Introduction

“To train business leaders or directors of overseas agencies capable of representing France in its international trade relations” It has been 140 years since this mission was given to the *Ecole Supérieure de Commerce de Rouen* by its textile manufacturers and merchants founders: Jacques and Jules Siegfried. In this anniversary year, the second oldest business school established in France outside Paris is proud of its Norman roots, and of its founders’ vision: to promote travels in all parts of the world in the training of young merchants and entrepreneurs with a worldwide horizon. As a major harbour, Rouen always gave access to the open sea to the Greater Paris.

Since 2009, a new brand, Rouen Business School, and a new logo evoking billowing sails, express our heritage. Our new vision, ”Explore new worlds, move forward as responsible leaders “, forged with all our stakeholders, is our response to the challenges and changes affecting our planet, our societies and the men and women who will have to meet them.

Rouen Business School subscribes to the Global Compact, and participates in the PRME initiative (Principles for Responsible Management Education).

Today, as we prepare our new strategic plan 2012-2016, we are pleased to present this report.

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For a long time responsibility has been a core value of Rouen Business School. The school has always considered that education is a mission in which any school has an essential responsibility towards the future of students, organisations and society.

Rouen Business School was founded 140 years ago by two brothers, Jules & Jacques Siegfried, cotton merchants. They wanted to develop among young French people, especially in port cities, the sense of pragmatism, a taste for the open sea, the entrepreneurial spirit and the art of commerce. They had already founded in 1866 the first regional Ecole de Commerce in Mulhouse, on the basis of the Institut Supérieur de Commerce in Antwerp, at a time when only the Ecole Supérieure de Commerce de Paris, founded in 1820, provided commercial training.

The Siegfried brothers, actively involved in the trading of French industrial products, had opened their first trading post in Bombay in 1860. They wanted to make France a trading nation, open to the world and capable of being inspired by foreign ideas and ways of working in order to innovate and to start up new ventures. The foundation of the Ecole Supérieure de Commerce de Rouen in 1871 led to similar initiatives in numerous regions. From the vision of the Siegfried brothers was born a network of leading business schools covering the whole territory.

In 2009, in order to show that the School was reaching a new stage in its history and development, and to manifest its ambitions for the future, the Board decided to renew the brand name and visual identity of the School. From this intention, a special task force has been set up by the Strategic Advisory Board, including senior management of the school and key Alumni. Faculty, staff and students from the different programmes were consulted. This work resulted in a new vision:

**Explore new worlds, go forward as responsible leaders**

This new vision goes back to the spirit of the School’s founders. In all its dimensions, the vision is a major source of inspiration for the development of the School and is adopted and referred to by all concerned to direct their thoughts and actions.

With the new vision in mind and at a time when the school is working on the new 2012-2016 strategic development plan, the mission of the school is coming up for revision which should state clearly its most prominent and most distinguishing characteristics in line with this vision.

The School believes that it has a responsibility to raise as high as possible the heritage that its founders, 16,000 graduates and supporting institutions have built throughout its long history. At the dawn of the 21st century, the school considers that its role is now to train young generations for a world where open-mindedness and mutual learning between people from different backgrounds and cultures, the ability to question set frameworks and the need for life-long learning are major stakes. It must also promote the modernisation of the selection process of elites in France and the training of tomorrow’s leaders by recognising and attracting all forms of diverse talent and encouraging a sense of negotiation, commitment to action and trust in the future. In relation to the community where it is rooted, the school sees itself as an open door to the world and a source of inspiration and ambition.

The main values associated with the vision are Openness, Commitment and Responsibility.

- **Openness:** The spontaneous interest in other profiles, experiences, cultures, and the ability of being inspired by different ways of doing and thinking, the reflex of challenging conventional wisdom.
- **Commitment:** The capacity to take initiatives and mobilize oneself, become completely involved in an activity while at the same time assuming the risks with a maximum degree of lucidity.
- **Responsibility:** The capacity to take responsibility for the results to which one has committed and manage the team for which one is responsible, the acute perception of the impact one has on people and environments.
The revision of the mission, like that of the vision, will closely associate School governance, Alumni, business professionals, faculty and students as well as members of the local community.

Considering its new vision, Rouen Business School is responsible for training and guiding future business and organisation leaders who are confident about the future, able to innovate and create added value. Its role also consists in making them aware of the need to avoid simply reproducing the operational and development models whose limits and negative effects are now obvious, but to explore and develop opportunities for change and innovation which make it possible to aspire to a more balanced form of development which is more respectful of the various environments we live in.

Being responsible implies being aware of the impacts of our action or inaction on our human, corporate and ecological environments. This means taking into account more criteria, more consequences, in all domains, and with a longer time-scale, and being able to step outside existing frames so as to get a change of perspective.

Being responsible also means not waiting until someone else finds the solution, but getting really involved, each at his/her level, to undertake and achieve projects leading to change, which will help to advance people’s points of view, actions and behaviour.

In this approach, one crucial factor is the ability to listen to and take into account a wide variety of opinions and points of view. At the international as well as the national level, the ability to recognise diversity of approaches and talents, and to capitalise on the latter, is a major challenge.

For Rouen Business School, being a responsible educational institution means:

- Integrating the issues associated with corporate responsibility and sustainable development in all the School’s teaching work, particularly by highlighting diversity as a source of innovation, involvement in projects aimed at change, and entrepreneurship;
- Making corporate social responsibility a major research topic in each of our research groups, and actively contributing to the main current forums on responsible management;
- Applying the principles of responsibility and sustainable development throughout its activities and its management of the campus;
- As an institution, becoming involved in responsible projects, with cultural and social diversity in the forefront.

Recruitment of international students has become a key element in the international development of Rouen Business School since 2008. The objectives were to create fully international student bodies in the Master Grande Ecole, MSc and MBA Programmes and add more diversity to all programmes and to the campus by focusing on key target countries.

This strategy has been extremely successful and, since 2008, international student numbers have increased by 170 %. The international student body currently studying at Rouen Business School is composed of 84 different nationalities coming from all around the world.

Rouen Business School systematically favours the integration of French and international students in its programmes and activities, which contributes to the development of their ability to work effectively in multicultural teams within international companies.

In the course of action of the new vision, the strategic project is to position Rouen Business School as a school which:

- values diversity / social mixing as a source of openness and values new business models and management methods, and consequently offers its students the possibility to live an international and cross-cultural long-term experience, on its truly international campus;
- promotes commitment in action, innovation and entrepreneurship;
- re-invents the historical model of integration and deployment of professional trajectory by closely associating the school and the Alumni Association, in particular around a unique Career Centre.
In the future, Rouen Business School wishes to be recognised in France and abroad as a school which provides its students with a true multinational and cross-cultural experience as well as the services of a Career Centre in connection with the Alumni Association throughout their professional careers. Focused research around research groups ensures the place of the school in the international academic community. Tuition and educational policy strive to develop a corporate spirit, interest in innovation and new business and management models and use of project management in a global context and continuous sense of responsibility.

A. SOCIAL RESPONSIBILITY IN EDUCATION AND PROGRAMMES

Rouen Business School’s objective is to graduate students who are:

- immediately operational, serving the needs of regional, national and international organisations;
- independent and open-minded;
- international in outlook;
- entrepreneurial.

Whatever programme they attend, they have to develop an intellectual approach as well as common personal aptitudes, cross-functional and inter-personal skills, in addition to the specific professional and managerial skills outlined in the learning goals of each programme.

The Rouen Business School’s portfolio of degree programmes serves different levels of the student market and experienced participants:

- undergraduate programmes (Bachelor in Retailing, BBA and BSc in International Business) recruit students who have just passed their Baccalauréat (13 – 14 years of studies);
- the generalist graduate programme, the Master Grande École, recruits students after 2 to 4 years of undergraduate studies or experienced participants in the Executive Master Grande École;
- specialised Masters (MS) and MSc recruit participants holding an undergraduate degree after 3 to 5 years of studies including experienced participants in part-time programmes;
- the International MBA (full-time) and the Executive MBA recruit experienced participants (minimum 3 years of work experience).

The programmes are designed on the principles which are the foundation of Rouen Business School’s philosophy with regards to teaching methods and practice:

- a learning experience based on alternation, combining academic rigour with practical experience;
- a learning approach which places the student at the heart of his/her learning process.
- the focus on the student’s personal development and the fulfilment of his/her career objectives;
- the use of new information technology and e-learning whenever they are more effective than in-class teaching.

Since 2008, modifications to the programmes have been carried out in line with five guidelines:

- incorporating the international and multicultural dimension in both the content of courses and the overall design of the programme, in line with the needs of the companies which will recruit the graduates of the programme;
- creating a balance between strengthened academic demands and practical applications, in line with the programme objectives and the needs of companies;
- strengthening the interdisciplinary aspect in programme content;
- taking into consideration, in the teaching work, the various aspects of social responsibility, and involving students in teaching and association projects where human and social values are emphasised;
- instilling innovation and creativity as a key issue in the student’s development skills.
Rouen Business School instils global perspectives in curricula to provide students with knowledge and skills for working in a globalised world and with the values and attitudes to behave as global citizens. This includes:

- offering courses focusing on international issues or with global topics: international management, international marketing, cross-cultural management, international negotiation as examples;
- foreign language courses or courses in foreign languages offered in every programme;
- an international student body with around 80 nationalities on campus over the academic year;
- study abroad periods, international internships or international seminars in the majority of programmes;
- an increased number of visiting and foreign nationality faculty members.

Social responsibility and sustainable development were central points of the School’s Strategic Plan. Developing courses dealing with these topics or integrating them in various projects is an element of the Rouen Business School policy in this domain.

In each programme, the core curriculum includes at least one interdisciplinary course dedicated to issues associated with social responsibility and sustainable development. The professors responsible for these courses have recently completed a manual which will be published by Pearson in the near future. For many years, Rouen Business School offers additional elective courses which concern more specifically Business Ethics, Responsible Project Management, Managing Diversity and Cross-cultural Issues.

In the Master Grande Ecole, the Intercultural Seminar groups together the newly arrived 1st year students and the international exchange students to consider problems taking advantage of the participants’ diversity. Students may choose a course dealing with Social Responsibility, Sustainable Development or Multicultural Diversity in their 4th semester of studies. Several electives have been developed in related topics. Otherwise a great number of courses integrate Social Responsibility and Sustainable Development in their content. In addition, Rouen Business School has introduced for the 2nd year entering students the obligation to participate in a social project in partnership with Ferrero (within the framework of the Feeling project, whose objective is to implement a socially responsible project selected from among a large number of business plans defended by students).

In the BSc in International Business, first year students are introduced to social responsibility through the association projects which necessarily deal with social and humanitarian issues. An overview of sustainable development and corporate social responsibility is being integrated as a core course of the 3rd year: Globalisation and Sustainable Development. A more in-depth and technical course on Sustainable Business is compulsory in the 4th year whatever the option. In addition, diversity is a key issue in a lot of courses for these students as they will spend more than 1.5 year abroad during their studies.

In the BBA – Bachelor Commerce, social responsibility is omnipresent through the associative projects which necessarily deal with social issues. Students are also daily mixed with students from the programme Tremplin pour Réussir in which 20 students in academic failure are enrolled in order to find a career orientation. This programme is the result of a partnership between Ferrero and Rouen Business School. Students who will succeed in entering the BBA – Bachelor Commerce will be sponsored by Ferrero and recruited as apprentice in the 2nd year of studies.

In every MSc and MS programme, social responsibility and sustainable business have been introduced in the curriculum through existing courses or new courses. As an example, a course on Business Ethics has been taught since 2009 in the MSc in Global Management and in the MSc in Marketing French Excellence.

A project is underway to introduce a compulsory community service for any student during his/her studies in the School.
Students are made aware of the social responsibility and ethical aspects of their own behavior as soon as they enter one of Rouen Business School's programmes, as they have to sign the Learner’s Charter, which emphasises the School’s values and the rules to be respected with regards to behaviour throughout their time studying at Rouen Business School. The Learner’s Charter also lays down the policy with respect to plagiarism. In order to maintain strict scientific standards and ethical values, Rouen Business School has adopted a policy of zero tolerance with regard to plagiarism.

B. SOCIAL RESPONSIBILITY IN EXTRA CURRICULAR STUDENT ACTIVITIES

Extracurricular activities are an important part of students’ learning and experience, especially for Bachelor and Master Grande Ecole programmes.

These activities are managed by 30 associations organised into 5 clusters (Arts, Culture & Multimedia, Business & Entrepreneurship, Humanitarian & Social Responsibility, Sports, Students’ Life on Campus,) which are supervised by a full time staff member in charge of Associative Activities and a Students Life Committee.

Each year the school provides specific training in project management, law and communication skills for the president and treasurer of each association. Their activity within the association is assessed by a portfolio of skills and credited.

More than a third of the school associations are devoted to non-profit and humanitarian activities:

- Support, animation and educative activities for children, young underprivileged people, hospitalised peoples, prisoners: Genepi, Envol des Nids, Cheer’Up, Envie d’Sup
- Awareness-raising for humanitarian causes and social responsibility action: Ethika, Osmoz, Amnesty International, HandiNamic
- Assistance missions in Developing Countries: ESC sans Frontières
- Development of projects to be funded by external partners, as part of an international competition: SIFE

Other associations also invest in these areas:

- Culture Connection: organisation of events to welcome and favour integration of international students in the School and the City, as well as discovery trips in and around France.
- Mots & Debats: Organisation of conferences and debates with intellectuals and actors in social, political and economic life

The School pays particular attention to the events or parties organized at school to protect student’s health and safety and minimize the risks of problems such as alcohol, drugs, sexually-transmitted diseases and negative impacts on the environment.

All associations are encouraged to consider developing their business in line with the values of social responsibility that companies are developing through their corporate foundation or ideas competition:

- Fondation Auchan (a major French retailer) projects related to solidarity actions innovative or experimental initiated by students and led to help young people in difficulties or from deprived areas,
- Feeling Contest of Ferrero that asks students to imagine and build a social project which promotes access to education and recreation for children and more vulnerable young people. Various initiatives may include solidarity, culture and education for children. Evaluated on criteria including originality, feasibility, sustainability of the project or the organisation and motivation, winning teams receive up to € 10,000 from Ferrero France to fund their projects.

Students are also invited to take part in business games offered by companies, like Citizen Act of Société Générale

The supervision of all the associations aims to promote a responsible approach to student life and associative activities. A charter is being drafted by the Associations Committee. Some associations, like the Top Eight, sponsor social and humanitarian causes with funds collected on their behalf.
In April 2010, Rouen Business School hosted the WEPI, a national event in which students of all the schools involved in *Les Cordées de la Réussite* exchange views and share their experiences.

The School considers that associative activities are an excellent way for students to gain practical experience in project management, organisation and team management, negotiation, marketing and communication, law and in some cases entrepreneurship. They are also an excellent opportunity to practice the values of openness, commitment and responsibility of Rouen Business School.

Some professors are involved specifically in mentoring extracurricular activities for students. (M.-P. Boniccoli for SIFE, D. Pedezzoli for Handimanagement, D. Gallot for Déclic’Entreprendre). Professors are encouraged to become involved in student activities, and this is one of the factors taken into account when evaluating service activities for the institution and its external visibility.

C. **SOCIAL RESPONSIBILITY IN RESEARCH**

The vision of Rouen Business School offers a framework which corresponds perfectly to the school’s research activity. Rouen Business School aims to take part in this increased activity of rethinking business by producing knowledge of a scientific nature intended not only for the students; future managers of tomorrow’s businesses, but also for the school’s stakeholders (companies, regulatory public and local authorities, etc.) by seeking to transform this knowledge into applied research partnerships.

Research at Rouen Business School explores the new worlds and situations that have come about due to the financial crisis and the emerging markets by providing scientific knowledge in the following areas:

- new behaviour patterns among young people, linked to digital technology;
- the consideration now given to environmental constraints in supply chain questions;
- the new attitudes to work and career;
- new banking and accounting regulations;
- business plans and innovation.

Research activities are organised into four Research Groups and the Entrepreneurship and Innovation Center. Corporate social responsibility is a research topic in each of our four research groups.

Rather than building yet another research group dedicated to the corporate social responsibility, it was decided in agreement with the faculty that this issue of importance, included in the vision of the school, was to be widespread in each research group. From this point of view, the names of research groups show a collective will to include this topic in all compartments of the research.

**Responsible finance (22 professors)**

In this post-financial-crisis period, a large number of players are realising that they have products considered ‘toxic’ on their balance sheet, and which have generated significant losses or which represent a risk which they are not in a position to assess adequately.

Thus, the research group in Finance has a central project not to increase the sophistication of financial tools, but rather to contribute to a better understanding of the mechanisms related to financial innovation by economic actors so they can better control it. It is also working on the institutionalisation of the Social Responsible Investment (SRI).

The question of the accessibility of the technical competences making it possible to prevent this type of problem, a better understanding of (or participation in the development of) the accounting procedures associated with these products and consideration of the rules and regulations aspect is at the core of the research problems dealt with by this research group. Apart from all the questions concerning the regulatory problems, a range of studies carried out by our staff are paying particular attention to the quality of the audit process; a decisive element in the effective application of all regulations.

With the globalisation of financial activities, research in the School will take a closer look at the financial markets of emerging economies in order to gain a better understanding of their specificities.
This research group will host the “Financial products, disclosure & regulation” chair.

In this group, the Corporate Finance, Financial Accounting and CSR axis works particularly on the mechanisms of corporate governance, the mechanisms for the evaluation of financial assets and their entry into accounts, the socially responsible investments market and the links between social responsibility and the financial and operational performance of businesses.

**Contemporary P@thways of Career, Life and Learning (9 professors)**

The social, economic and technological changes of the last few decades have led to an evolution in the norms pertaining to work, career and family. The research team posits that individual projects, trajectories and positioning in any given sphere of life, as well as professional identity or organisations, are social constructions produced by the pragmatic and symbolic interactions between individuals and their environment: families and personal networks at the micro-level, organisations, HR management, managers and teams at the meso-level, and the State, institutions and public policies at the macro-level.

These commitments are the origin of both the main areas of research and the social objectives pursued by the research group:

- clarifying actual paths and positioning by examining the relative influences of individual strategies and the contingencies brought about by the environment;
- examining the way that the players involved act, contrasting paths and anchorages, among others, through international comparisons;
- exploring the margins for political, financial and managerial manoeuvring;
- proposing new management models, together with a schedule for introducing these models into management training programmes.

This research group hosts the “New careers” chair signed with Air France and LVMH.

The Spheres of Life axis in this group looks at the connections between the various spheres of life (work, family life, life in the community, association activities, etc.), and at the necessary conditions for creating a more sustainable balance.

The School is a signatory of the ‘Charte de la Diversité’ and a member of the Association Française des Managers de la Diversité (AFMD). The aim of the AFMD is to provide a new kind of forum for exchanges and sharing of experience concerning the management of diversity, bringing together human resource and diversity managers and research-professors. In this area, a group of professors and specialists at Rouen Business School have drawn up a special manual, a kind of 'White Paper' entitled 'Implementing your diversity policy: measurement and indicators'.

**Young people and responsible consumer behaviour (6 professors)**

Consumption by children and teenagers today constitutes a major challenge for very many players in the social and economic domains: businesses, public authorities, childcare workers, parents, etc.

However, it is also a central concern for those responsible for the education and protection of young people. These observations and questions are the basis of the research topics:

- Children and teenagers’ food consumption
- The 'Screen' generation
- Communicating with/Advertising to young people
- Learning how to be a socially responsible consumer.

This research group will host the “Responsible consumer behaviour of children & adolescents” chair.

In this group, the ‘Learning how to be a socially responsible consumer’ axis is working on the ways to provide children with all the necessary information for them to take into account the environmental constraints (global warming, depletion of fossil fuel reserves, etc.), without forgetting to teach them to better control the ever-growing symbolic power of brands and products.
The group seeks to understand what is acceptable to do with children in terms of communication, particularly in the food industry (the MARCO Project). The group works well on the effectiveness of communication on risk products (alcohol, cigarettes, drugs, etc.).

**Customer, Retail & Supply Chain (10 professors)**

This research group brings together researchers from various disciplines such as marketing, supply chain, control management. The global research topic is to understand the transformation of the distribution sector by involving/studying the different processes of the value chain including different elements of the value chain process (procurement, supply chain, point of sale, customer).

The key research area questions the sustainability of this business in today’s global context in which ‘green pressure’ is high on various parts of the supply chain (transport, location, packaging, etc...).

**Entrepreneurship and Innovation Centre**

This centre groups together the teaching, support and guidance, and research programmes concerning topics related to business creation and entrepreneurship. This centre aims at increasing the number of entrepreneurial projects developed by the school’s students.

The research programme in this area has been the subject of careful analysis of its position in the scientific field of entrepreneurship. It is currently defined as being a chair project *Business models & Innovation* in which KPMG is already involved.

Premises on the campus of Rouen Business School have been refurbished to accommodate the activities of the Entrepreneurship & Innovation Centre and provide space for developing entrepreneurial projects (“Starting Bloc” building). In 2012, new premises financed by the fundraising campaign will be built next to the *Maison de l’Entreprise* building.

**D. SOCIAL RESPONSABILITY TOWARDS THE COMMUNITY**

Rouen Business School is a school whose sphere of action and ambitions are clearly national and international. Faithful to its past, and conscious of its responsibility regarding the territory in which it is rooted, the School wants to strengthen its ties with the local and regional community, and to contribute as much as possible to the development and attractiveness of this territory. By highlighting the name of Rouen, the School’s new identity expresses this loyalty and dedication to bring up and far away the colours of a city and a territory. As for the new logo, it evokes the sails of the tall ships that departed from Rouen to the discovery of the New World five centuries ago.

Beyond the development of harmonious relations with territorial players, the school brings a specific contribution to the local community in the areas of education, development of entrepreneurship and research in logistics. It has at heart the fact that French and international students get involved in these actions.

*Haute-Normandie* is a region where some school indicators (A-levels’ success, continuation and success in higher education) are under the national average. In this context, the school, as an institution of excellence, committed on the following actions:

- **Give confidence and desire to pursue their studies in higher education to high schools pupils from disadvantaged origins.** Since 2007, a group of 40 students from Rouen Business School, supervised by a faculty member has supported a hundred of high-school pupils in five high schools in Rouen’s urban area. This initiative is part of a national scheme called *Les Cordées de la Réussite* (“Rope-sling of Success”).
- **Improve information for high-school pupils about Higher Education and career opportunities for graduates, in partnership with other institutions of higher education in Normandy, on the occasion of the *Les Cordées de la Réussite* Annual Day.**
- **Provide opportunities for Normandy’s secondary-school pupils to benefit from language courses taught by international students from Rouen Business School.** Each year in June,
international and exchange students organise a week of English language training for more than 800 secondary-school pupils in 22 secondary schools. This action named Region Langues was launched in 2007 by the Haute-Normandie Region, and Rouen Business School is one of its educational players with secondary-school language teachers. The school mobilises its expertise in language courses and helps pupils and international students to get in touch, for high satisfaction of all. The Region and Rouen Business School organised a colloquium in November 2008 dealing with this action plan, which has benefited 2,090 pupils since its launch.

- Give socially disadvantaged students who failed in their first year of higher education the best chance to get back on their feet and boost their studies. Rouen Business School designed the programme Tremplin pour Réussir ("Springboard for Success") in partnership with FERRERO, a leading confectionary company whose French headquarters are located in Mont-Saint-Aignan. This one-year programme reinforces the educational and methodological basis of the participants and helps them to define furtherance in higher education. This programme is funded by Ferrero. Since 2007, 85 students have benefited from this programme.

The actions taken are effective, but still affect a limited number of the pupils. In partnership with other institutions of higher education and the Rectorat, Rouen Business School aims to imagine other solutions which, while being lighter, allow us to improve ties between secondary and higher education in the region.

In terms of entrepreneurship, the school is a driving force within the regional community.

- Managing Innovation is a project created by Rouen Business School, the Chamber of Commerce, the Rouen engineering schools and the regional actors whose mission is to support entrepreneurship as an educational tool. It gathers students in management and in engineering to develop projects of technological innovation and entrepreneurship. The goal is to place them in real-life situations to be trained to work within a multidisciplinary team with people of different backgrounds, to prepare a business plan, to develop a model/prototype showing the feasibility of the project and to communicate on a new concept, until the market study and business plan.

- The School is very active in the regional networks of entrepreneurship and business takeover. It is housing the association Club des Repreneurs d’Affaires(CRA) and is a member of the Partners Committee of the Regional Agency for Innovation, SEINARI.

- In 2010 the School created an incubator, Starting Bloc, which will accompany the venture project from the idea to the real launching of the company. The objective is to present the projects to real investors (BA, VCs, banks and public financiers). Seven projects are already in place (3 to 6 months). A small house on campus is today dedicated to Starting Bloc; within two years the Centre for Entrepreneurship and Innovation has the project to build a dedicated building (300 m²) together with the Maison de l’Entreprise.

Another example of contribution to the economic community takes place in the BSc in International Business programme in which students must, in groups of 3 or 4, carry out an international market survey. These 6-month missions are conducted in local companies which are active or which attempt to do business at the international level. Last year many students worked on the linen industry, an activity in which Normandy is one of the world leaders.

As far as the local intellectual life is concerned, on a monthly basis, the school organises conferences “Mots & Débats” with writers, scientists, entrepreneurs and political figures, which are open to the public and attract a wide external audience. Since this year it has also welcomed at the Castle a cycle of painting contemporary art exhibitions open to the public.

At the national level, the school is a very active member of various Grande Ecoles consulting and representation authorities: Chapter of Management Schools, Conference of Grandes Ecoles (CGE). Several representatives participate in various committees in which the school is increasingly called upon to promote an open and evolutionary vision of the French Grande Ecole, against the defensive and conservative attitude adopted by some.
In 2010, Rouen Business School has successfully defended a change in the entrance examinations of Master Grande Ecole programmes providing wider access to students of literary background and advocates some alternative selection processes of students within the Chapter of Management Schools. The School thinks that the current system favours more the bright but rather formatted students from upper classes than students less formatted and less trained to succeed in competitive examinations, but who would demonstrate more proactive and more open behaviour towards diversity and innovation. The increasing proportion of parallel admissions and international students in all schools leads to put the almost sacred place given to the entrance examination into perspective.

E. RESPONSIBILITY IN THE SCHOOL’S OPERATIONS AND STRATEGY

Rouen Business School is applying the principles of responsibility and sustainable development throughout its activities and its management of the campus.

The reduction in consumptions, the rationalisation of reprographic work and the inclusion of sustainable development criteria in purchasing practice are the main projects carried through so far. Beginning in 2010, Rouen Business School offsets the totality of the CO² emissions resulting from the use of mini-bus shuttles during candidate interviews, and makes electric cycles available for candidates to tour the campus.

Part of the next strategic plan, the action plan for the next few years will be being worked on, within the terms of the Sustainable Development Guidelines developed by the Conférence des Grandes Ecoles and of the ‘Plan Vert’ (Green Plan) for higher education.

As an institution, Rouen Business School is part of the associations involved in responsible projects, with cultural and social diversity in the front line.

Rouen Business School is also a partner of the ‘Entretiens de l’Excellence’, organised by the Club XXIème Siècle, and which, last May, were held in the School. The Club XXIème Siècle brings together people of various nationalities (France, North Africa, Asia, Africa south of the Sahara, the French Overseas Departments, South America), of all professions (top government officials, company executives, doctors, lawyers, university faculty, etc.), and of all political hues, all motivated by the desire to show that ‘the diversity of its population is an opportunity for France in the context of globalisation, and in the dialogue between cultures’.

At the international level, the School is involved in the "Shaping Tomorrow's Leaders - the GRLI and Net Impact Challenge", a team-based competition where students and young managers were given the chance to present their views on “How can next generation leaders contribute to the development of globally responsible leadership?” The Associate Dean for International Affairs is member of the jury. The School sponsors the student based GRLI Ambassadors programme that will be launched during the GRLI General Assembly in March 2011 in Melbourne, Australia.

Beside its action in the regional education community, Rouen Business School and the Rouen Chamber of Commerce are concerned to ensure that no student is obliged to abandon his/her admission to the School, or give up his/her studies for financial reasons. They have therefore made arrangements for providing students with financial support.

Every year, the Rouen Chamber of Commerce and Industry grants reductions in tuition fees to students with academic merit, and who are in financial difficulties. These grants are only for students following a programme lasting at least two years, who have achieved academic merit and who have shown that they do their very best to manage within their budget. The reduction can be of up to half of the tuition fees.

Rouen Business School has signed an agreement with two banks concerning the granting of unsecured loans to Rouen Business School students. These are available to students having achieved the highest merit, whether it is from the academic point of view or in terms of their general conduct. Applications are vetted by the School before being transmitted to the banks.