



Innovations for the Future: Building Globally Responsible Leaders

AACSB International Deans Conference
February 7, 2008

Net Impact, curriculum change, and PRME



- Net Impact is a global membership organization for graduate business students and professionals committed to using business to improve the world
 - 160 chapters and 10,000+ individual members
 - Founded 15 years ago by MBAs looking for like-minded business students
 - Our central office in San Francisco supports and grows the chapter network, organizes an annual conference, and promotes select network-wide initiatives like campus greening and curriculum change
- We are the only student-driven organization involved in curriculum change
 - Launched curriculum change initiative in Fall 2005
 - Our unique asset is to serve as a connector, repository of information, and representative of student feedback
- Past curriculum-related activities have included surveys of MBA perspectives, creation of best practice library, and calls from school leaders on their curriculum evolution
- We are proud to represent the MBA voice on the PRME

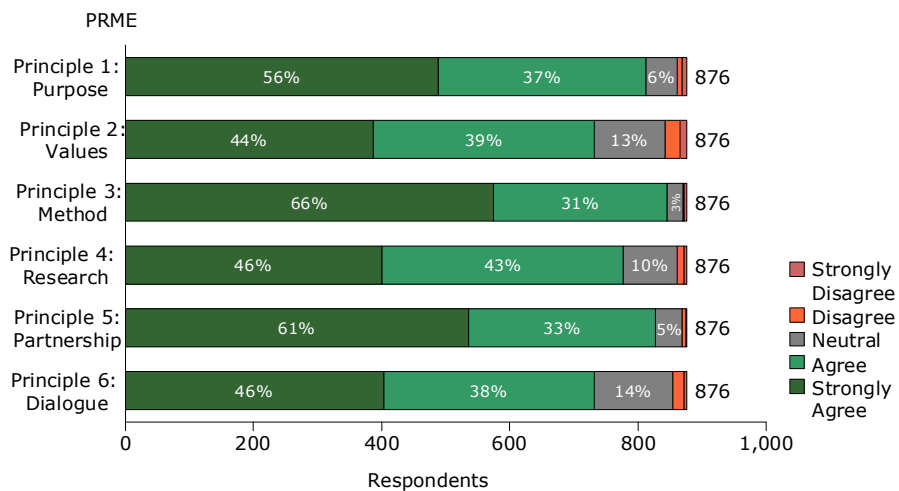
Survey overview



- Survey conducted between January 22, 2008 and February 2, 2008
- Our student representatives were asked to send the survey to general list servs, if possible
- Our goal was to understand the student perspective on the importance of business school involvement with the PRME

Total Survey Respondents:	876
Business Schools represented:	45
US / International	88% US; 12% International
Net Impact Membership:	35% Members; 65% Non-Members
Number of Years Enrolled in Program:	58% 1 yr; 37% 2 yrs; 5% 3+ yrs
Student status:	25% Part-time; 75% Full-time

Agreement with PRME principles

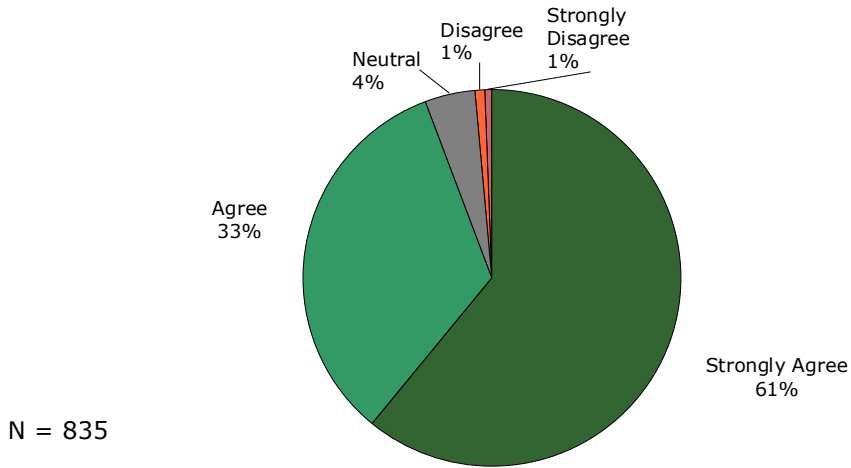


**Strongest agreement with Principle 3;
strong majority agree all principles**

"Walking the talk"



A business school's organizational practices (e.g., environmental practices, employment standards) should serve as an example of the values and attitudes it conveys to its students.

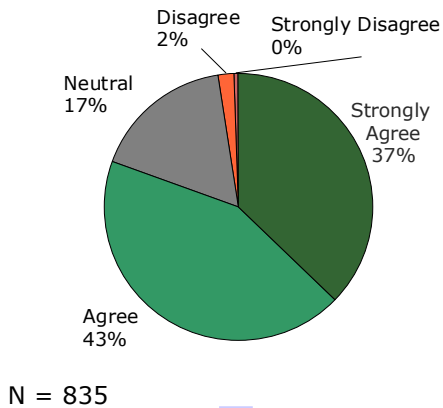


Overall

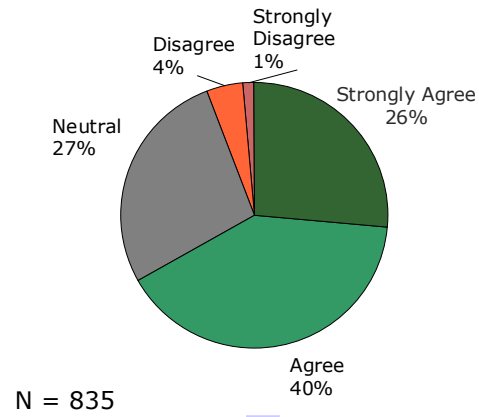


My business school should support the PRME

All business schools should support the PRME



80% Agree

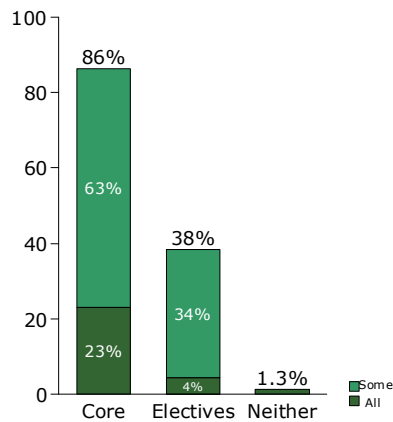


66% Agree

PRME and curriculum



Do you think that the PRME should be incorporated into all business courses, only specific courses, or no courses at all? Please select all that apply.



N = 835

Which curriculum topics are highest priority for PRME, if any?

Leadership/Management	87%
Strategy	72%
Operations	51%
Finance	39%
Marketing	35%
Human Resources	33%
Accounting	20%

N = 810

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What has your school done to achieve each principle for responsible management education?



"Responsible management education is embodied in the **school's mission** to educate leaders for business and society. Our curriculum focuses on developing values-based leaders and people that want make the world a better place." – Yale School of Management

"There is a core group of dedicated faculty, staff and students who have formed a **sustainability working groups** to champion sustainability throughout the curriculum and practices in the school." – MIT, Sloan School of Business

"My school does **research** in sustainable development in business and CSR." – INCAE Business School

"My school has committed to Leeds certification for any new buildings. Students have driven a number of **green initiatives** to reduce environmental impact." – Northwestern University, Kellogg School of Management

"We have **conferences and events** around economic, social, and governmental (ESG) issues in business." – HEC School of Management

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What should be done to increase your school's efforts to adopt and implement the PRME?



- “The best way to get the PRME is through **student awareness** and each student choosing to support the PRME. At Chicago GSB, it is important to communicate in terms of how supporting the PRME is in the best interests of the students. I especially think that the **administration's full and public endorsement** will promote the highest level of student adoption.” – University of Chicago, Graduate School of Business
- “More systematic inclusion of these concepts in **core classes** (not electives)” – Northwestern University, Kellogg School of Management
- “**Include all professors in discussions** on how to incorporate PRME” – University of California Davis, Graduate School of Management
- “Encourage **open discussion** of the topics.” – Boston University Graduate School of Management
- “**Coordinate different students groups and programs** towards a common goal of having more sustainability in the curriculum.” – HEC School of Management
- “More **feedback from recruiters** seeking applicants with this knowledge and skill base” – University of Southern California, Marshall School of Business
- “Link the implementation of PRME to **business school rankings**.” – HEC School of Management
- “More **community and business sector involvement**” – Simmons School of Management

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Conclusions and next steps



- **The level of student demand and agreement on the PRME is high**
 - 80% agree their school should support the PRME, and 66% say all business schools should
 - 86% say the Principles should be incorporated into the core curriculum
- Student and faculty support are crucial to building momentum for adoption of the PRME
- The Global Compact Office is currently preparing “talking points” on the business case for schools to participate in the PRME, gathering material for schools benchmarking around sustainability issues, and preparing curriculum change resources for faculty
- Net Impact will encourage and support students to work with their faculty and administration to support the PRME
- If you would like to see survey results for your school, or distribute the survey to your students, please contact Liz Maw (lmaw@netimpact.org)

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Appendix: schools represented



Antioch New England Green MBA	Rice University - Jesse H. Jones Graduate School of Management
Boston College - Carroll Graduate School of Management	Saint Joseph's University - Haub School of Business
Boston University - Graduate School of Management	Sasin Graduate Institute of Business Administration of Chulalongkorn University
Brandeis University - International Business School	Simmons School of Management
Claremont Graduate University - Drucker School of Management	Stanford University - Stanford Graduate School of Business
Columbia University - Columbia Business School	Thunderbird - The Garvin School of International Management
Cornell University - Johnson Graduate School of Management	University of Arkansas, Little Rock
Dartmouth College - Tuck School of Business	University of British Columbia - Sauder School of Business
Duke University - Fuqua School of Business	University of Calgary
Erasmus University - Rotterdam School of Management	University of California Davis - Graduate School of Management
George Washington University - School of Business and Public Management	University of California Los Angeles - Anderson School of Business
Georgetown University - McDonough School of Business	University of Chicago - Graduate School of Business
Harvard University	University of Geneva
HEC Paris - School of Management	University of Maryland - Smith School of Business
Illinois Institute of Technology - Stuart School of Business	University of Michigan - Stephen M. Ross School of Business
INCAE Business School	University of North Carolina - Kenan-Flagler Business School
Johns Hopkins University - School of Advanced International Studies	University of Pennsylvania - The Wharton School of Business
Massachusetts Institute of Technology - Sloan School of Business	University of San Diego - School of Business Administration
New York University - Stern School of Business	University of Southern California - Marshall School of Business
North Carolina State University - College of Management	University of Virginia - Darden Graduate School of Business Administration
Northwestern University - Kellogg School of Management	Vanderbilt University - Owen Graduate School of Management
Presidio School of Management	Yale University - Yale School of Management
Purdue University - Krannert School of Management	

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Appendix: survey questions (1 of 4)



Section I: Background

1. The name of your Business School
2. The number of years you have been enrolled in your MBA program
3. Student status - either part-time or full-time

Section II: Level of Agreement with PRME Principles

Please rate your level of agreement with the following PRME Principles, as they relate to your current MBA program at your college or university. *Select one of the following: strongly agree, agree, neutral, disagree, strongly disagree*

1. **Principle 1:** My MBA program should develop the capabilities of students to work for an inclusive and sustainable global economy.
2. **Principle 2:** My MBA program should incorporate values of global social responsibility into our academic activities and curricula, as portrayed in international initiatives such as the United Nations Global Compact.
3. **Principle 3:** My MBA program should create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

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Appendix: survey questions (2 of 4)



Section II: Level of Agreement with PRME Principles (continued)

Please rate your level of agreement with the following PRME Principles, as they relate to your current MBA program at your college or university. *Select one of the following: strongly agree, agree, neutral, disagree, strongly disagree*

4. **Principle 4:** My MBA program should engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.
5. **Principle 5:** My MBA program should create opportunities to interact with managers of business corporations, to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore effective approaches to meeting these challenges.
6. **Principle 6:** My MBA program should stimulate dialogue and debate among stakeholders (educators, business, government, consumers, media, civil society organizations and other interested groups) on critical issues related to global social responsibility and sustainability.

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Appendix: survey questions (3 of 4)



Section III: Level of Agreement with Other Areas

Select one of the following: strongly agree, agree, neutral, disagree, strongly disagree

1. A business school's organizational practices (e.g., environmental practices, employment standards) should serve as an example of the values and attitudes it conveys to its students.
2. My business school should support the PRME principles, stated in Section II.
3. All business schools should support the PRME principles, stated in Section II.
4. Do you think that the principles mentioned above should be incorporated into all business courses, only specific courses, or no courses at all?

Please select all that apply: All core / required courses, Some core / required courses, All elective courses, Some elective courses, Neither core courses nor electives

5. Which curriculum topics are highest priority for PRME, if any?

Please select all that apply: None, Finance, Accounting, Strategy, Leadership/Management, Operations, Human Resources, Marketing

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Appendix: survey questions (4 of 4)



Section III: Level of Agreement with Other Areas (continued)

6. Net Impact membership: *Select one of the following: I have been a member for six months or less; I have been a member for more than six months; I plan to join in the next month or so; I would like to learn more about Net Impact; I am not interested in joining.*
7. OPTIONAL: What has your school done to achieve each principle for responsible management education?
8. OPTIONAL: What should be done to increase your school's efforts to adopt and implement the PRME?
9. OPTIONAL: Please add any additional comments or suggestions regarding the PRME.
10. If you would like to be entered into the raffle for the free round-trip plane ticket in the continental U.S., please enter your email here.

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Appendix: the Principles



- **Principle 1. Purpose:**
 - We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.
- **Principle 2. Values:**
 - We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.
- **Principle 3. Method:**
 - We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
- **Principle 4. Research:**
 - We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.
- **Principle 5. Partnership:**
 - We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
- **Principle 6. Dialogue:**
 - We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.