplished leader, good speaker and, preferably, a graduate. The iterative process of shortening the long list to a shortlist and then to the single name of Mr. Igor Chalupiec took weeks of concentrated efforts of the informal self-appointed selection committee.

His simple but powerful message started with the quotation from gen. Colin Powell: "Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds". Then he continued with several "commandments" for young executives-to-be: be assertive, be transparent, trust your intuition, do not be too specialized, embrace diversity, keep a distance (from yourself). It seemed the audience appreciated his honesty and straightforwardness.



Take, again, the diploma handover part. You would say: trivial, it's all in the logistics. Exactly! The "trivial" question was: how to flawlessly stream the record number of 220 graduates to/from the hand-shaking Podium Team in less than 40 minutes including the unavoidable happy posing time with a photo, keeping in mind the noble but difficult architecture of the Main Auditorium? That leaves less than 60 sec. for each "package" even if we increase the traditional number of recipients from 4 to 5! It took our 2 wonderful student helpers - Justyna "Justy" Szumniak and Kasia "Kate" Epa - a whole week to come up with the successful, as everybody could see, blueprint.

Every CEMS Graduation so far has had a built-in entertainment part. We thought: well, it should be entertaining all right, but it shouldn't copy the previously used formats. Yet it has to use the commonly understood language of music. This brought us to the MoCarta Group. Young people, accomplished concert musicians jokingly playing with international tunes; what could be better? Right on target! The Audience went bananas! Standing ovation in the Main Auditorium of SGH? Maybe we should consider granting Grupa MoCarta a Doctorate of Honoris Causa?

Two days before "the D-day" I happened to attend a performance of the SGH's Folk Ensemble "Wisła" (Wistula is the main Polish river) in the downtown theatre. Watching our students in wonderful costumes immediately made me think of how nicely it would brighten up the graduation if we asked some of them to serve as guides for the graduation's guests. I called the Wisła's manager. She was more than happy. The students came on Saturday early afternoon each pair wearing a different costume. They looked splendid. What a waste it would be to use them only as guides before the Ceremony! What if we asked them also to greet the graduates after they



research and the Vice-Provost of Harvard University, who at the time of my studies at HBS was a young assistant and my tutor.

Thus, it was a sentimental encounter for the both of us. On one evening, we were sitting drinking beer and making philosophical remarks about life. At some point Howard said that from his observations over the years there are a few periods in our students' lives. They go first through the "me decade", then the "greed is good" decade. After all, making money was what our schools trained them to do. Then, some (though not all) come to the point when they want to make a real difference in the world. And it's them who justify our existence as teachers. I wish our students that they wouldn't necessarily have to go through the first two stages. Try to start making a difference in the world today - I said - the CEMSie DIFFERENCE.

We asked our SGH's choir to open and close the Graduation Ceremony. Francois Collin wrote us in his email after the Events: "And I will keep forever the memory of the entire amphitheatre standing for the European anthem". We will too, Francois. Isn't that what our organization is all about? - The United Tunes of CEMS! Gaudeamus igitur!

*Piotr Płoszajski*

have received the diplomas - I thought - and give away flowers? My associates liked the idea. Ms. Elzbieta Stokluska, deputy director of the International Office, volunteered to go to the flower market to buy 250 roses. I wish I could have seen the face of the lucky merchant... The flowers arrived half an hour before the opening.

When wrapping up the Ceremony, I could not help myself not to thank the founders of CEMS for coming up with its idea many years ago when the pioneer concept

of universities networking with companies must have looked like an idealistic if not utopian dream. They were certainly the right-brain individuals demonstrating the CEMSie kind of thinking: THE CEMSie-MAGINATION!

I also recalled my recent stay at Harvard Business School last July at the Summer Program for European professors, together with Paul Verhaegen. It was a very sentimental trip to a place where I studied in the 70's. What's more, the Summer Program was led by Professor Howard Stevenson, the world guru in entrepreneurial



## Opening speech by Professor Adam Budnikowski, Rector of the Warsaw School of Economics (SGH) at the Graduation Ceremony

*Dear Graduates,  
Ladies and Gentlemen,*

We have spent two days of intensive talks about governance structures, structural re-arrangements and budget issues. Now we have finally come to the moment when we can devote our undivided time and attention to the very sense of our existence in CEMS: to our students. It is them who are the ultimate point of reference of everything we do in CEMS, at both academic and institutional level.

We are very lucky in CEMS. It is, in a way, the best measure of our success that not only is the CEMS attracting the best schools in the region, but also the best students from these best schools more and more make MIM their second diploma of choice.

Professors are known for their big egos and tend to attribute the quality of the didactic process to their own qualities. But today's ceremony is a good occasion for acknowledging the fact that universities are only as good as their students. Good students leave us no choice other than to be good teachers. They make us stand on our toes all the time providing us with a powerful motivation for self-development.



Thus, I want to thank today's graduates for helping us – the professors – to grow during the last year, hoping that the next cohort will be even more demanding.

I wish you all the best in your personal life and professional career, hoping that you will also have demanding and challenging partners and supervisors – for your own sake.

Before I open this event though, I would like to do something I feel I should do:

Can I ask the members of the Organizing Committee, including the volunteers and helpers, to stand up?

Those are the people who have helped us to make it happen, including dr Izabella Bergel, the Leader of the Committee. Thank you very much. We deeply appreciate your devotion, commitment and professionalism. We will have a special part in the Graduation Dinner devoted to thanking our generous sponsors as well.

Events like this have added value. They let you know your people even better. After these 3 days we are no longer afraid of the next Warsaw CEMS Events in 2022! We start planning for it right away!

Finally, it is the time: LET ME DECLARE THE CEMS MIM GRADUATION CEREMONY 2005 OPEN!

## Cocktail for graduates and alumni

On Saturday afternoon, all CEMS Alumni visiting Warsaw and this year's CEMS MIM graduates gathered in the fancy Extravaganza club, just a mile away from SGH to meet at the special CEMS Alumni get-together.

Courtesy of CEMS Corporate Partner Shell, the international group of CEMS Alumni mingled, shared CEMS memories and met back again after all these years over glasses of genuine Polish drinks such as Szarlotka (Żubrówka+apple juice).

Some 300+ alumni also had a chance to receive a short speech from Mr. Pierre Yves Fargeas, Poland Country Chair and Vice-President CEE Finance of Shell, who presented his company and their longstanding relationship with CEMS.

Guests parted with a very special Polish farewell gift – each Alumnus received a box of 4 vodka shot glasses with the CEMS logo carved on them. After the drinks, all alum-

ni moved directly to the grand Focus building lobby, where the Gala Dinner and Graduation Party took place.

*Lukasz Pawłowski*



# Gala Dinner – thoughts and memories



“Wow, what is that?” – a Student of LSE who was entering the “Focus” Building where the Gala Dinner took place on the evening of December 3rd almost shouted at me. Then, turning around, with amazement he added something like: “What a terrific building! What is it?” After my explanation that it was a normal office building in which some events of that kind have taken place from time to time, he repeated once again: “It’s great! Everything here is great. London wouldn’t be able to organize anything like that!”

From the very beginning the Gala Dinner was to be something very special, marking a proper end to the CEMS Annual Events 2005 in Warsaw and ensuring that the memories of this year’s Events would be warm and enduring. Hearing the above mentioned student’s remark gave us a nice feeling of achievement, but at the same time put us on full alert to make sure that everything went smoothly till the very end of the event.

The Gala Dinner preparations were probably one of the hardest

ones – no place was predetermined, there was no fixed schedule in contrast to most other events that usually took place during the CEMS Annual Events, The Gala Dinner is something very unique for each country and in fact apart from the date everything is up to the organisers. Creating something from scratch can be fun but it also poses the danger of total disaster.

We had made a few major assumptions before starting the Dinner organization. Firstly, we wanted the building in which the Dinner was to take place to be modern and to present the new, changing face of Warsaw. Secondly, it had to be big enough for 1 000 people, as this was the expected number of guests for the Gala Dinner. There were also some other important factors that influenced our choice but those previously mentioned were the most important ones. Before “Focus” was chosen, we had made a kind of sightseeing tour of Warsaw. Despite the fact that it seemed we didn’t need much, it was difficult to find a place that fulfilled all our requirements. Finally we managed to find the right one. In fact



# Gala Dinner – thoughts and memories

everything was in favour of “Focus”, which apart from having other advantages was also perfectly located – close to SGH and not far from the hotels. We enjoyed one success but then came all the things concerning the attractions and the whole schedule of the evening. Step by step it all took shape and all of a sudden the Gala Dinner 2005 became reality. And as always, no matter how carefully you plan, there are always things you cannot predict and that you can only learn when they happen. This was also true in this case.

Despite the numerous kind remarks of many guests telling us that a good job had been done, there are of course things we could have done better. One of them – if not the major one – was certainly the organization of the cloakrooms to which long queues at about 8.30 p.m. made some people a bit irritated. On the other hand, however, queuing is inevitable in most places where there is a huge number of participants and a specific starting time. Those who came late were therefore lucky – they didn't have to queue at all.

At the beginning it also seemed that there weren't enough helpers. We thought it would be enough to ask a few students to help at the entrance by assisting the guards and directing the guests inside with two or three standing outside the building making sure that everyone could easily find “Focus”. However, it turned out that at the start there were many more needs and jobs for the helpers, which we had not anticipated. For instance, many people did not take their invitations or badges and they needed assistance. Fortunately, having bright and open-minded helpers, we coped with all the problems quite adequately.

After the first hour of rush, the Gala Dinner was formally opened. The Rector of SGH, Prof. Adam Budnikowski, welcomed all the guests and thanked all the sponsors of the CEMS Annual Events 2005. Sponsors'



representatives were handed glass balls showing the logo of the event. Afterwards, CEMS Chairman Prof. Paul Verhaegen gave thanks to the organising committee. Then a short ceremony of transfer of responsibility for next year's CEMS Annual Event in Ireland took place. When the official part was finally over people started to enjoy the evening. The food was good and the orchestra played very well. Anybody who was not busy eating or talking to friends could watch the films presenting places of interest in Poland.

Apart from some unforeseen inconveniences there were also nice surprises. Among others, we had had serious fears

that the action of removing the tables by the catering agent past 11 p.m., which was necessary for the students' party to start, would spoil the atmosphere and make people leave. Nothing of the sort happened. The tables “disappeared” in a quite undisturbing way and did not cause any problems.

On the whole the evening went well without any serious problems or very stressful situations. One of the reasons was the fact that all the guests were people who knew one another well, who liked one another and who represented the best class of the world society. The positive attitude of all the guests was indisputably the main reason for the pleasant atmosphere of the evening and the generally positive assessment of the Dinner.

Credit also has to be given to people from Vertano Media, the company administering the “Focus” building, who prepared the place well and coordinated all the services needed during the Gala Dinner, such as catering, lighting, sound, security and many other small jobs that nobody ever thinks of when having a good time at a big party. Special thanks also have to be given to the sponsor of this event – Orange.

Now everything is over we can only return to our memories and hope that our guests will keep this event long in their minds. We are glad we had the chance to organize this event in Warsaw and to have the CEMS community here.

*Maria Pietrzak  
Miroslaw Jarosiński*



# A Swinging Party...



The interiors of the Focus building were immensely impressive. Right from the very entrance, everyone was enchanted by the tenderly subdued lights and the music performed by an orchestra of twelve musicians playing the trombone, trumpet, saxophone and guitar. The waiters were floating around carrying trays of white and red wine and the chefs wearing their funny tall hats kept reminding the guests that it was about time to try the Polish specialties which were laid on the tables. The hall was filled with people looking for their old friends and acquaintances who were gently swaying to the swinging sounds coming right from the stage. During the party, we proudly presented the Dublin team with both a CEMS flag and standard encouraging them to already commit themselves to the effortful endeavour waiting for them next year at the CEMS Annual Events 2006.

The orchestra stopped playing at 11 pm but the party was not drawing to an end whatsoever. Actually, that is when the party literally began.

The tables were removed, the

lights went down and a spotlight was directed at two couples of dancers standing at the top of the stairs and wearing gleaming, flamboyant outfits. Rumba, cha-cha and samba rhythms started to play, which encouraged the guests to dance and give the dancers a round of thunderous applause for their performance. Afterwards, the lights went down again only to spotlight two musicians on the stage. They filled the hall with trombone and trumpet sounds improvising for thirty minutes prior to a DJ's performance who went on to take the floor. At midnight, the music stopped playing and the lights went down again. For a moment, one could not say what was going to happen next. Suddenly, hundreds of sparks fired from the first floor, which meant that the fireworks display had just begun. Consequently, all the fireworks went off and the sparks were glimmering above, which eventually culminated in a ball of fire. Afterwards, the guests went on dancing and enjoying the extraordinary atmosphere of the venue which, by that time, had almost turned into a night club. The

dance floor was flooded with colorful lights, the steam was emerging from under the stage and DJ Tennessee kept on playing new songs. One could count beer in litres and every guest could try the Polish beer Tyskie and Lech absolutely for free.

At 1.45 pm the music stopped playing for a moment to allow the drawing of the lucky tickets winning a set of cosmetics sponsored by L'Oreal, the CEMS Club Warsaw's Corporate Partner. The draw was followed by DJ Moondeck replacing DJ Tennessee, both of whom perform regularly together in Utopia, Warsaw's most fashionable night club. The party continued into the small hours and came to an end only because the Focus, during the day, is in fact an office block with employees working there usually from 8 am till 7 pm. Nevertheless, that night, especially for CEMS, it turned into a venue of unforgettable fun and entertainment.

*Daniel Radziszewski*  
and *Katarzyna Staniaszek*  
English translation:  
*Juliusz Moździerz*

# A volunteer's point of view



The Annual Event 2005 would not have been such a success without the tremendous effort of highly motivated and committed volunteers who devoted some of their free time to help prepare the events.

There were dozens of volunteers involved at different stages of the preparation process. Among the major tasks accomplished by the volunteers were: preparation of the Welcome Package for our guests, helping prepare and carry out events such as: the Annual Meeting Plenary Session, the Gala Dinner, the Graduation Ceremony, and the Graduation Dinner and Party.

One of the toughest tasks (physically and logistically) was preparation of the welcome package – 1200 messenger's bags had to be filled up with the event materials in 10 different sets. Each set was supposed to be distributed during different events and contain appropriate content. It took us almost a day and a half to accomplish this task and our hard work resulted in dozens of boxes stuffed with bags containing materials for AE participants.

Volunteers also took charge of the reception and they were frequently the very first staff members our guests had direct contact with. Their responsibilities included registration for different events, handing out Badges, welcome packages as well as any other necessary documents. Often smiling, ready to help and direct AE participants to the right place they were everywhere our guests expected them to be.

They also provided comprehensive services during the biggest and busiest of this year's events – the Career Forum. Not only did they prepare the SGH building and

the companies' stands but they also helped carry out this events by being stand assistants, floor attendants, registration and reception staff and much more. To sum up, almost 40 volunteers were working the whole day at the same time to make the event successful. Without them even if the project was feasible it would not have been such a success!

We would like to thank all the helpers that contributed to the success of the Annual Events 2005 for their hard work, commitment and enthusiasm that really made the friendly atmosphere during these days. We do hope that you spent a truly CEMSational end of the week and had the opportunity to feel the CEMS Spirit.

*Maciej Pomatecki*



## Dear Friends from SGH,

I would like to send you my heartfelt thanks and congratulations for the exceptional CEMS Annual Events you have been organising. You know from the many testimonials you received from all participants how successful the entire programme was. And on top of a perfect organisation, you collectively conveyed so much friendship, warmth and genuine CEMS spirit, that we certainly all feel a bit sad on this Monday morning, back to our respective countries, like after an unforgettable party with close friends.

But I am aware that such moments are reinforcing the very strong links that can keep our "virtual" community closely united for another year. We all know how important this can be for our graduates to keep them committed for our organisation in the future. How important it is as well for the corporate partners, who could experience the power and size of the CEMS alliance, and of course a very professional Career Forum. You brought the CEMS colours very high for our collective pride!

All the setting and logistics has been perfectly managed; the hotel was an excellent choice and all venues were exactly appropriate; the Opera performance has been extremely enjoyable and the Focus party so impressive for its size and modernity. But I think the strongest moment will remain the superb graduation ceremony, and I can tell graduates were really moved and proud. I could hear many of them commenting that this has been even stronger than the ceremony at their home school. And I will keep forever the memory of the entire amphitheatre standing up for the European anthem.

Thank you again on behalf of the European Office team, and thank you for having made it a pleasure to work with each of you in the past months, and get to know you better.

Kindest regards,  
François

François COLLIN  
Executive Director CEMS European Office

## Dear Warsaw Team,

I would like to warmly thank you for the organisation of the Annual Events in Warsaw. They were very successful events and - at least from what I saw and even though I can imagine the hundred little crises behind the scene - everything ran very smoothly.

In the name of the CEMS Alumni Association, I would like to thank you particularly for providing such a convenient and beautiful meeting room (it is the first time we don't spend the first hour of the meeting trying to fix the technology) and a great lunch, not to mention all the social parts of course.

From the Shell perspective, everyone was impressed by the organisation and efficiency and they are extremely satisfied with the Career Forum.

Congratulations and I hope to see you in Dublin next year!

Regards,  
Claire Pontal  
CEMS Alumni Association



**CEMS ALUMNI ASSOCIATION**  
A network of 3,500 CEMS alumni

The CEMS Alumni Association (CAA) enables the international experience of CEMS graduates to be continued and developed. Founded in 1982 by CEMS graduates, the Association is a truly international body representing a wide range of countries with their own unique history and working throughout the world.

**OBJECTIVES**

The CAA pursues three main goals:

- Promoting the CEMS idea
- Creating and maintaining friendly links between alumni
- Providing a professional network and career assistance to its members

**ORGANISATION**

CEMS alumni are eager to undertake and experience the diversity of cultures in Europe and beyond. Their active role contributes to the success of the CEMS Alumni Association. Organized in a European-wide structure, the CAA is led by an Executive Committee (EC) and is assisted in each country through Local Committees (LCs) made up of alumni.

LCs are responsible for keeping in contact with their alumni and organizing professional and social activities. They also act as regular liaisons between the alumni and management of the Association, and provide the EC with their proposals. [www.cems.org](http://www.cems.org) - CEMS Alumni Office

The EC's mission is to foster the CEMS alumni network, organically, by promoting and developing initiatives that further CEMS objectives. It acts as a centralised alumni association in the CEMS alumni community, providing advice at an international level. The Executive Committee also regularly meets alumni on the EC level to coordinate their own specific development of the CEMS idea.

**The EC**



**BENEFITS FOR CAA MEMBERS**

CEMS Alumni benefit from a network of contacts and opportunities that are enriching both personally and professionally.

The CEMS Alumni Association provides benefits to its members by fostering networking, leadership, career and development. CEMS alumni are offered various benefits or opportunities:

• Participation in CEMS Alumni Career Seminars, Workshops, Conferences and Events that supplement a broad spectrum of international activities, including those from CEMS Corporate Partners, alumni entrepreneurs and other bodies.

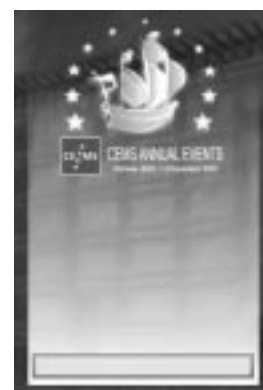
• CEMS alumni can participate in the annual CEMS Career Forum organized by CEMS Corporate Partners, which has the role of representing the extensive international alumni network to the business world.

**ALUMNI WHO'S WHO**

The CEMS Alumni Office offers an excellent opportunity for you to be active in all CEMS alumni activities. If you are a CEMS alumni interested in this role, please contact:

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**See you in Dublin...**

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