

PRESIDENT'S CORNER

The mission of the International Corporate Governance Society (ICGS) is to encourage effective corporate governance practices through interdisciplinary “conversations” within the global economy. I am continually amazed at the willingness of my colleagues to invest in that mission despite the heavy disciplinary focus of our academe and profession. One of the biggest surprises to me along this brief journey is the enthusiasm that doctoral students have shown for our society. To date, one quarter of our membership is comprised of doctoral students and most of those students continue on with the society after they graduate and assume academic positions throughout the world. Clearly, we are meeting a need for doctoral student guidance and mentorship.



In addition, I am delighted with the work done by Douglas Cumming and Geoffrey Wood, Co-editors of *Annals of Corporate Governance* <https://www.nowpublishers.com/ACG>. The journal broke even financially last year, and the articles are being downloaded and cited well for a new journal. We intend to start reporting download and citation statistics on our website starting in 2019 so that our current and prospective members can see what impact the journal is having. Remarkably, we are right on track for that journal earning a prestigious Social Science Citation Index by gaining recognition from Web of Science late in 2018. Kudos to Douglas and Geoff for their leadership here!

Our membership did not grow last year as it did in the past – we largely held steady. It appears that Shanghai was a bit too far for many of our members to travel, but we did add quite a few new Asian members to the

ranks (as expected). Nonetheless, we had a very interesting and successful conference at Fudan University and Anthea Zhang working with Douglas Cumming did a masterful job coordinating a conference in a sometimes challenging environment.

Due to the generosity of the Geneen Institute (and careful stewardship of our resources), the society is now fiscally stable and able to make some long-term investments for the future. At last year's conference, one of the Trustees from Geneen, Mr. Allen Kessee, attended the conference and was very impressed with the caliber of the conference and the engagement of the attendees. We look forward to a continued and mutually beneficial relationship in the future; we appreciate Cynthia Clark's membership on our board of directors and liaison with the Geneen Institute.

Speaking of partners, two current ICGS members, Professors Till Talaulicar and Konstantinos Stathopoulos will be the new co-editors of *Corporate Governance: An International Review* starting in this month. Since so many editors and reviewers for CGIR are members within the ICGS, it only makes sense that one of our strategic partners be Wiley Publications, the owner of CGIR. Mr. Brian Collins, the coordinating editor of CGIR, will be attending our conference in Essex in 2019. We hope and expect that the alliance between the society and Wiley Publications only strengthens in the future.

As always, this is a volunteer organization and we depend on you to share your ideas for improvement, volunteer to help us function, and spread the word to other colleagues about our mission and vision. I hope that many of you will be submitting papers for our 2019 conference and I look forward to reconnecting with old friends and meeting new colleagues later in the year in England. As you well know, 2019 promises to be a very pivotal year for the United Kingdom and we will be in the thick of it all this coming fall.

Bill Judge

Snapshot: 4th Annual ICGS Conference



**Dr. Anthea Zhang and Dr. Ming Zheng
2018 ICGS Conference Co-Chairs**

The 4th Annual ICGS Conference on “Navigating Corporate Governance in Emerging Markets” was hosted by Fudan University in Shanghai, China on October 13 to 14, 2018.

The conference received large interest from corporate governance scholars as witnessed by the 145 working papers submitted for acceptance. The conference accepted 130 papers (90% of submissions). The conference was attended by 140 corporate governance scholars from 28 countries from 6 continents.

The ICGS conference was preceded by a doctoral workshop where PhD students presented and discussed their work with colleagues and senior discussants. The Geneen Institute provided funding for the top five students, and the IFC provided financial support to a number of PhD and scholars from emerging economies.

The highlight of the conference was a keynote speech from Professor Jeong-Bon Kim, Chair Professor of Accountancy at City University of Hong Kong. Professor Kim focused his talk on the conference theme, building on his global



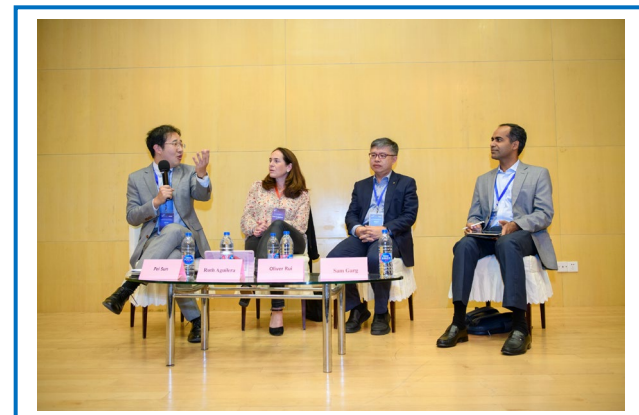
Conference Keynote Speaker Professor Kim

experience as a leading corporate governance scholar.

Two special panels were organized during the conference and were very well attended. The first plenary panel was chaired by Conference Co-Chair Professor Anthea Zhang (Rice University) and discussed the topic “Family businesses in emerging markets”. Panelists included Dr. Luh Lan (National University of Singapore), Professor Xia Chen (Singapore Management University) and Professor Ling Chen (Zhejiang University).



The second plenary session was a panel discussion chaired by Professor Pei Sun (Fudan University) on the topic of “Boards of directors in emerging markets”. Panel members included Professor Ruth Aguilera (Northeastern University), Professor Oliver Rui (China Europe International Business School) and Professor Sam Garg (HKUST Business School). It was a lively and informative conversation between the panelists which was well received by the conference attendees.



Award Winning Papers at the 4th Annual ICGS Conference

Best Paper: Han Jiang, Brian Connelly, Jun Xia & Shuji Bao, "Cooking the books or sleeping around? Executive social capital in the wake of a scandal"

Runner-Up: Ajay Bhaskarabhatla & Ranjani Singh, "Board interlocks with shell companies and firm value: Evidence from director disqualifications in India"



ICGS Vice-President/President-Elect Douglas Cumming presenting the award for the best paper (above) and the runner-up paper (below).



5TH ANNUAL ICGS CONFERENCE

October 12-13, 2019

Colchester, England

The 5th Annual ICGS Conference will be held on October 12-13, 2019, hosted by Essex Business School at the University of Essex at their campus in Colchester, England. Co-chaired by Professors Claudia Girardone and Geoffrey Wood, its theme will be "**Corporate Governance in Changing Institutional Environments**". The Harold S. Geneen Institute of Corporate Governance at Bentley University will be the primary corporate sponsor of this conference. The conference will bring together researchers investigating the role of banks, other financial firms and international businesses in corporate governance, including in emerging economies. It will provide a forum to reflect on the effectiveness of recent regulatory reforms, as well as the importance of business integrity and ethics in generating long-term, stable economic growth.

Additional information about the conference, including how to register can be found by clicking this [link](#). Papers and abstracts will be accepted starting February 1, 2019 and must be submitted by midnight (EST) April 1, 2019.

In conjunction with the 5th Annual Conference, on October 11, 2019, there will be a pre-conference ICGS Doctoral Colloquium co-ordinated by Dr. Silvia Gaia. The **ICGS Doctoral Consortium** provides an opportunity for doctoral students to get detailed and constructive feedback on their work from senior corporate governance scholars. Participants will discuss opportunities and challenges in the field from an international and interdisciplinary perspective. The consortium is open to both doctoral students who have completed approximately two years of their PhD program as well as junior faculty who received their PhD no more than three years ago.

The **6th annual ICGS conference** will be hosted by Arizona State University in Tempe, Arizona from November 6-7, 2020. There will be a pre-conference Doctoral Consortium on Nov. 5, 2020.

SNAPSHOTS FROM THE 4TH ANNUAL ICGS CONFERENCE



ISCG SPOTLIGHT: DR. EDUARDO SCHIEHL



Why do you research in the area of corporate governance/what do you find interesting about corporate governance?

I am a Chartered Professional Accountant (CPA) and before becoming an academic I worked as auditor for PriceWaterhouseCoopers, so accountability and transparency, core issues for effective corporate governance, link my professional experience with my research interests. Academic research in accounting tends to focus on auditing and financial disclosure issues. Although those are very relevant issues to understand the functioning of capital markets, it provides sometimes a narrow view of accounting as a business discipline and about the role of financial information in the function of the modern organization. Thus, what I find interesting in the area of corporate governance is its more holistic and multidisciplinary views about how financial (and non-financial) information affects the effectiveness of organizations and markets.

What currently are you researching?

I would describe my research as an attempt to better understand whether and how country- and firm-levels governance mechanisms interact to form different governance configurations, equally effective for the functioning of organizations and capital markets. In one project I am currently examining the unbalance between country-level governance mechanisms facilitating outside monitoring and enforcement of financial contracts by shareholder and debt holders, and its effect on firm's investment behavior. On another project, I use the configurational approach to see how different attributes related to a board's information access and processing, bundle to explain different levels of board effectiveness.

How is your research applicable to business practice today?

Academic research should aim for methodological rigor, theoretical contribution and for sure practical implications. However, the impact and use of academic research for practice can only be found, in my view, if you look at a body of studies in the same topic. In other words, one should not expect to find practical applications from one single study, but instead from a body of studies. In this respect, I believe my current research program is relevant to better inform governance actors (including policy makers) about how different contextual conditions enhance or decrease the relevance of accounting information within governance systems. Its practical relevance relies on the fact that governance reforms followed similar pattern across countries and continents. They tended to equally promote the fiduciary duty of the board of directors and auditors, the level of financial and executive compensation disclosure, the say-on-pay by minority shareholders, or the respect of one-share-one vote rule. Nevertheless, the governance challenges differ across national systems of corporate governance and within firms operating under the same national system. Therefore, my research aims to uncover and inform governance actors about differences in the role and value-relevance of financial information for monitoring purposes.

What made you decide to become a member of the ICGS?

Professional or discipline-oriented associations are important but tend to focus on membership with similar background. ICGS is multidisciplinary and puts together people from different areas and backgrounds, which is essential to foster communication among these different disciplines. Moreover, the ICGS's mission also works to bring together the academic and practitioner communities.

Eduardo Schiehl, MSc, PhD, FCPA, FCMA, is Professor of Accounting at HEC Montréal, University of Montréal (Canada), and at Aalto University School of Business (Finland). Prior to joining HEC Montréal, he worked for PriceWaterhouseCoopers as auditor. Eduardo is a fellow of the Society of Management Accountants of Canada (CMA) and of the Ordre des Comptables Professionnels Agréés du Québec (CPA).

ISCG SPOTLIGHT: DR. PATRICIA KLARNER



Why do you research in the area of corporate governance/what do you find interesting about corporate governance?

I am fascinated by boards of directors' influence on corporate strategy. We read about so many corporate failures and their origins often lie in the boardroom. However, well-governed companies can really make a difference in their industry, both in the short-term, but also in the medium- to long-term. Academics who study board behavior in different settings can provide important insights into effective board governance.

What currently are you researching?

In my current research projects, I investigate board behavior, especially with respect to long-term strategy and strategic change. I also study board designs and processes that facilitate effective governance, particularly of strategic activities and CEO succession. I particularly enjoy working with my international co-authors to study boards of directors in different countries.

How is your research applicable to business practice today?

I often hear from boards of directors that they aren't sufficiently prepared to deal with current challenges, such as digitization, cybersecurity, and the pressure to deliver short-term results. My research informs unveils how boards can deal with such emerging challenges as well as govern for the long-term, both with respect to corporate strategy and to leadership development.

What made you decide to become a member of the ICGS?

I was very excited by the opportunity to interact with other international corporate governance scholars as well as practitioners. The format of the ICGS conferences brings corporate governance scholars and board directors closer together and provides many opportunities to discuss current themes in corporate governance research and practice. It was also very helpful for me to get feedback on my research projects from both academics and board directors.

Patricia Klarner is a Full Professor and the Director of the Institute for Organization Design at the Vienna University of Economics and Business (WU Vienna). Prior to her current position, she worked on the faculties of the Rotterdam School of Management, Erasmus University, and the University of Munich (LMU), and was a Senior Fellow of the Center for Leadership and Change Management, Wharton School, University of Pennsylvania. Her research focuses on strategic change processes, corporate governance, strategic organization design, and strategic leadership, and has been published in several international journals, such as the Academy of Management Journal, Academy of Management Perspectives, and Long Range Planning.

ISCG NEWSLETTER EDITOR AND SUBMISSION PROCESS

Dr. Karin Schnarr is an Assistant Professor of Policy (Strategic Management) at the Lazaridis School of Business and Economics at Wilfrid Laurier University in Waterloo, Canada. Her research spans corporate governance and healthcare management.

If you have contributions for our next newsletter (Volume 5, Issue 2) which will be published in July 2019, please contact Karin Schnarr (kschnarr@wlu.ca) by **June 1, 2019**. We welcome information on upcoming book publications from ICGS members or conferences/events that will be of interest to other ICGS members. We especially would appreciate information about activities in which ICGS members may be involved given the global community of scholars that comprise the ICGS.

ANNALS OF CORPORATE GOVERNANCE: ISSUES TO DATE

We are delighted to report that the Annals of Corporate Governance will be included in the Emerging Sources Citation Index starting in 2019. This is really a significant step for the journal, as it moves towards full Social Sciences Citation Index status. The journal has made strong progress since its inception, with many eminent scholars submitting quality papers. The extended review format has proven very successful in attracting high quality work, and in consolidating and extending debates. Given the interest they have attracted, it is clear that published articles have already proven to be a vital resource for scholars in corporate governance. We will keep you informed of future progress made with our societal journal and begin posting citation statistics in the private members-only website starting in 2019. Please consider asking your library to adopt this ejournal as every adoption raises the profile of this new but ascendant scholarly outlet.

Co-Editors, Douglas Cumming and Geoffrey Wood

UPCOMING EVENTS

February 1, 2019: Submission system opens for papers and abstracts for the 5th annual ICGS conference in Colchester, England.

February 11, 2019: Corporate Governance and Stewardship Academic Day, sponsored by the International Corporate Governance Network and the European Corporate Governance Institute.

April 1, 2019: Submission deadline for papers and abstracts for the 5th annual ICGS conference in Colchester, England.

June 26-28, 2019: EURAM's annual conference with a corporate governance track, Lisboa, Portugal.

July 16-18, 2019: International Corporate Governance Network's annual conference in Tokyo, Japan.

October 11-13, 2019: International Conference on Corporate Governance hosted by the Essex Business School, University of Essex on their campus in Colchester, England. The conference theme is 'Developing effective and sustainable corporate governance systems.'

NRG METRICS

NRG Metrics is created from a team of market professionals and academic researchers on the field of corporate governance. By concentrating the experience and the knowledge from various types of academic backgrounds such as corporate finance, accounting, and management and of course corporate governance, we decided to create an independent corporate governance research firm. Our goal is to provide accurate data about corporate governance. We strongly believe that the lack of information on corporate governance matters and especially on the field of ownership structure is an important disadvantage. Our goal is to fill this gap. Our mission is to provide an independent and the same time an accurate data of corporate governance of listed firms in different places of the world.

In order to build our database, we have created an analysis team that collects data from annual reports, SEC filings, corporate governance reports etc. NRG Metrics maintains only the highest degree of data quality. We implement a combination of quality control measures. Our company employs expert analysts to manually enter, review, and cross check data with senior analysts, who often perform random checks. Customized software program controls all levels of data entry procedure for inconsistencies and errors.

NRG Metrics provides 4 different datasets in one database: Corporate Governance, Ownership Structure, Directors and Officers, Family Firms. The database provides 11 years track record (2007-2017), data from 46 countries, 7.000 listed companies, full market coverage for 100 stock indexes and more than 220 variables.

Don't forget to visit our website at www.icgsociety.org