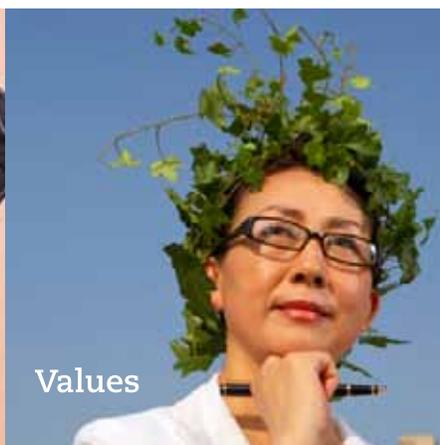


Sharing Information on Progress

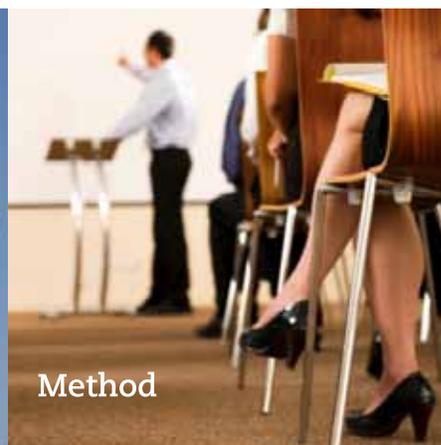
A world of inspiration



Purpose



Values



Method



Research



Partnership



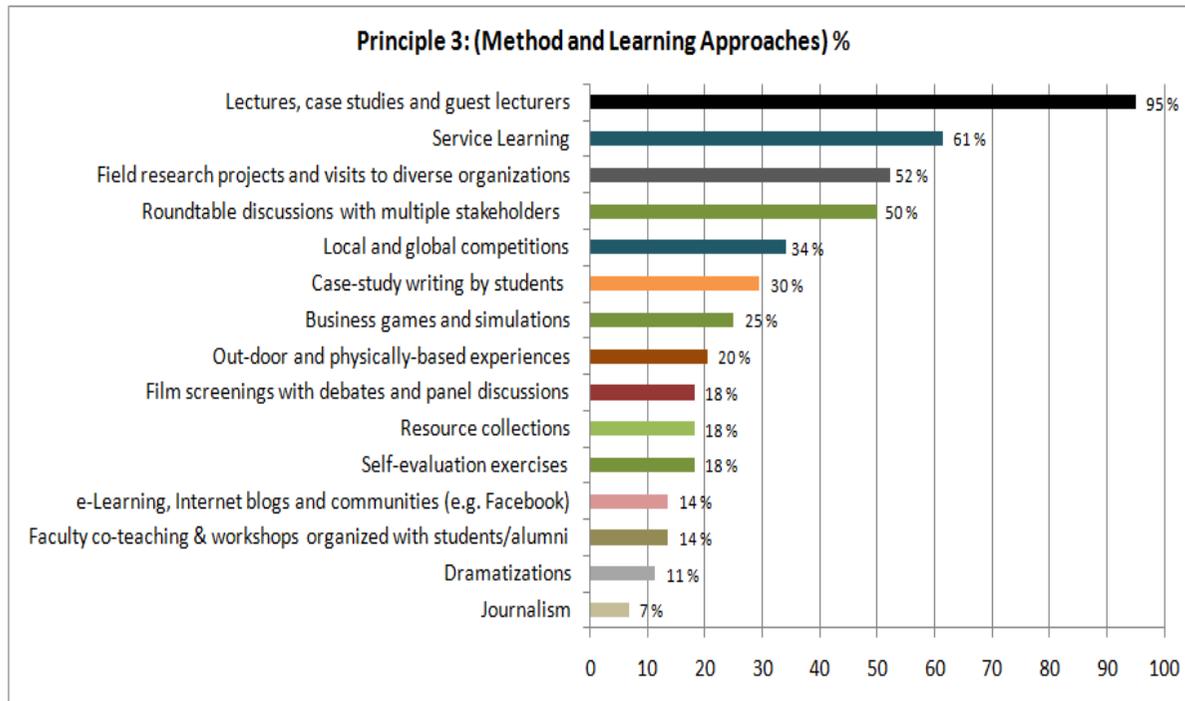
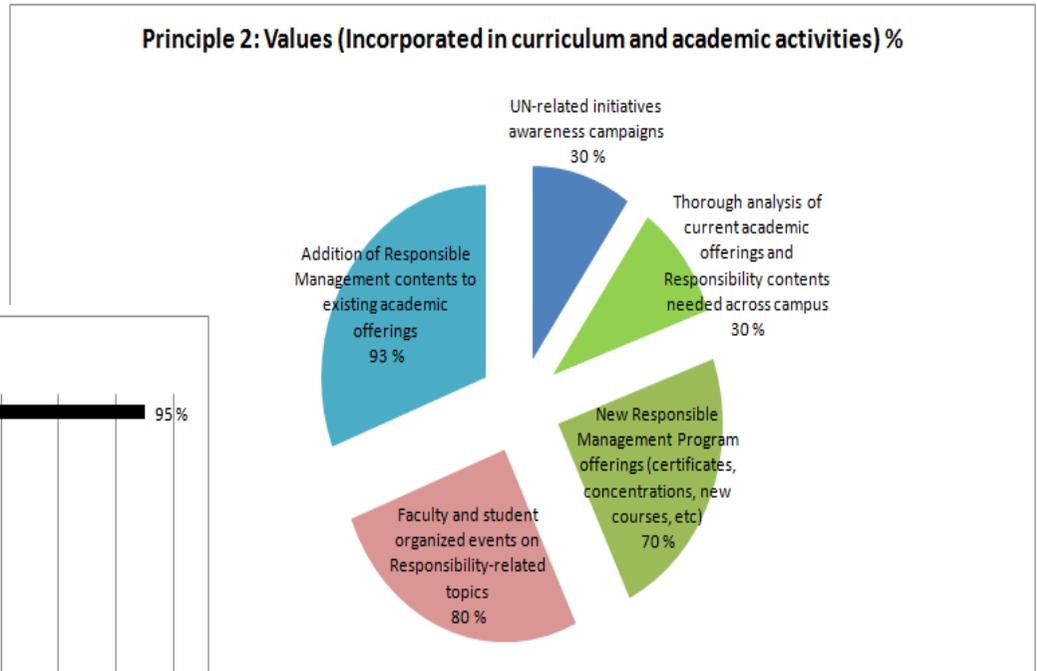
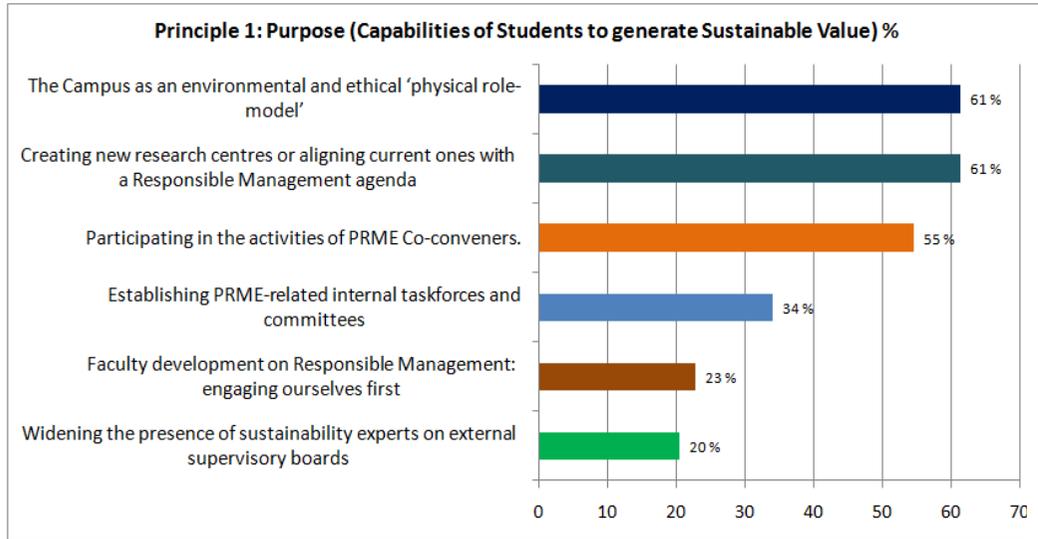
Dialogue

Supported by



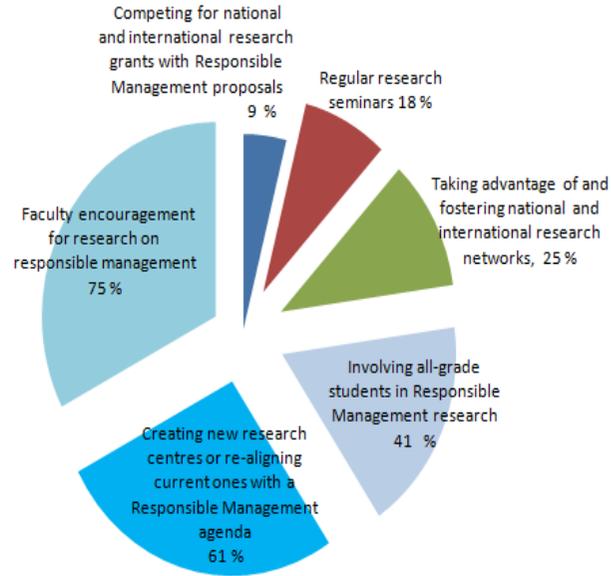
1st Analysis Report
Activities 2008 - June 2010

Graphical Overview - PRME SIP 1st Analysis Report - Activities 2008-June 2010

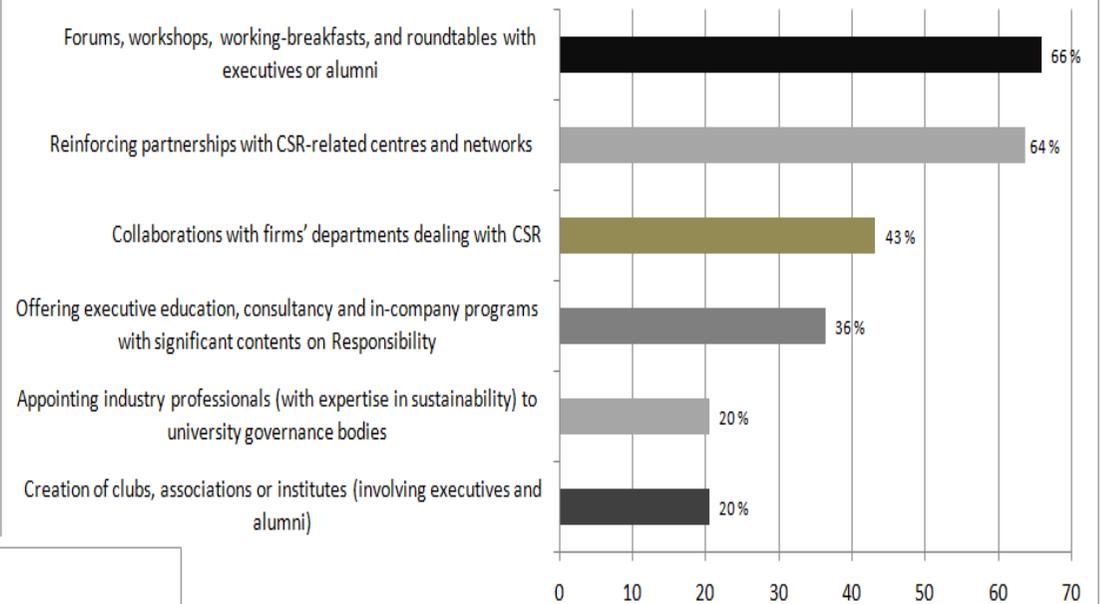


Graphical Overview - PRME SIP 1st Analysis Report - Activities 2008-June 2010

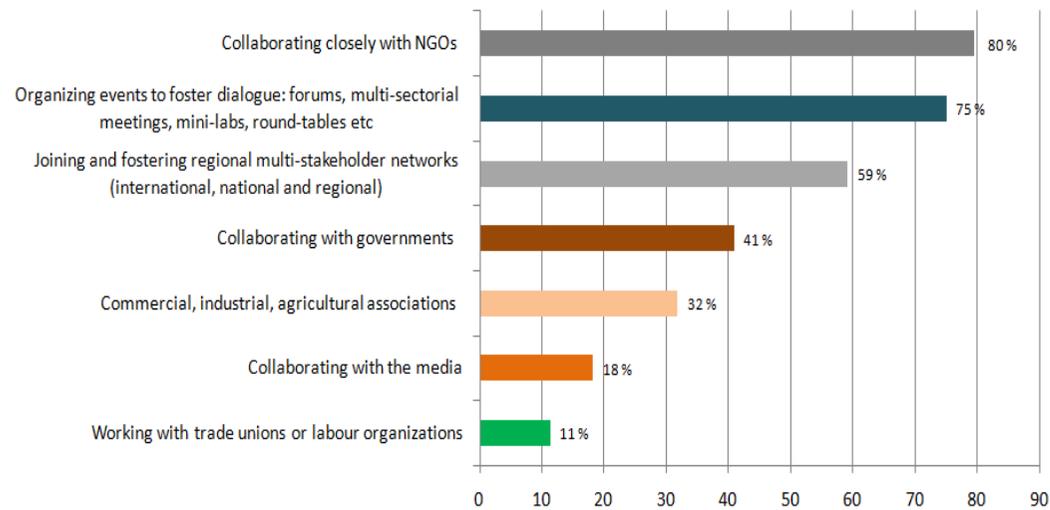
Principle 4: Research (sustainable social, environmental and economic value) %



Principle 5: Partnership (Interaction with business managers) %



Principle 6: Dialogue (Among key stakeholders) %



Suggestions/Recommendations on PRME Implementation

PRME signatories are finding that Responsible Management has the potential to help them position themselves as innovators and leaders in the educational field. Beyond just raising awareness of the risks and responsibilities of management in social and environmental terms, beyond the imperative of “let’s be good to be legitimate”, signatories are trying to take advantage of implementing Responsibility and its potential in a *value creation* agenda for the business school.

Often PRME has been a catalyst for initiatives already in progress within the business school. In other cases it has created a new framework and invitation for incipient efforts led by isolated or teamed enthusiastic faculty. Sometimes the dean himself/herself has been the driver of the program. Both approaches (bottom-up and top-down) are needed, as well as constant “broadening the coalition” efforts. In the bottom-up approach, establishing a center (or any other type of institutional arrangement within the business school) that is the focal point of PRME efforts can be of help. It should give some continuity to professors who are committed, and provide them with the opportunity to radiate their ideas - a kind of spillover effect to the rest of the faculty. This will need to go hand in hand with the top-down approach - that is, the leadership and conviction of administrators and deans who set the tone for the institution. Often the faculty may need to excite administrators with ideas about sustainability, and challenge them to lead sustainability-related initiatives. It is desirable that both faculty and deans be prepared to communicate their enthusiasm and take initiatives without waiting for ideal circumstances, or for the whole institution to be in agreement, before proceeding.

Ultimately, PRME signatories are involved in significant change-management efforts and the transformation of their *organizational cultures*. Establishing multi-disciplinary PRME-related internal taskforces and widening the presence of sustainability experts on external supervisory boards are, thus, valuable and strategic investments - as is the training of the faculty itself - to produce the kind of paradigm change and the new role of business in society that we advocate. Doing initial and rigorous assessments on where are we now in terms of teaching and research, partnerships and dialogue with multiple stakeholders on Responsible Management issues, and brainstorming on options and priorities to move forward with those principles that are most relevant to the signatory’s capacities and mission may be a solid start. Possibilities are numerous: “greening the campus”; transforming gradually the curriculum; offering regular academic events on Responsible Management; exploring learning methodologies that help to build deep impact (and affect the way students think, act and feel); engaging in conceptual and (truly) practical research; establishing PRME regional chapters; creating or joining PRME working groups on specialized topics, such as climate change, anti-corruption, executive education, and poverty (or joining other organizations such as PRME co-conveners); engaging with business partners that “feel in their skin” the challenges and opportunities that lie in the implementation of Responsibility in ‘the-world-out-there’; engaging in dialogues with other stakeholders and the media (which implies scholarly efforts that go far beyond self-interested efforts to publish in peer-reviewed journals) etc. PRME aims to provide a framework for dialogue and a global learning network about these plentiful options.

Rigor, conviction, commitment, resilience and dialogue are powerful tools to make transformation happen. They can drive scholarly agendas on curriculum, teaching, research, partnerships and multi-stakeholder dialogue. And they can be accompanied and reinforced with organizational practices such as facilities management, faculty development and HR policies (incentives management, promotion etc.) aligned with the new sustainability agenda. Progress may be anchored in drastic changes or “small wins” that point the organization in the Responsible Management and sustainability direction. PRME is a global and urgent call, but the tone it sets is one of gradualism, a constant spirit of improvement. A rigorous and serious commitment to walk the talk is what is important here. From a self-interested point of view, those who innovate towards sustainability are going to be among the leaders of tomorrow, and that is a window of opportunity for any business school. And future generations deserve nothing less.