



Our Global Responsibility

1st report
2007-2008
Edition



Content		Editorial
Editorial	P 2	<p>Reims Management School has always known how to assist companies by being particularly innovative in its educational projects and reactive about the new stakes of globalization. Following this dynamics, Reims Management School has been involved in sustainable development since 2003. In that way, it brings future managers a new view of society and contributes to building a new way of thinking where environment and men are the core of this new paradigm.</p> <p>When we are faced with the present, societal and environmental stakes, our permanent concern is to train responsible managers and citizens to be aware of the major stakes of the planet. Firmly attached to the management of diversity for more that 30 years with the creation of world-oriented programs allowing its students to experience cultural diversity in their everyday life, Reims Management School wanted to propagate this diversity notion as the source of innovations in all of its missions.</p> <p>As the constituent and founding element of our School, diversity cannot be dissociated from the complementary notions of Global Responsibility, Ethics and Sustainable Development. Therefore, for more than six years, Global Responsibility principles have been disseminated spontaneously in our various missions: educational programs, research, partnership with companies, relations with our various stakeholders, management of our campuses... It is now with a spirit definitely oriented towards innovating and diversified actions that RMS perpetuates its CSR approach.</p> <p>Through this first report, we wish to show the path that we have been covering these last years regarding global responsibility and to continue the work initiated by setting ambitious targets on both societal and environmental levels. Therefore, for transparence sake, we opted for a synthetic presentation of our societal and environmental performance indicators as well as our progress objectives.</p> <p style="text-align: right;">François BONVALET Reims management School Director General</p>
Our commitments in 2007-2008	P 3	
Introduction	P 4	
Our view of global responsibility and our governance	P 6	
Our performance indicators	P 9	
Our global responsibility action: five priorities:	P 10	
1. To educate responsible managers and citizens	P 10	
2. To boost research applied to global responsibility issues and share it with companies	P 19	
3. To practice social and cultural openness	P 24	
4. To encourage diversity inside our teams	P 33	
5. To lighten the ecological footprint of our campuses	P 35	



Our commitments in 2007-2008

In the context of the decade of Education for sustainable development organized by the Unesco, universities and schools must, like some pioneer companies, build and construct sustainable development policies that will not only allow future managers to deeply modify corporate behaviors as regards social and environmental responsibility but also encourage students to become responsible citizens. Whereas the concept of sustainable development positively established itself in the economic and political vocabulary during the 1992 Earth Summit held in Rio, it is but gradually that its implementation becomes effective in the business world. However, despite this increasing notoriety, the scientists' most recent alarming cries about global warming, ever increasing problems due to over pollution, exhaustion of biodiversity, persistence of poverty and inequalities... should prompt us to shift into high gear and initiate real strategies of sustainable development in all fields. No doubt education is the keystone for really heightening populations' awareness and for instilling new behaviors. At times when the financial crisis causes mass unemployment to explode, an increase in inequalities and a possible freeze of ecological investments, Universities and schools must now demonstrate originality, innovation so as to show that other paths are available and to encourage all companies to wonder about tomorrow's society by restoring man and environment's central place in our economic patterns.

To reach this objective, at the beginning of years 2000, Reims Management School has at first integrated one of the various aspects of the sustainable development concept in its strategy: the societal aspect. The list of actions undertaken in this field is significant: creation of the RMS Foundation aiming at raising funds for scholarship holders, Prépa'Rémois Initiative (an action encouraging equality of opportunity for secondary school students' access to higher education), a policy for apprenticeship to enable the integration of students from modest social backgrounds... However, the full integration of the global responsibility principle has actually taken shape by implementing an ambitious policy around five main lines: governance, teaching, research, social and societal policy and management of a responsible campus. The signature of the UNO Global Compact as well as the adherence to the « responsible campuses » of Graines de changement in 2007 helped institutionalize this progressive approach of global responsibility. During academic year 2007/2008, Reims Management School has strengthened its policy by concentrating on two main lines: offering all students of the Group a larger choice of modules dedicated to Sustainable Development and/or Corporate Social Responsibility and undertaking concrete actions to reduce our carbon emissions. A new tailor-made curriculum meant for students willing to get involved in the field of Social Responsibility or solidarity economy was designed under the aegis of the new Chair in management of non-profit organizations and solidarity economy. On an ecological level, 2007-2008 is actually the year when a diagnosis was carried out about our trips from one campus to the other and when a real policy was implemented to reduce our ecological footprint by launching our first symbolic action: creating a car sharing website for all RMS students and staff. In 2008-2009, we will then keep going with a precise inventory of our carbon emitting activities and by centering our educational efforts on the cross-disciplinary aspects of global responsibility in all management disciplines.

Isabelle ROBERT, Instructor- researcher, in charge of Sustainable Development at RMS



Introduction

Established in 1928, the Reims Management School (RMS) Group consists of 4 main programs and several specialized programs, and every year provides education to over 3500 French and foreign students. It represents today a pole of competences that is recognized on both a national and international level for proposing higher education in management.

The missions of the RMS Group are the following:

- To select and provide education to future RMS graduates with a purpose to have them utilize their personal and technical competences as well as their customized path, for managing multicultural and multinational teams within national and international environments;
- To propose innovating and tailor-made solutions to national and multinational companies and to non-profit organizations, that answer their recruitment needs but also their long-term training needs, thanks to a comprehensive range of licenses, masters, specialized masters, continuous education and training and PhD programs;
- To contribute to the creation of knowledge, through research in disciplines of management and administration, that answers corporate questioning, economy requirements and develops expertises;
- To enable students, through personal development, to gain awareness and to act as responsible individuals.

During the 80 years of its history, Reims Management School has never stopped innovating and expanding with a view to propose educational programs that are adapted to companies' needs.

Summary of Reims Management School history:

- 1928: creation of the Ecole Supérieure de Commerce of Reims, located downtown. The first year includes 17 graduates.
- 1970: opening of new premises (the current campus 1) in the western suburbs of Reims
- 1972: opening of CEFA (that is today the International MBA)
- 1974: launching of CESEM, a pioneer program in the field of international management in Europe
- 1989: launching of Sup'TG
- 1995: creation of Masternova: Specialized Master in Management of Technological Innovation in Agro-Activities and Bio-Technologies in partnership with the National Institute of Agronomics.
- 1997: creation of the Executive Education Pole, dedicated to continuous education and training of executive managers.
- 1998: opening of the MBA Part-time (that is today the Executive MBA)



- 1999: launching of TEMA, innovative educational program preparing for management positions within technological environments
- 1999: the Groupe ESC Reims becomes Reims Management School (RMS)
- 2000: Reims Management School is EQUIS accredited
- 2003: creation of 2 new specialized masters: Specialized Master in Management of Distribution (partnership with the University of International Business & Economics, Beijing), Master in International Management
- 2003: introduction of the first educational modules in sustainable development
- 2004: creation of the Chair of Bancassurance (Crédit Agricole du Nord Est Bank)
- 2005: Reims Management School is one of the first European poles of management education. Creation of 3 new Specialized Masters (M.S. in International Financial Analysis, in Key Accounts Management, in Services Management)
- 2006: Reims Management School obtains the AMBA accreditation. At the same time, the EQUIS accreditation is renewed.
- 2006: TeMa, the RMS Technology and Management program, becomes a partner of the Ecole Centrale de Paris. Creation of 2 new Masters with an European vocation: Lobbying and European affairs, and Undertaking and Innovating in Europe, supported by the Conference of Grandes Ecoles.
- 2007: creation of IMART (Institute of management of corporate transmission), an association founded by RMS, the town of Reims, the Regional Council and Oseo. Launching of the International Retailing Center in partnership with SAS International. Reims Management School has the 7th most important budget for research in France (from Le Point magazine, January 2007)
- 2007: June 2007: Creation of the RMS Foundation.
- 2007: RMS joins the UNO Global compact, becomes a member of « responsible campuses », of the ORSE (Observatoire sur la responsabilité sociale des entreprises - Study Center for Corporate Social Responsibility)
- 2008: creation of the Chair of « Management of non-profit organizations and solidarity economy »



Our view of Global Responsibility and our governance

Our view of the Global Responsibility is structured around a central objective: to educate effective and responsible managers, who can grasp major worldwide stakes and be aware of their responsibilities in an increasingly intricate world. Obviously, it is essential today to provide students with a sound education to allow them to invent a new model that combines environment, social matters and economy. To reach this objective, Reims Management School has mobilized human and financial means with a purpose to multiply, in all of its programs, innovating pedagogic approaches regarding themes of sustainable development and corporate social responsibility, to make it easier to practice the cross disciplinary aspects of these concepts in all disciplines taught in its programs, while giving a preponderant place to the recruitment of instructors-researchers whose research mainly concentrates on these themes. To educate its future responsible managers, RMS designs teaching tools that focus on creativity, personal development, ethics, helping students to be more reactive and creative in building a new economic model.

Apart from this emphasis on education provided, the core of our profession, our mission as a management school is to encourage research on global responsibility in order to improve our courses and to exchange with our partner companies by designing new business models guided by global responsibility. Coherent with this dynamics, a new chair was created to multiply lines of research, specifically on solidarity economy, and to create new educational paths.

Disseminating the concept of global responsibility among our students, colleagues and partners is a long-term job that requires the support of students associations which, for several years now, have been fighting against social exclusion by developing solidarity projects. In fact, heightening awareness of students and colleagues on these subjects has to be a shared approach undertaken by all actors of the school. Keeping on with this dynamics, Reims Management School supports and encourages all actions related to global responsibility, whether inside or outside school, as demonstrated by the financial, logistic and human support to associations which main mission is to heighten awareness of our stakeholders. Apart from these dedicated associations, we will focus our next missions on disseminating the concept of global responsibility within School associations.

Though we have positively taken into account the social chapter of our responsibility for a decade now, we must continue our efforts so that social diversity takes shape in our school, increase our actions in favor of equality of opportunity for students' admission, support all projects aiming to diversify our students' social origins and intensify our efforts to facilitate integration of disabled students and colleagues. Finally, we must be an example in terms of responsible organization as far as environmental and social issues are concerned. In this context, all actions should be undertaken that aim at reducing our fluids consumption and carbon emissions and making « responsible purchases ».

Therefore, we have five objectives regarding global responsibility:

- To encourage and reveal a new generation of responsible managers;
- To heighten all our stakeholders' awareness to the Global responsibility concept (students, employees, companies, graduates...)
- To encourage research on concepts of Global responsibility and Sustainable Development and to favor exchanges with organizations about these themes;



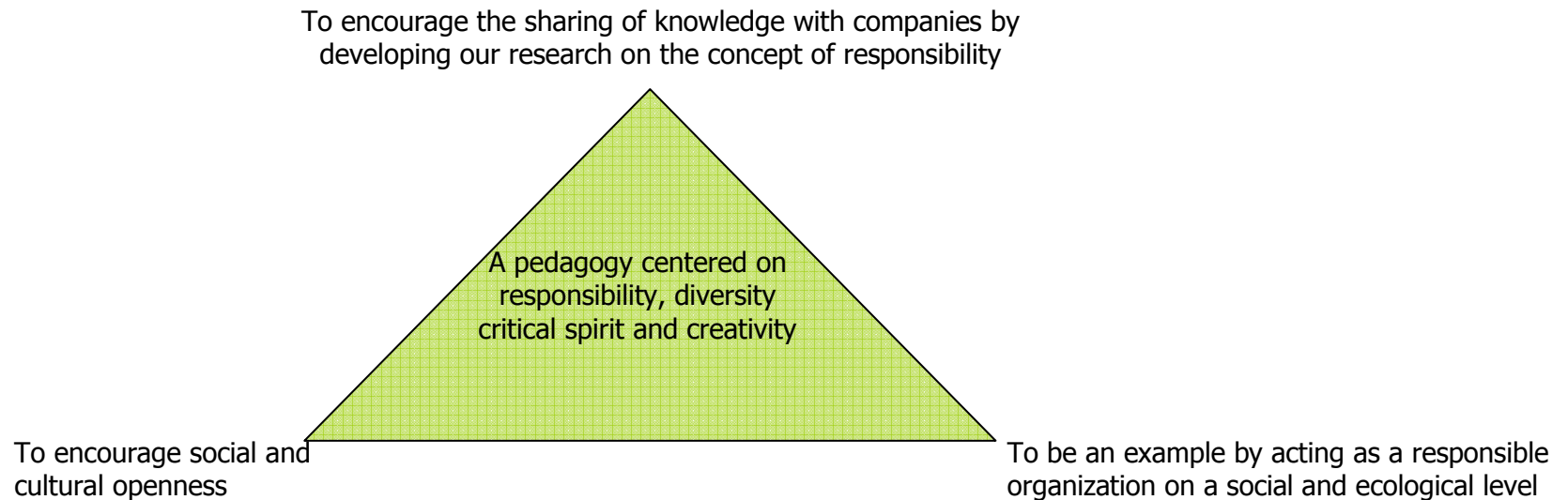
- To encourage social openness and equality of opportunity for students' admission;
- To become a reference regarding responsible organization.

All of these objectives are mentioned in our strategic plan (energies 2014)

During the year 2007-2008, six priority objectives had been defined: only the last one was not reached

- To provide all of our programs with ad hoc educational modules on global responsibility and to facilitate the cross disciplinary aspects of this concept in all disciplines of management;
- To have students' associations get involved in our global responsibility approach and to support the birth of a new association called Oikos which main purpose is to heighten all students and employees' awareness to the stakes of sustainable development;
- To develop a chair of Management of non-profit organizations and solidarity economy which objectives are to reinforce our research in the field of solidarity economy and to innovate by proposing a CSR/solidarity economy path to all students of the RMS Group;
- To create a RMS Foundation with a view to promote social diversity;
- To carry out a diagnosis about trips made from domicile to campus by students and the Staff so as to be able to establish a movement plan and to develop a « greener» transportation policy;
- To modify our food habits by constantly proposing biological menus at the cafeteria so as to reduce our ecological footprint.

Synthetically, our global responsibility approach rely on the following 4 priority lines.



Our governance

Whereas numerous actions were developed during the last decade, the general direction of RMS has wished to formalize its policy regarding global responsibility in May 2007 by appointing a person in charge of « Sustainable development ». In fact, the global responsibility within our School used to be guided by the various program directions of the Group and had been centered since 2003 on the following actions: implementation of a range of courses dealing with Sustainable development and CSR (Creation of specific courses, research projects...), introduction of a solidarity policy for the benefit of our students (scholarships, development of apprenticeship...) and a policy of support to associations with humanitarian projects, local or international, or working for sustainable development. To facilitate the development of our ambitious global responsibility policy and to coordinate all of these activities and missions in our various programs, the person in charge of « Sustainable development » was chosen among the Faculty which actions are totally bound to the General Direction. Moreover, a person from the corporate relations service plays the role of information collector on each of the global responsibility dossiers.




As regards governance, our strategy is defined by a steering committee attached to the Executive Board including outside school stakeholders composed of companies founders of the chairs and companies members of RMS Supervisory Board. However, to extend the scope of global responsibility to all of the School missions, an enlarged committee is being created now. The objective of this enlarged committee composed of instructors-researchers, students, persons in charge of associations, employees, graduates and companies, will be to reinforce internal and external initiatives linked to economic, social and environmental responsibility. Moreover, we are presently working on the implementation of a panel of stakeholders to make it possible to enter into dialogs, to incorporate all our stakeholders into our strategy and to detect all of their expectations.

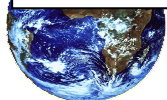
The signature of the UNO Global Compact in 2007 was an important step in our decision to reinforce and institutionalize our global responsibility approach: this commitment helps the School to promote the ten Global Compact principles relating to human rights, labor standards, environment and anti-corruption but it also makes it easier to exchange with other organizations, members of Global Compact. In the same logics, since 2007 RMS has joined the « responsible Campuses », an initiative launched by the association called "Graines de changement" in cooperation with the Comité 21 and the WWF organization. The main objective of this membership is to improve our action in a permanent way and enter into dialogs with other member schools regarding the best practices of global responsibility. In order to strengthen its exchanges with companies, RMS has joined the ORSE (Study Center for Corporate Social Responsibility) since 2007.

RMS is also EQUIS and AMBA accredited and a member of AACSB. Moreover, in September 2008, a partnership with Companieros has been signed in the context of Dialogues Equation so as to heighten students' awareness to sustainable development and its impact on professions. RMS is also a member of the Sustainable Development reflection group of the Conference of Grandes Ecoles.



Our performance indicators

			
Governance			
Defining environmental indicators			8 indicators created
Enlarging the steering committee on sustainable development		in progress	
Education and training			
Disseminating the Global responsibility (GR) concept in all of our educational programs			Objective reached
Increasing the proportion of dissertations on GR.....			9 points increase over 2 years
Developing the cross-disciplinary aspects of the GR concept		in progress	
Multiplying internships offers related to GR.....			40% increase over one year
Encouraging students to participate to all competitions on GR and creating an in-house Sustainable Development competition			10 teams at the RMS-SD competition
Introducing GR principles in all student associations.....	Objective not reached		
Creating an ad hoc educational path on GR/solidarity economy.....			Launching in September 2008
Research			
Increasing the publications number on GR themes.....		Slight progression of objective	
Creating a (Chair-like) structure on these themes			Objective reached
Recruiting instructors-researchers with a GR expertise.....			Recruitment achieved in 2008
Social policy and territorial rooting			
Embracing the diversity charter	Objective not reached		
Heightening students' awareness on handicap.....			Handimangement Launching
Increasing scholarships number within the Foundation			48 scholarships granted
Increasing the % of colleagues doing training sessions			150% increase over 3 years
Encouraging integration of disabled employees.....	Objective not reached		
Ecological Campus			
Setting up RG criteria for purchases		in progress	
Reducing the annual paper consumption			23% decrease over 5 years
Reducing fluids consumption (water, electricity, gas...)		Non homogeneous results	
Achieving our carbon assessment survey.....	Objective not reached		
Developing fair trade and biological products at the cafeteria.....	Objective not reached		
Encouraging the use of soft transportation means.....			Car sharing system achieved





Our approach of Global responsibility: five priorities

1. To educate responsible managers and citizens

Before explaining the range of educational modules that specifically relate to global responsibility, we would like to make a very brief presentation of our programs that reveals the philosophy of each one.

Reims Management School is composed of four schools and several specialized programs:

 <p>GRANDE ÉCOLE</p> <p>The characteristic of Sup de Co Grande Ecole curriculum is that students are free to design their educational path by themselves. After attending a common core, students actually choose the path that best fit them, thanks to specialized electives, internship or apprenticeship offers, and internationalization options proposed to them.</p>	 <p>INTERNATIONAL MANAGEMENT</p> <p>Since 1974, Cesem has been opening ways to the international scene. It provides a very solid education in international management, with a program based in France for 2 years and 2 years abroad; studies within a group that counts many nationalities; curricula adapted to the cycle and the country selected and two diplomas recognized by companies in France as well as abroad.</p>	 <p>MANAGEMENT & INNOVATION</p> <p>When it created TEMA, Reims Management School devoted its competences and resources to the benefit of innovation. An interactive and innovating pedagogy, a dual competence combining mastery of information and communication technology with education in management, internationalization, are the major strengths of this program.</p>	 <p>SALES & MANAGEMENT</p> <p>The Sup'TG program prepares students for positions in trade, management, sales and administration. It is a 3 years program after the baccalauréat. This program, which answers companies demands, proposes an innovating curriculum based on the complementarity of disciplines taught such as administration, languages and general culture during the first 2 years and a School-Company alternation during year 3</p>
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Besides, Reims Management School has developed specialized programs such as MBA (International MBA and Executive MBA) as well as Specialized Masters and Masters of Science. So far there are five specialized masters: Masternova, Specialized Master in International Financial Analysis, Specialized Master in Services and Customer Relations Management, Specialized Master in Key Accounts Management and the Master in Management Audit, Risk Management and Planning. We also propose three masters of science: Ms in Assets Management, Ms in Marketing Intelligence of the Distribution and Mass Consumer Products and Ms in Finance & Commercial Banking.

Multiplying educational modules about stakes of sustainable development and CSR and encouraging cross disciplinary practice

For 6 years, RMS has gradually introduced courses on global responsibility in its various programs. At first, courses delivered were optional (ethics and management, Sustainable Development, Sustainable Development and competitive advantage...). However, during academic year 2007-2008, RMS made it compulsory to attend courses on CSR for all of its programs, with a view to help students integrate these concepts in the way they apprehend management

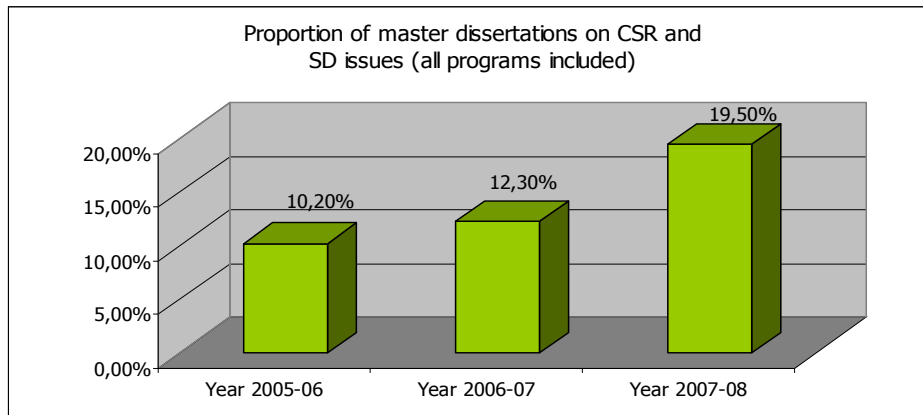
- At Tema, for the last 4 years, a course called «sustainable development applied to corporate environments » has become compulsory for all students. To reinforce acquisitions, an additional course was created at the beginning of academic year 2008, for the 5th year and called « Innovation and sustainable development ». An optional specialized module called « Green business » is proposed to 4th year Tema students.
- At Sup de Co Grande Ecole, students get a grasp of these concepts in 1st year mainly by attending compulsory lectures and workshops. These lectures are usually planned during the RMS week of Sustainable development. Courses in traditional disciplines such as sustainable management were also introduced and are compulsory for all students during their curriculum. At the same time, 45 hours electives (modules) are also proposed to all Sup de Co students: « SD concept and operationalization in companies », « Ethics and management », « Alter Marketing » and « management of diversity ». Modules taught in English language are also provided to students: « Sustainable Development and competitive advantage », « Fundamentals of environmental Finance, Business Ethics », « Corporate Governance and Professional Responsibility ». These modules run by foreign professionals or researchers give us the possibility to reinforce exchanges with partner universities and international organizations and to compare our teaching and research methods.
- At the start of academic year 2008, Sup'TG has created a new compulsory course for first-year students, about the stakes of sustainable development and CSR.
- At Cesem, so far, only two optional specialized modules of 45 hours are proposed that are called « sustainable development concept and operationality» and «international mobility and management of diversity ». However, in 2009, a range of compulsory and optional courses on global responsibility will be introduced.



- For specialized Masters and Masters of Science, we follow the same logics: heightening awareness of managers and preparing them to principles of responsibility. Therefore, the MBA program includes lectures on these themes. For example, in the Ms in Marketing Intelligence of the Distribution and Mass Consumer Products, a 20 hours course is delivered about the stakes of CSR in mass marketing.

However, disseminating the concept of global responsibility is not only based on theoretical courses; achieving a research dissertation on these themes makes it possible for a student to have a very good knowledge of these concepts and above all, of the way they can be applied in corporate environments.

The table below shows the strong increase in dissertations on these subjects: corporate social responsibility, global warming, responsible marketing, communication or finance... In 2008, among 420 research dissertations supervised in the Grande Ecole program, 82 papers dealt with issues of global responsibility.



Examples of issues tackled by Masters dissertations

- Socially responsible investing: role, difficulties and possible evolutions in the current European market finance
- The corporate social responsibility concept in France since 2000: a strength or a constraint for corporate growth?
- How does the integration of the issue of "Corporate Social Responsibility" modify the elaboration and implementation of Direct-to-consumer-advertising strategies of pharmaceutical multinational companies in Brazil, France and United States?
- Wines and spirits marketing faced to the growth of the "responsible consumption " approach
- The way companies use green marketing in France from 2006 to 2008
- The influence of CSR policy on the corporate staff's motivation. The IBM case.
- The impact of European environmental rules on strategies developed by European airline companies
- In a context of corporate social responsibility, ethics appears as a reliable value, but does it mean that it is a safe value if considered as a communication line?
- What are the effects of the Kyoto protocol on European companies?
- The responsible communication: a solution to thwart the progression of anti-advertising trends?
- Is there a future for a Socially Responsible Investing? Results and potential evolution of sustainable and ethic funds in Europe.
- What are the levers of the sustainable marketing?
- Are there solutions to be implemented by private actors of the tourism sector to take into account ecology, sustainable development and cultural diversity?...



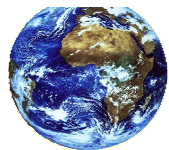


There are two axes for internships and job offers distribution:

	<i>Internship offers</i>	<i>Job offers</i>
Humanitarian or solidarity associations /NGO/ Fair trade	87	55
Environment/Sustainable development	23	21
Total	110	76
% of all internships and job offers proposed	0,94%	1,35%

Source: Corporate Relations Service

Whereas there were 80 RG-based internships (sustainable development, environment, solidarity, humanitarian action, fair trade) proposed to students in 2006-2007, this figure reached 110 in 2007-2008, i.e. a nearly 40% increase over one year. The number of internships proposed about these fields has thus kept on increasing for the last 3 years. Offers are diversified and fit the following profiles: non-financial auditor, sales manager, marketing assistant, management auditor in environment-oriented companies, person in charge of fund-raising for a NGO, administrative and financial head in an association, coordinator or project manager in a NGO, fair trade network developer... Besides, 76 job offers relating to global responsibility were proposed to students during academic year 2007/2008.



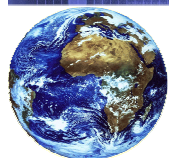
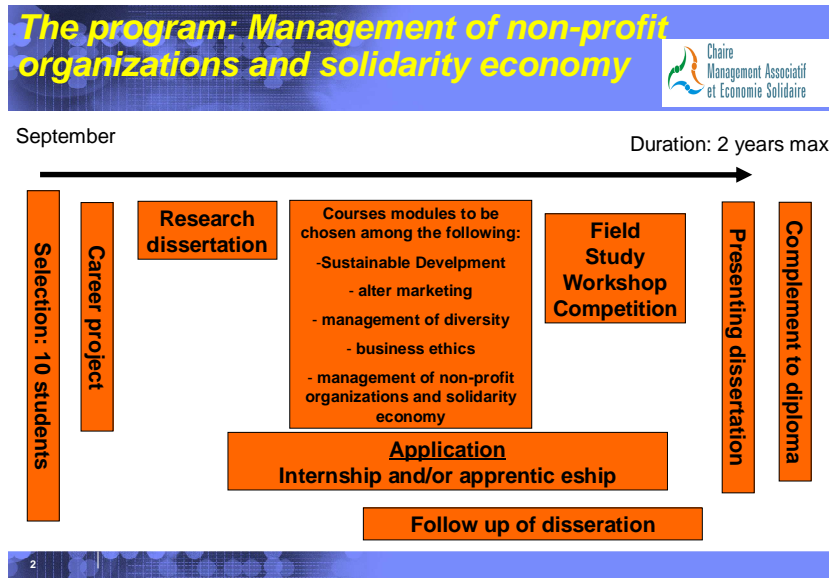
These results relating to internships and job offers could mainly be obtained thanks to the work achieved by RMS Corporate Relations service and RMS Foundation which particularly energized their team on these themes. The school wishes to enhance the value of these internships and to encourage companies to propose internship missions that are coherent with said themes. This penetration of global responsibility in all of our courses, and in our students' pedagogical and professional projects is RMS genuine intention which, in June 2008, materialized with the recruitment of an instructor-researcher specialized in CSR issues. Moreover, the permanent increase in the Faculty allowed us to propose new cross-disciplinary electives in 2007-2008: Alter marketing (renewal of marketing practices by encouraging a better integration of social, ethic and environmental aspects), « Green is good, god, greed », and one elective on management of diversity within the management of human resources.

Educational projects for the year 2007-2008 focused on two points: to propose new modules and to implement a tailor-made pedagogical curriculum for students wishing to involve themselves in the field of CSR or solidarity economy. In 2009, educational innovations will be mainly oriented on the cross-disciplinary aspects of the global responsibility: in fact, after creating ad hoc courses on CSR/SD, we would like to amplify the job undertaken in 2007-2008: introducing in all traditional management disciplines (logistics, marketing, finance, human resources...) a CSR and SD approach so that students can grow familiar with these notions all along their curriculum. To make this cross disciplinarity easier, a teaching resources platform dedicated to professors is being designed to incite instructors to introduce global responsibility in their courses. A first phase of reporting to all Faculty members is in progress with a view to provide in the short-term specific training to permanent instructors and vacataires.

The creation of a specific path: CSR/ Solidarity Economy



Source: Chair of Management of nonprofit organizations and solidarity economy.
Chair website: <http://www.chairemaes-rms.com/>



Since September 2008, Reims Management School allows students to build a tailor-made path centered on global responsibility. The chair of Management of Non-profit Organizations and Solidarity Economy has indeed implemented the «professional expertise» program jointly with other chairs of Reims Management School. This new program, shaped as a CSR-SD/Solidarity economy path, is opened to Sup de Co, Cesem and Sup'TG students for the year 2008-2009. It makes it possible for students to build their professional project upon the expertise of the chair (non-profit organizations, solidarity and social economy, NGO, humanitarian matters, mutual insurances, cooperatives, fair trade, sustainable development etc).

This curriculum results in a new, original and comprehensive, pedagogical path, a personalized assistance to each student, a « tailor-made » path in a generalist educational program, rich and diversified contacts with actors of that sector. This program is opened to all students of the School and provides a "CSR/Solidarity economy" complement to the diploma at curriculum ending. To obtain this complement, students must attend CSR/SD electives proposed by the Grande Ecole program, additional courses on social and solidarity economy, and management of nonprofit organizations. They will also have to base their research dissertation, internship and/or apprenticeship, on said themes and to participate to the lectures, workshops and training sessions proposed by the Chair. In September 2008, eight students enrolled in this specific path.

To reinforce the executive education offer

Among the range of educational programs proposed in Executive Education, two offers in continuous education and training were introduced for the first time at the end of 2008: the first one is meant for managers of SMEs/SMIs, consultants, managers, heads of public services, it lasts 2 days and deals with stakes of SD and CSR and their translation in corporate environments, the second is meant for persons in charge of technical services, quality, and focuses on those pragmatic tools and methods that help making the SD concept operational.

The introduction of the RMS Sustainable Development week

Since April 2008, all 1st year students of the Grande Ecole program and also students from other programs attend a series of lectures during the sustainable development week in order to better understand the stakes of sustainable development and Corporate social responsibility. The main objective of this week dedicated to Sustainable development is to demonstrate how the principle of Global responsibility can have an impact on traditional functions of organizations.



Alice de Brauer, Director of Environment for Renault



Stanislas Dupré, General Manager of Utopies



All along the first week of April 2008, Reims Management School and the student association named OIKOS proposed a series of lectures with reference professionals:

April 1st:

- Lecture by Jacques Kheliff, Director of Sustainable Development for Rhodia, «*Rhodia, a responsible company in the middle of chemical industry*»,
- Lecture by Alice de Brauer, Director of Environment for Renault, «*Sustainable mobility, the future of car industry*»

April 2nd:

- Lecture by Stanislas Dupré, General Manager of Utopies, consultant specialized in sustainable development, «*How can marketing promote sustainable development?*»,

April 3rd:

- Lecture by Benoît Leguet, representing the Deposit and Consignment Office, «*In reaction to global warming: the end of carbon for free*»

April 4th:

- Lecture by Dominique Black, Director of Sustainable Development for Moët & Chandon, «*The sustainable development approach in the word of luxury: example by Moët & Chandon*»,

In parallel to these lectures, the week also included workshops on Sustainable Development, biological and fair afternoon teas in partnership with Max Haavelar, a photos exposition on the theme «*India, can development be... sustainable?*», and the diffusion of movies about the stakes of sustainable development and CSR.

Facilitating the creation of Sustainable development/Global responsibility-oriented associations and projects

The person in charge of Sustainable development at the School as well as those instructors-researchers who are experts in this field provide guidance to students who are aware of global responsibility principles in their approach, university curriculum or professional project. The person in charge of Sustainable development also keeps a direct link with the two « Sustainable development » associations of the School that were created in 2007 -- Oikos International (a student association promoting Sustainable development) and AIESEC (an International association which purpose is to promote CSR) -- and proposes common actions regarding themes of Global responsibility. This year, we gave special support to Oikos association that undertook numerous actions over the two RMS campuses: lectures, workshops, fair trade breakfasts, creation of the "oikosreims" blog at <http://oikosreims.unblog.fr> which releases information on Sustainable development at RMS, but also articles on CSR/SD, a magazine...

Example of a communication achieved by Oikos



Besides, for the last 3 years, emphasis has been made and reinforced each year, so as to encourage students involved in a team leader (cross-disciplinary project made by a group of students) to work on corporate social responsibility themes: many projects are undertaken on fair trade, responsible communication, responsible consumption ...

In the Grande Ecole 1st year program, many team leaders were supervised in 2007-2008 (groups of 5 to 9 students) on projects totally dedicated to Sustainable development or more specifically to environment.

In our MBA programs, we also encourage our participants to design Business plans that include global responsibility referentials or are centered on Sustainable Development or CSR issues: studies of commercial and marketing feasibility in the branch of renewable energies ...

Encouraging students to participate in Sustainable development and CSR competitions

To incite RMS students to take actions for heightening awareness of all School's stakeholders about Global responsibility principles, an RMS-Sustainable development competition was launched in December 2007. Ten teams of 3 to 5 students from all our programs took part in the competition. It is validated on an academic level and allows to obtain ECTS credits.



There were four main lines in the internal competition:

- How to reduce our ecological footprint by reducing our paper consumption and encouraging recycling?
- To encourage "green" transportation at RMS,
- To heighten students' awareness on fair trade through an internal communication campaign and to propose an action plan for developing on both campuses, the sale of products from fair trade and biological farming (Cafeteria, drinks dispensers, Students Office, Associations...);
- To propose an internal communication plan at RMS to heighten students and staff" awareness on « responsible » gestures.

Winners of the competition are Tema program students who designed and developed a car sharing website for RMS.



1^{er} prize-giving for RMS-SD 2008 competition

Apart from the internal competition, our Sustainable Development approach also aims at encouraging students to take part in the various national competitions dedicated to Sustainable Development. For that purpose, in the Corporate Relations Service, a person who is in charge of competitions and business games management regularly informs students about the various competitions proposed by companies or associations as well as the various conferences organized about these concepts.

Several of our students took part in the Challenge 3D competition organized by ESC Bordeaux Junior Enterprise, in the Trophées Performances organized by Veolia Environnement, in Citizen Act organized by the Bank Société Générale, in the « Promotion of professional ethics » competition.

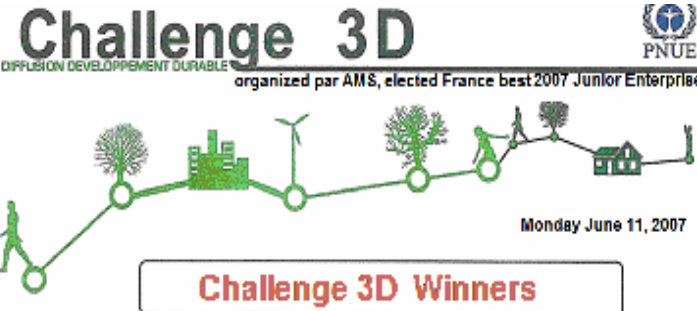
- In 2007, one of our teams has won the Challenge 3D competition.
- In 2008, a Grande Ecole program student has won the regional prize of the « Promotion of professional ethics » competition organized by the UNESCO. In 2008, 20 RMS students participated in this competition.

All these competitions are granted value, tutors and validation in the context of students' pedagogical curriculum.

With a view to strengthen this active participation in competitions dedicated to sustainable development, several RMS instructors-researchers are expert-assessors for Trophées Planet-D prizes which are awarded to students who work out sustainable development projects in their campus: energy saving, waste reduction, transportations, improvement of social and environmental responsibility...



Winners' testimony about the Challenge 3D competition



Challenge 3D
 DIFFUSION DEVELOPPEMENT DURABLE
 organized par AMS, elected France best 2007 Junior Enterprise
 PNUÉ
 Monday June 11, 2007

Challenge 3D Winners

Challenge 3D competition – Let us disseminate Sustainable Development

AMS, Bordeaux Management School Junior enterprise, has organized the first edition of the CHALLENGE 3D competition. This national competition of communication plans about sustainable development was opened to all business or communication schools students. The objective was to design campaigns that show the good practices related to sustainable development in one of the two companies: BNP PARIBAS or ELYO (Suez subsidiary)

The 6 finalist groups were invited to the final on Friday June 8th, 2007, and presented their communication plan to the jury. The winners of this first edition of the Challenge 3D competition are:

- 1st prize BNP Paribas: Ruwandy and Stéphanie from Reims Management School. Their plan suggests an entertaining approach with the recurrent presence of a mascot named « DD » and shown in a variety of messages recommending car-sharing, sponsorship, mutual aid, paper savings
- 1st prize Elyo: Aurélien from ESCP-EAP. His plan proposes to give more value to reporting when related to sustainable development thanks to a competition associating the various agencies of the group.

Each prize included a 4000 euros cheque granted by partners.

Besides, to boost our students' participation in various Sustainable Development competitions, on a national and international level, we have welcomed the SIFE (Students In Free Enterprise) international association, which presented its challenge to RMS students and helped to heighten our students' awareness regarding enterprising behavior and social responsibility.

A testimony of Ruwandy and Stéphanie, winners of the Challenge 3D competition:

« I took part in the Challenge 3D competition last year. A friend and I have created an internal communication plan to promote responsible practices in the bank BNP Paribas. In no more than two weeks, this work gave us a chance to concretely realize how to carry out a communication plan, and finally to be assessed by a jury of top professionals. We received advices and congratulations from the BNP director of communication, the Head of UNEP in France, and we had the opportunity to meet Elyo Suez commercial manager.

The truth is that we really had fun. We have been competing with other teams from other schools (ESSEC, Bordeaux, Rouen, etc...). And to be honest, the prize was really worth winning. Not only the direction of communication partly drew its inspiration from our project to launch its own internal communication campaign, but it also gave each of us 2000 euros (which helps you make ends meet when you are a student). Moreover, this gave us the possibility to validate an elective with a very good mark....

The result: only positive things, if we had our time over again, we would definitely repeat the experience! »

Testimony recorded by Carine Audran, Corporate Relations Service



2. To boost applied research on Global Responsibility issues and share it with companies

RMS philosophy of research

The main vocation of research at Reims Management School is:

- To reveal the most pertinent issues in the business world by offering new concepts and tools. The position of RMS in the middle of a dynamics of exchanges between companies and higher education contributes to anticipating the new economic and managerial models by proposing ideas to understand the world of management, by designing new research methods and by encouraging a permanent updating of course contents, especially conceptual ones.
- To make sure that students receive the best of education, with the best conditions possible, so that they can understand the corporate world and the theories of management, thanks to Faculty members who are deeply involved because of their research activities;
- To contribute to the positioning of Reims Management School as a solid institution, well recognized in higher education, involved in international University networks, an institution that provides a stimulating and pleasant environment to its faculty and takes an active part in skilful production.

Research is organized around three main lines:

- An in-house research which purpose is to develop new knowledge as far as management concepts, tools, theories and methodologies are concerned. Results of such research are usually published in academic journals or presented in University lectures;
- An outdoors research which purpose is to provide answers to problems raised by private or public organizations and to disseminate the most recent knowledge in management to decision makers. This kind of research is published in professional reviews made available to specialists. Such research also comes as survey reports or special projects financed by companies and public institutions.
- The development of teaching research which purpose is to increase the quality, innovation and relevance of pedagogic tools and new teaching methods. This research provides published case studies, new programs and courses based on updated practices and knowledge.



RMS encourages the crossed fertilization between disciplines by practicing a cross-disciplinary grouping of research fields. To that purpose, the school has decided to work on several multidisciplinary subjects, under the supervision of the Director of Research and with the approval of the Scientific Committee.

For the last years, instructors-researchers focused on the 6 following fields of expertise:

- The management of distribution;
- The management of services;
- The risk, innovation and organizational change;
- The territory, local development, networks and organizational borders;
- The enterprising mind, personality and responsibility;
- Financial, assessment, performance and markets microstructures.

All research carried out on Global responsibility themes relates to one of the cross-disciplinary themes of RMS research called: « Enterprising mind, Personality and Responsibility ». The research is organized within the chair of management of nonprofit organizations and solidarity economy. So far, a multidisciplinary team of eight instructors-researchers is working more specifically on global responsibility subjects. Among this group of researchers, some have selected these subjects to be their main research field, on the opposite, other researchers, specialized in traditional disciplines, have opted for a cross-disciplinary research on global responsibility. Reims Management School formalizes research on these subjects and, for the last 4 years, has granted more value to publications and communications on the following themes: responsible marketing, responsible finance, relocations and CSR, responsible management, territory and SD, management of non-governmental organizations, logistics and SD, global warming stakes... In 2007-2008, 11,7% of the publications and reading committees communications made by instructors-researchers focused on these themes. To increase the number of such publications and communications, RMS has decided to enlarge its researchers' team by recruiting more specifically in 2008 an instructor-researcher specialized in problems of sustainable development and corporate social responsibility.

Today, there exists no research center for global responsibility as such; however, in September 2008, several instructors-researchers were recruited because of this expertise with a view to creating a laboratory of ideas.



Creation of the Chair in Management of nonprofit organizations and solidarity economy: a new laboratory of ideas



The Chair in Management of nonprofit organizations and solidarity economy was created in March 2008 at the instigation of RMS Foundation and its three founder members:

- The Crédit Agricole du Nord Est bank
- Price Waterhouse Coopers
- RMS-Network

Objectives of the chair are:

- To facilitate exchanges between nonprofit organizations, the corporate world and solidarity economy;
- To heighten students' awareness about this sector, to arouse and help vocations;
- To produce a French as well as an international quality research;
- To be recognized as actors of this sector

Therefore, the chair wishes to enrich education, to develop research programs and to undertake activities for knowledge dissemination. The founder members of the chair have defined three strategic lines that are to underlie the applied and teaching research works: management and governance, assistance to financial management as well as marketing and communication.

➤ Line 1: Management and Governance

The major stake of nonprofit organizations today is to build a governance model adapted to their specificities. It is important that the sector reaffirms its differences in comparison with the market sector and redefines relations between managers, employees, volunteers and members. It is also essential to share a common view with all stakeholders of the organization. The main themes tackled in this line include management of employees / volunteers, recruitment and activism, search for identity and bridges between companies and associations.

➤ Line 2: Assistance to financial management

Social usefulness does not necessarily exclude a well-organized and quality financial management. For some organizations, it implies moving to a more important professionalization: giving a clear financial translation of actions, installing tools that are necessary for running the structure. The line 2 deals more precisely with the following points: transparency and management rules, Efficiency and professionalism, and Audit and quality process.

➤ Line 3: Marketing and communication

Nonprofit organizations financing sources are extremely diversified: private donations, corporate sponsorship, public subventions. Therefore fundraising and marketing are essential to maintain a stable and perennial financial situation. Today an expertise is necessary to grasp the stakes of this search for financial support as a whole. Moreover, as a result of various scandals that sullied the solidarity sector, all nonprofit organizations are confronted to the necessity to inform about their actions for transparency sake. Regarding this last line, the Chair wishes to develop research programs about the following stakes: fundraising and communication strategy, relations with donators and members, and partnerships with companies.

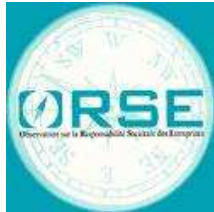


An applied research in relation with our partner companies and organizations

Several research projects centered on the global responsibility notion and with a direct link to companies were initiated at RMS:

- For a few years, instructors-researchers have undertaken a reflection work about market problems in relation with sustainable development and corporate social responsibility; the objective was to create a reflection and research center about the theme: market and sustainable development. The purpose of the center is to initiate and develop a conceptual and managerial reflection on that theme by gathering researchers and specialists from various origins. Final objectives are: creating a cross-disciplinary research dynamics to understand and try to delimit the new stakes that refer to this trend in the marketing field (product innovation, customer relation, distribution, communication etc....) and more specifically, proposing tools, syntheses, lectures, « official reports», surveys, courses.
- Coordination of French works for the MIRE program (Monitoring Innovative Restructuring in Europe) financed by the European Social Fund 2004-2006; coordination of a thematic group working on territorial strategies when faced with restructurings. Partners = ESF (financing), Syndex, European Labor Market Conference, Göteborg University, Liège University, Arbeit und Technik Institute, IAE of Paris, LIRHE - IAE of Toulouse;
- Coordination of a survey for the Ministry of Labor (financing) about anticipating and supporting restructurings, 2005-2006 with Strasbourg University and the IAE of Nancy,
- Besides, in the context of the creation of the Chair in Management of nonprofit organizations and solidarity economy, many contacts are built up with associations and companies (Bioforce association, URCA, CRES, Alliance Française and Red Cross) in order to develop applied research programs in 2008-2009 about above mentioned themes.

Consultancy missions dedicated to Global responsibility are now regularly proposed to instructors-researchers who work on these themes. The main missions developed in 2008 deal with responsible marketing (on behalf of associations or companies such as Artisans du Monde, France Télécom Orange...) but also with the implementation of sustainable development strategies (e.g. Crédit Agricole du Nord-Est). Again in the context of the Chair in Management of nonprofit organizations and solidarity economy, we observe an increase in demands for consultancy from associations and companies that cooperate within the Chair. Similarly, in the context of the Bank insurance Chair of the Crédit Agricole, consultancy missions are being elaborated on the following problem: how can we conceive the solidarity bank of tomorrow?



In order to reinforce our exchanges with companies and share our experiences, RMS has joined the ORSE, Study Center for Corporate Social Responsibility which objective is to collect, analyze and make known information, documents and surveys on corporate social responsibility and on socially responsible investment, in France and abroad, and disseminate this information to its members. Website: <http://www.orse.org>

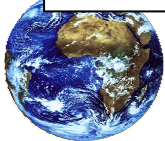


A few examples of our publications and communications on Corporate Social Responsibility in 2007-2008

- BEAUJOLIN-BELLET Rachel et Schmidt Géraldine, 2008, *Corporate restructurings: researches for action, interactive researches on restructurings: what commitments for a researcher?* Can the research-intervention be socially responsible? Vuibert
- BEAUJOLIN-BELLET Rachel, 2008, *In France, we follow the polluter-pays principle.*, *Entreprise & Carrières*, N°: 909
- BINNINGER Anne-Sophie, 2008, *Companies and the sustainable development: proactive integration of sustainable consumption in international marketing strategies*, *Management International*, N°2, volume 1
- BINNINGER Anne-Sophie et ROBERT Isabelle, 2008, *Consumption and sustainable development: towards a segmentation of sensitivity and behavior*, *Revue des Sciences de Gestion*, N°: 229
- BINNINGER Anne-Sophie et ROBERT Isabelle, 2007, *NGO-Companies: the dangerous acquaintances*, *Expansion Management Review*, N°: 127
- DEHARO Gaëlle, 2008, *Environmental expertise: classic bases of the procedure serving modernity of environmental concerns*, *Environnement*, N° 4
- DERROY Xavier, 2007, *Who Controls Business Ethics in Event Situations?* EURAM 2007, Paris,
- FERON Michel, 2007, *Management of working collectives in human resources management: how can operational managers contribute to the management of diversity?*, 3èmes Rencontres Internationales de la Diversité, Corte
- FERON Michel, 2006, *Positive discrimination*, Deuxièmes rencontres de la Diversité, Corte, France

- GRIMA François, 2007, *The role of socially aware behaviors in marketing people's intention to leave*, *Revue de Gestion des Ressources Humaines*, N° 63
- HADDAD Laura, 2007, *The moulting of French solidarity associations – their difficulties in moving to professionalization*, *Les tendances du management*
- MANGALAGIU Diana, 2007, *Collective intelligence for decision support in very large stakeholder networks: the future US energy system*, *Conference Law and Society*, Berlin, Allemagne
- MANGALAGIU Diana, 2007, *Corporate Social Responsibility: a catalyst for progressive change in the US Energy Sector ?* Conférence Annuelle, Florence, Italie
- MANGALAGIU Diana, 2008, *Exploring the regulatory future of CO² emissions*, *Oxford futures forum*, Oxford University, Oxford, Angleterre
- MANGALAGIU Diana, 2008, *Corporate Social Responsibility in the Energy Sector and Climate Change*, *Academy of Management Conference*, Anaheim, Californie
- MANGALAGIU Diana, 2008, *How do European and U.S. Energy sectors address climate change? A comparative study of the role of corporate social responsibility*, *Meeting of the International Energy Workshop*, Paris, France
- ROBERT Isabelle, 2008, *from environmental economy to a socially responsible consumption: polysemy of sustainable development concept*, *Marketing - Analyses et perspectives* Vuibert
- ROBERT Isabelle, 2007, *Do citizens consider that NGO-companies partnerships are legitimate?* XXIIIèmes Journées du Développement de l'Association Tiers-Monde, Facultés Universitaires Catholiques, Mons, Belgique
- ROBERT Isabelle, 2007, *Legitimacy and credibility of NGO-companies partnerships: citizens' opinion*, 2ème colloque du RIODD, Montpellier, France

...



3. To practice social and cultural openness

Applying principles of global responsibility means to encourage social and cultural openness for all of our stakeholders but it also means diversifying our students' social origin and facilitating disabled students' integration.

Heightening awareness of our stakeholders on concepts of sustainable development and global responsibility



Elie Wiesel at RMS in September 2008

For about 15 years now, in the context of its Passerelles lectures, RMS organizes, every month or every two months, lectures that are intended for an in-house audience (students, employees...) and for the general public. Each time, these events increase the awareness of 400 to 500 persons. The ambition of this rich and diversified lectures program is to feed in our reflection on social, political, economic and artistic matters, so that we are able to understand the world that surrounds us. Opened not only to students but also to the general public, these Passerelles meetings show Reims Management School active participation to the enrichment of the local life. Organized with the cooperation of a student association called Access since 1992, these lectures are more and more successful (See website: <http://www.passerelles.net>). Many distinguished guests attended these events, such as Claude Hagège, a Linguist; Axel Kahn, a Geneticist; Hubert Reeves, an Astrophysicist, Michel Rocard, a Member of European Parliament, former French minister; Bertrand Tavernier, a Moviemaker; Marc Levy, a Writer. Among subjects tackled, importance is given to themes dealing with solidarity, Sustainable Development... the following VIPs were invited:

- **Elie Wiesel, Peace Nobel Prize, September 2008**
- **Romy Brauman (former President of Médecins sans frontières) January 2007**
- **Louis Schweitzer, (President of Halde) January 2007**
- **Bernard Kouchner (Co-founder of Médecins sans frontières) October 2006**
- **Véronique Colucci (former President of Restos du Cœur) November 2006...**

To heighten our students' awareness on stakes of global responsibility, RMS or student associations such as Oikos organize lectures or workshops all along the academic year in the fields of fair trade (contribution of Max Havelaar members), responsible finance (contribution of Mr. Prudhomme, a Senior analyst in socially responsible investment at BNP Paribas Asset Management), solidarity economy..... In October 2008, a lecture debate on social economy was organized by the MAIF insurance company and shaped as round tables.



The «Equality of opportunity » program: a first step towards social openness

The «Equality of opportunity » program was created in the context of the « team leader » projects (student cross-disciplinary projects carried out during the 1st year) and gave birth to the association called « PrépaRémois ». This association is meant for secondary school upper fifth and sixth formers, who have real working capacities but are not prone to long-term studies due to their background. After the secondary school Faculty has selected students, the action of this association, in cooperation with RMS, is to make them aware of the benefit of long-term studies and to prepare them for these studies during two years, in parallel to their general educational program. The final purpose is to give them all opportunities to enter successfully the selected curriculum. In this context, and further to proposals from the Director of National Education, a financial convention was signed with the Head of the Region, the Director of Education of the Academy and the Director of RMS. Actions undertaken by the «PrépaRémois» association, shaped as pedagogic and tutoring workshops, cultural outings and visits to companies, make it possible for the selected students to improve those competences expected in preparatory classes, competitive entrance exams and at the university, but also during higher education professionalizing studies, and to work on their behaviours. This « Equality of opportunity » project is coherent with one of the main lines dedicated to social openness; besides it fits into the social openness dynamics of Grandes Ecoles and allow for exchanges and sharing of experience in the Conference of Grandes Ecoles.

In 2008, three new actions were undertaken in order to help secondary school students to better define their professional project. Workshops run by professional consultants were implemented to help secondary school students enhance their experiences in their résumés and clearly express what they are looking for. There were simulations of motivation interviews. Daily sessions of «being in a pro's shoes» were organized: companies and other organizations' executives (University, Ministry...) welcomed secondary school students to show them what their job is». For coordinating all these actions, an instructor-researcher "in charge of projects of social openness" was appointed at RMS in September 2006.



Following proposals made by the Education Authority, two secondary school students have been participating to the project since September 2006: the Godart Roger Secondary School at Epernay and the François 1er Secondary School at Vitry le François. In 2007-2008, 28 secondary school students took part in the program with the assistance of 15 students. To carry this project through to a successful conclusion, companies support is essential because they make it possible to organize visits and they bring in the financing, but also essential are the executives and the professionals (personal development professionals, actors of the cultural world, figures of the economic world) who accept to welcome secondary school students or to run workshops on professions.



The pedagogical program proposes a basic training and aims at developing new competences and behaviors in secondary school students:

- Feeling legitimate: a better awareness about one's capacities and possibilities offered, subject to making all necessary efforts.
- Developing those behaviors and competences that are expected to pass the competitive entrance exams in a Grande Ecole or to study for a long university curriculum, then to be successful in a managerial position: expressing with great ease, open-mindedness, adaptability, sociability, sense for responsibilities.
- Increasing one's capacity to integrate knowledge with a higher rhythm than that of secondary school.
- Better understanding the corporate world, the professional future it offers and paths that lead to it.

This coaching helps secondary school students to develop competences that are expected in Prep Classes, university competitive entrance exams, but also during professionalizing higher education paths, and to improve their behaviors.

These competences are practiced through various workshops and school outings, for two years when secondary school students participate to the project. Secondary schools reference professors along with RMS reference professor and Prépa Rémois students are in charge of welcoming participants, of pedagogical workshops and make an individual follow-up; they coordinate workshops run by professors or professionals, they prepare and supervise school outings (activities outside RMS). These workshops take place on Wednesday afternoons and are run by students or professors of personal development, by professional consultants or figures of the economic world. Workshops take place twice a month. Apart from these Wednesday afternoons, there are Saturdays or evenings (about one per term) for going out as well as one or two days for visits. Outings organized in 2007-2008 gave secondary school students the opportunity to discover theater with the Comédie de Reims, and during a travel to Brussels, architecture, art and political life. Visits and actions were undertaken to discover companies and professions (Calcia cement works, Auchan...) as well as higher education studies (ENSAM, participation in RMS open days events...).

The RMS Foundation: wishing to perpetuate our social openness action

With a view to encourage social openness, there are some ways proposed to support those students with modest means:

- Easy payment terms are granted to students for payment of tuition fees. Students can namely spread their payment over several months.
- At the same time, RMS proposes a few positions as vacataires to students with financial difficulties.
- Moreover, the ACOBHA association owns property for rent that meets RMS students' needs (220 places to live), this property is under State social system regulations, which allows students to obtain a personalized accommodation allowance (APL).
- Psychologists are on duty on the Campus to offer listening to students experiencing personal difficulties. The duty lasts 1 hour and takes place once a week (on Thursday afternoons).
- In order to facilitate socially modest students' integration, RMS has started 11 years ago a real policy for apprenticeship. Today RMS is ranked 2nd as CFA (centre for apprentices education and training) on the market of 5 years post Baccalauréat education in France.



In 2007-2008, 350 placements for apprenticeship were proposed to Sup de Co Reims students compared to 200 in 2005-2006. This significant 75% increase generated by professional organizations demonstrates the success of an apprenticeship-based pedagogy and the growing interest of companies. Since its opening in 1997, the RMS CFA has provided education to over 1000 apprentices.

However, what made it possible to formalize and perpetuate our actions for students with difficulties are above all the actions undertaken in the context of the RMS foundation, aiming at favoring social plurality. Launched over a year ago, in 2007, under the aegis of the Fondation de France, the vocation of RMS Foundation is to support a socially aware approach at Reims Management School through three main kinds of actions:

- Financing 50 scholarships per year, intended for French and foreign students enrolled in our programs. The purpose of these scholarships, that pay for 80% of the annual tuition fees, is to promote social diversity within the School while attracting the best students; there are two criteria to obtain them: academic excellence and an actual financial need for it.
- Creating new research programs and innovating courses, especially Chairs, in partnership with companies, regarding strategic themes, and namely relating to Corporate Social Responsibility.
- Improving School resources: extension and refurbishment of premises, high-performance teaching supports.

Fondation REIMS MANAGEMENT SCHOOL



So far, the RMS Foundation has granted 68 scholarships to French and foreign students from all RMS Group programs, for over 350 000 €. In 2007-2008, 48 scholarships had been granted for more than 245 000 €. Last year, the Foundation has already awarded 20 scholarships for an amount of 106 000 €. The foundation also made it possible to launch the chair in Management of nonprofit organizations and solidarity economy, in March 2008. Besides, the inaugural Evening of the Foundation, organized in September at the National Museum of Natural History in Paris, has gathered more than 200 persons who are close to the School: graduates, entrepreneurs, cooperators of RMS and the Chamber of Commerce (CCI), students, Foundation scholarship holders, institutional partners, the press...

To finance its actions, the Foundation collects donations from companies and private individuals. The fund raising objective of the foundation is €1 million per year. Foundation website: <http://www.fondation-rms.org/>



Continuing our policy for the prevention of sanitary risks and addictions

For four years now, a policy has been established regarding sanitary risks and addictions, that takes various forms:

- Days for awareness and reflection meant for persons in charge of student associations and for students from RMS and the University of Reims Champagne-Ardenne (URCA) on the following theme: « drinking alcohol during parties, am I free to do it anything I want to? »,
- Elaboration of a regional student charter that is common to Reims Management School (RMS) and the University of Reims Champagne-Ardenne (URCA), under the aegis of the Regional Information Center for Drugs and Addictions (CIRDD),
- Insertion in the student charter of a chapter emphasizing students' responsibility regarding the RMS Group and favoring the prevention of addictions; since the beginning of academic year 2008, RMS students must sign a commitment letter;
- Signature by our students of an individual document regarding responsible commitment, at the beginning of each academic year.

Besides, RMS also organizes prevention actions against AIDS in cooperation with Sidaction. In the context of prevention campaigns intended for the 15-24 years old, Reims Sidaction, an association for help and prevention, has decided to invite RMS students (and especially TEMA program) to participate in elaborating these campaigns. The objective of this campaign is to help young persons to ban risky behaviors, such as excessive alcohol consumption, drug consumption or unprotected sex. Projects are renewed every year and presented on December 1st each year, when AIDS international Day takes place. This year, as a conclusion of the campaign and to heighten people's awareness about risks from AIDS, Tema students formed a big human chain on the square of Reims cathedral.



Making disabled persons' integration easier

RMS has been concerned for several years with the integration of disabled persons within its two campuses. On a practical level, when our campus was refurbished, all the buildings were equipped so as to give access to persons with reduced mobility and RMS regularly welcomes disabled students and professors. Besides, a reference person was appointed within the School to take care of disabled students (assistance, integration...) and heighten awareness about various handicaps on both campuses: this person takes an active part in the Handicap commission of the Conference of Grandes Ecoles. For more than one year, great efforts were made on both campuses for signaling and guiding disabled persons to access points and parking places reserved for disabled persons. In terms of recruitment, when technical services need to recruit a temporary employee, the person in charge of this service first asks AREJ (Reims association for the employment of young persons), an association that favors teenagers and young adults' reintegration in the labor world.



In 2008, RMS took part in the Handmanagement program and we'll renew this experience in the forthcoming years. In the context of the Handmanagement project (and educative program created by the association Companieros), an association called Handiversité (Handiversity) was thus created in October 2007 with a purpose to heighten the awareness of students, future managers and all of RMS Faculty members, regarding the problem of disabled persons' professional integration. The results of actions undertaken in 2007-2008 are the following:



Handiversité carried out quite a few actions for public awareness on both RMS Campuses in 2008:

- Handicafé – Handicoffee (organising free of charge breakfasts for students and professors with a distribution of awareness questionnaires)
- Drama performance « Lov'Art » played by BDA (Art Center) about the difficulty for disabled persons to integrate companies.
- Lecture – Debate about problems of disabled persons' professional integration, with representatives of Moët et Chandon, Danone, SNCF National Railway company, the Permanence du Jard, and the URIOPSS (National Inter-federal Union of Private, Sanitary and Social Works and bodies)
- Public screening of the movie « Handiversité » This is a video production made by an RMS student presenting famous disabled persons and their brilliant career.
- Workshop for raising consciousness about sign language and organized by the Michel Fandre Institute.
- Handisport tournament, organized in collaboration with the 4L Entraid association, with the participation of mixed teams (disabled persons and students).
- Blind-tasting at campus 1 cafeteria

Over 250 persons (students, professors, members of the administration, companies, disabled persons) have taken part in these events.

The success of Handmanagement project made it possible to continue actions undertaken in 2007-2008 by recruiting a new team of students involved in the Handmanagement challenge in September 2008. For academic year 2008-2009, Handiversité wishes to strengthen RMS stakeholders' awareness. A partnership with Michel Fandre Institute will also be implemented to provide students with more regular courses on sign language.

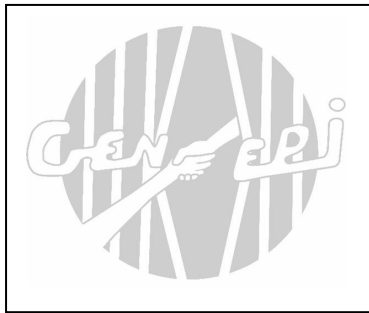
Supporting and initiating projects of solidarity

There are two major types of actions developed at RMS: financial support to student associations and general public's free access to cultural or economic conferences organized in the context of « rencontres passerelles » and « Rendez-Vous RMS – Le Point – L'Union ». For many years now, the School encourages and boosts the commitment of student associations: 460 sq.m premises are allotted to associations in a private way and a significant budget is granted to the various associations.



To help these associations, a full-time person is in charge of supervising and supporting them. One of the most active student associations in the field of local solidarity is called « PEACH » and it organizes many events of a humanitarian kind. For more than twenty years, Reims Management School humanitarian association enables students to commit themselves in one of the various poles that gradually built up around the following main lines:

- **Genepi Pole**



Born on May 26, 1976, GENEPI is a national non-profit association governed by the law dated 1901. It has no political no religious allegiance and is characterized by its social object: to contribute to public efforts made for social reintegration of imprisoned persons through the development of contacts between higher education students and the world of prisons. GENEPI at Reims has chosen two means to carry out its mission in favor of the reintegration of imprisoned persons:

- Intervention within the prison (educational supports, social and cultural activities...)
- Information and public awareness (in the second school institutions and for the general public)

- **Social SAMU** (mobile emergency medical unit for homeless people)

Peach helps the French Red Cross in Social Samu actions. From November 2 to March 31 of each year, the purpose is distribute food, clothes and comfort to homeless people in Reims during winter nights that are often harsh to live. When necessary, the cruising team also takes homeless persons to emergency accommodation places run by the Salvation Army.

- **Remedial courses Pole**

For several years, a group of Peach students visit every week pupils of G. BRAQUE Secondary School in southern part of Reims to provide them with homework assistance. Each student takes care of 2 to 3 pupils, whatever the levels, who come voluntarily. In 2008, Peach has performed two 2-hour sessions of remedial courses on Tuesdays and Thursdays by the end of the afternoon.

- **Punctual events Pole**

The PEACH association organizes during the year various events that require RMS students solidarity and that give life to the campuses.

A few examples:

- o Collaboration with the EFS (French Institutions for Blood) with a view to organize blood collecting. There will be 3 or 4 of these blood donations during the year. Organizing blood donations needs no particular expenses but it remains essential because of the present situation.
- o Organization of a concert in partnership with the BDA (Art Center) for the benefit of Restos du Cœur (charity association created by the actor Coluche to give food to homeless). To be allowed in the concert, students only have to bring a few packs of non-perishable foodstuffs (pasta, rice, tinned food...). All is then given to Restos du Cœur. This event takes place in February.
- o Corks collecting for the association run par Jean Marie Bigard (one-man show performer) Corks are collected by PEACH who gives them to a collecting center in Reims. Corks are then resold per tons so as to finance the purchase of wheelchairs.



- o Participation in the Telethon (organising the Telethon Night, breakfasts and a tombola to raise funds and heighten RMS students' awareness).
- o Organisation of a fund-raising reception called « Gala des profs » for the benefit of a humanitarian association. Last year, the humanitarian association Les Enfants du Soleil (that helps children living in the streets of Madagascar) has been offered the profits of this reception. The idea is to organize a show in partnership with professors and members of RMS administration and to attract a maximum of students to that show. Each member of the audience pays an entrance fee, and is then proposed a meal with a drink but not free. These funds are remitted to the chosen association.

Besides, the cHeer uP! Association (RMS is member of the cHeer uP ! Federation) includes today a dozen of student associations from great business and engineering schools and works on a local level. This association acts at the Reims Hospital, by taking care of young, 18 to 25 years old adults, admitted to hospital for cancer. The objective is to make them want to fight their illness by keeping them turned to the future.

Promoting projects of international solidarity

Actions undertaken on that level are mainly conveyed by student associations, and most part are financed by RMS. Here are some examples of actions carried out by RMS associations:



PEACH (at international level): this association deals with the "Africa mission" (construction of buildings...) and the MIGHE (Inter-Grandes Écoles Humanitarian Mission) that gathers a dozen students of the School. Every year and for 20 years, the MHIGE, a non-profit association of a 1901 type law, bringing together about twenty French business and engineering schools, organises the most important humanitarian student convoy in Europe. After having travelled to Poland, Romania, Ukraine and Byelorussia, the MHIGE has left, for the second consecutive time, to Ukraine in April 2008. The objective was to reinforce and perpetuate the action initiated. The mission was to provide a material support (medical and paramedical equipment for hospitals, school equipment, toys and clothes for the children), to bring moral support to the population and to take part in the effort of information and remembrance about the Chernobyl disaster. In the context of humanitarian projects undertaken by PEACH association, two new poles were created in 2008. The Madabookine pole which purposes is to collect school books and equipments to be sent to primary schools of Madagascar, more precisely in the area of North Mananara. This pole helps Madagascan pupils but in parallel it heightens students' awareness to the problem of access to education. Steps to collect equipments are made with students, associations, but also with those companies involved in books market (major stationery manufacturer, supermarkets when academic year starts, bookshops.) The association also keeps in touch with the national association ADIFLOR (Association for the International French-speaking Diffusion of Books, written works, Journals) that offers books free of charge to our association and helps for packaging collected equipments.



- The second pole, Asiatown (PEACH Asia pole) sends donations in cash. Last year, The whole Asiatown mobilized to organise the Asiatic New Year in the middle of Reims downtown (tea tasting, sale of souvenir objects, Chinese calligraphy, sale of Asiatic dishes, massage...), with a bonus in the form of a dragons show performed by Chinese professional artists
- There are other humanitarian associations: RMS at the top: donations are made to « Sport sans frontières » depending on the number of meters climbed during a trekking, Manitas del Sol: consciousness-raising actions to fight against work of children in Peru...

Community life with its local or international projects based on a Global responsibility approach, must be supported in order to complete our educational modules but also to help students apply concepts studied in class: business ethics, respect for the environment, transparent governance mode... Apart from supporting associations which purposes focus on the Global responsibility concept, our actions, like our courses, must be based on the cross-disciplinary nature of this concept in the world of associations. Therefore, the global responsibility must get into all spheres of our School and, more specifically, in the world of associations that proves to be very prolific at Reims management School.



4. To encourage diversity inside our teams

Among the three dimensions of sustainable development, the social chapter appears as essential in our organizations. However, this part is often forgotten or under-estimated in comparison to the environmental dimension. And yet, a global responsibility policy includes many social objectives that should not be neglected, such as diversity while recruiting, integration of disabled persons, internal promotion, social dialog or access to education.

At the beginning of 2008, Reims Management School included 188 collaborators. The staff increased by 6,2% from 2005 to 2007. Women represent 65,4% of the staff. Moreover, distribution of employees by age is well-balanced.

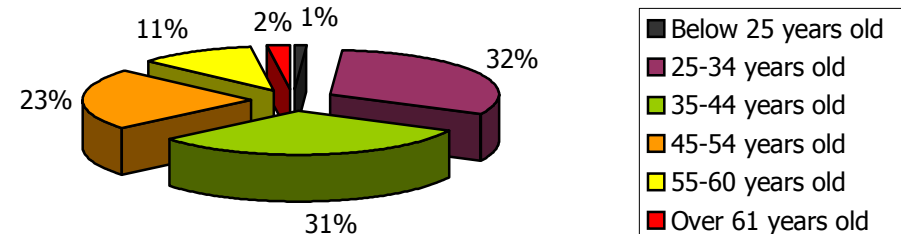
Equality between women and men executives is respected

Women represent 65,4% of the overall staff, a slight increase compared to 2005. The proportion of women executives is a little higher than that of men and has been stable over the last three years. Great efforts were made regarding diversity and women-men equality within our regulating body: the Chamber of Commerce and Industry of Reims and Epernay. Collaborators' origins at Reims Management School keep on diversifying. On 31/12/2005, we had about 2% of persons of foreign nationality, and in 2008, this percentage amounts to 6.6%.

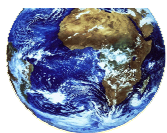
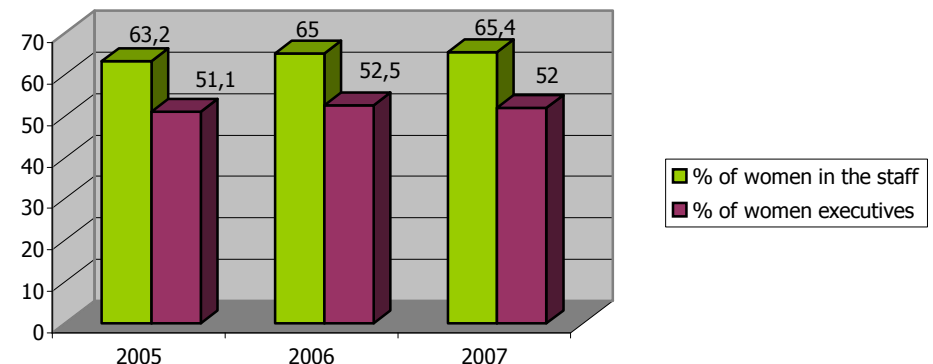
Actions to be achieved for disabled persons integration

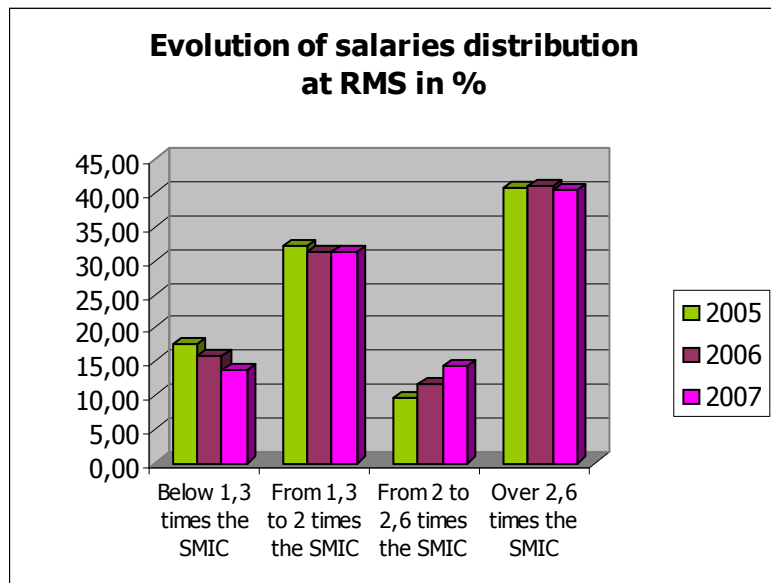
RMS progress is still slow regarding disabled persons' integration. At the beginning of 2008, out of a total of 300 persons (CCI and RMS), there are 4 collaborators registered as disabled, which results in a stabilized number of disabled employees (about 1,32%). To make up for this inadequacy, we recommend that our services appeal to ESAT (former-CAT, center for work-based aid)

Distribution of RMS Staff per age. 2007

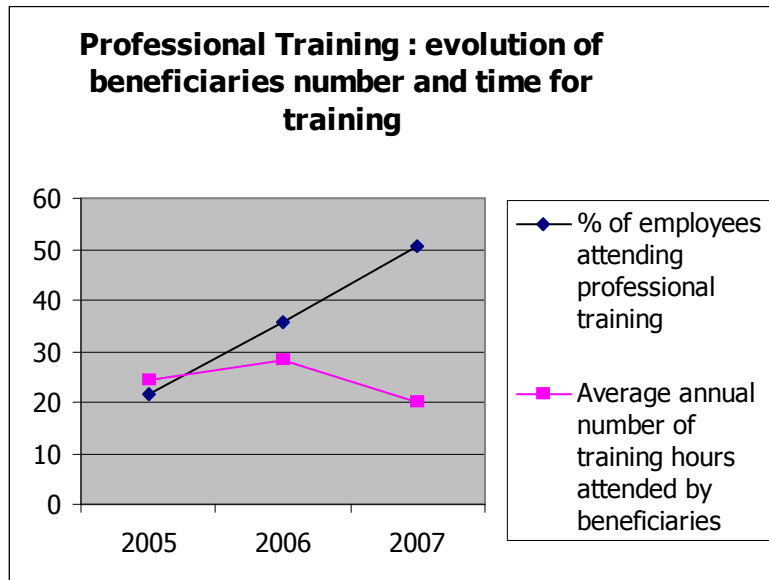


Evolution of women presence in the staff





Sources: Social results. CCI of Reims and Epernay 2005-2006-2007



Distribution of salaries

We differentiate four groups of salaries: those below 1,3 times the SMIC (guaranteed minimum wage), those between 1,3 and 2 times the SMIC, between 2 and 2,6 times the SMIC and those above 2,6 times the SMIC. From 2005 to 2007, a slight decrease of the first group can be observed. This evolution results from a drop in part-time work. On another hand, the proportion of salaries between 2 and 2,6 times the SMIC increases (+ 5 points). In 2007, salaries above 2,6 times the SMIC represent 40% of salaries; this tendency proves stable during the three years under study. To finish with the « wages » chapter, since 2008, Reims Management School has been developing a careers management policy.

A real intensification of training efforts

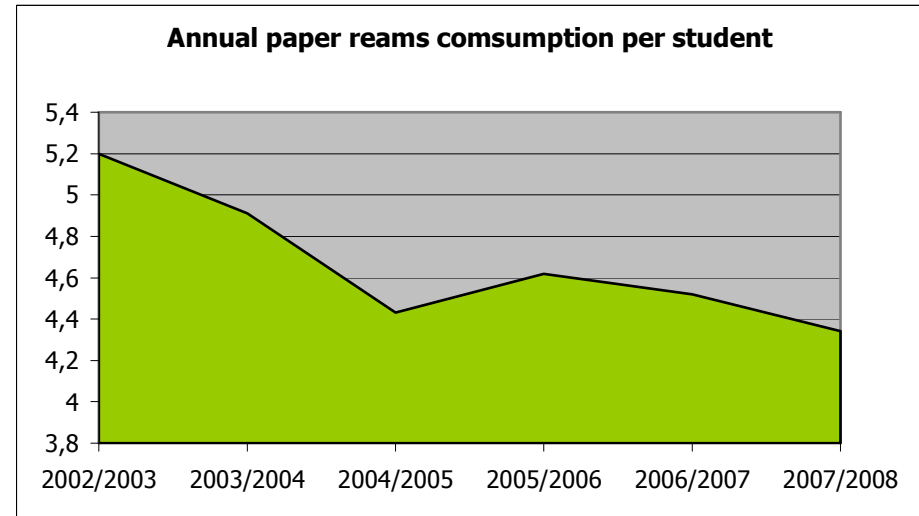
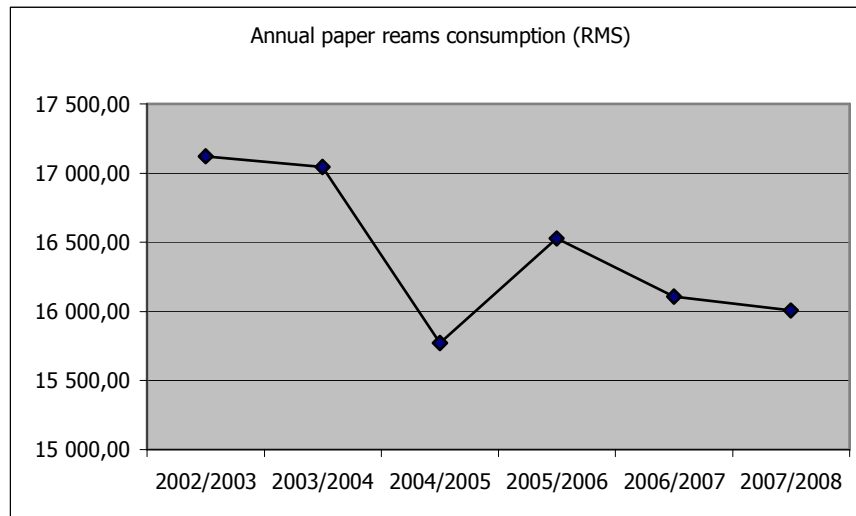
In 2007, nearly 2000 hours of training were provided in our School compared to 925 hours in 2005, which results in more than 100% overall increase. Moreover, the number of beneficiaries of this training also increases by more than 150%: in 2007, 51% of our collaborators were concerned with a training action. However, there is a slight reduction of the training time between 2006 and 2007. Reims Management School encourages professional training for all members of its staff: coaching in English language for all employees who wish to, financing language courses abroad... preparation for the TOEIC, encouragement and adjustment of schedules for all persons who wish to study for a doctorate, training for new teaching or research tools... Moreover, collective trainings in the field of management, internal communication and quality are proposed to all members of the staff and especially to the administrative staff. The budget allotted to continuous education and training is above legal requirements.

5. To lighten the ecological footprint of our campuses

Disseminating the principles of global responsibility in our pedagogical curricula and our research is not enough to heighten our stakeholders' awareness regarding society and ecological concerns; we also have to be an example, being a responsible organization and spreading these principles in our management system. Therefore, our commitment to build up a responsible campus today is structured around four main lines: paper reduction and recycling, reduction of our energy and water consumptions, responsible purchases and reduction of our carbon emissions.

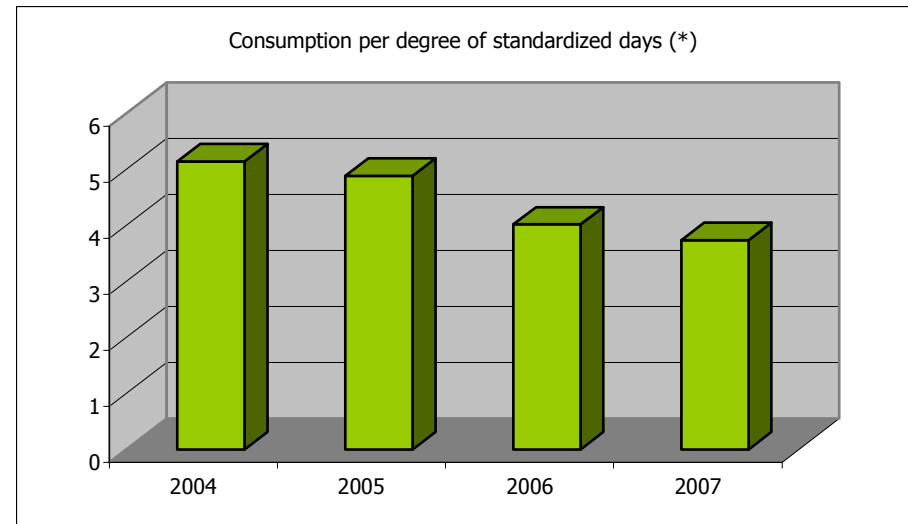
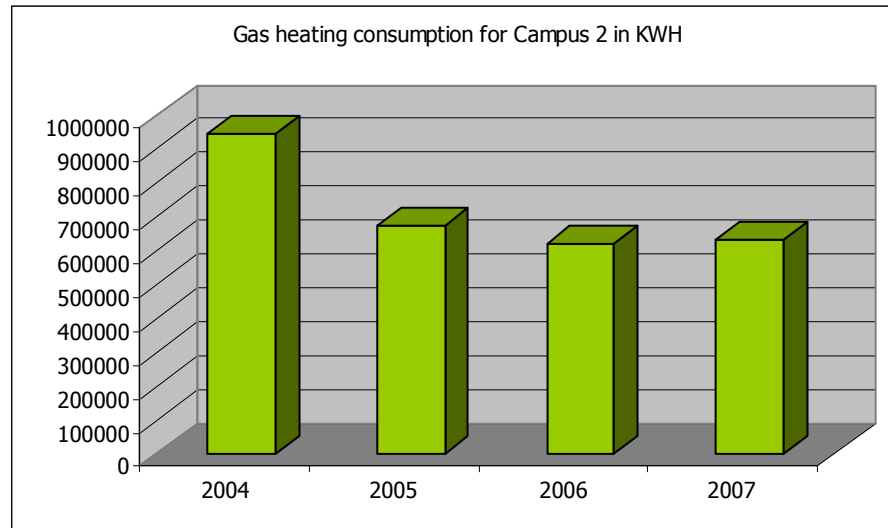
Keeping on reducing our paper consumption and recycling it

In order to figure out our paper consumption, a diagnosis was carried out during the year 2008; it showed a 23% reduction of paper consumption per student from 2002 to 2008 (this first diagnosis concerns the paper used for teaching purposes as well as that used by all collaborators). However, despite these very encouraging results, efforts must be continued in two directions: to keep on reducing our consumption and to recycle the paper. To reach these objectives, a paper plan was launched to reduce our consumption by 20% in 2008-2009. To do so, the following actions are undertaken: a project to print all course materials on both sides, black and white and both sides printing configuration for printers and photocopiers and for all the staff, teacher's charter indicating the format of duplicate lecture notes, both sides printing of exams questions, Internet implementation of instructors' assessment system (no more assessments on paper), distribution of course materials through our e-learning platform. In parallel, paper recycling will become effective at 1st semester of 2009 with the introduction of specific trash cans on both campuses parking lots.



Continuing our efforts for the reduction of fluids consumption

Regarding our fluids consumption (electricity, gas and water), great attention has been given since 2006 to reducing the water, electricity and gas consumption. However, our results do not match our expectations. When referring to our thermal energy consumption, our results are really encouraging; there is actually a strong decrease in our thermal energy consumptions on both campuses: -33% of kWh from 2004 to 2007 on campus 2 and -27% according to estimates of thermal energy consumption on campus 1 (tables below). Consumption calculations between the two campuses are differentiated because campus 1 heating system depends on a centralized heating unit located in the Croix Rouge district.



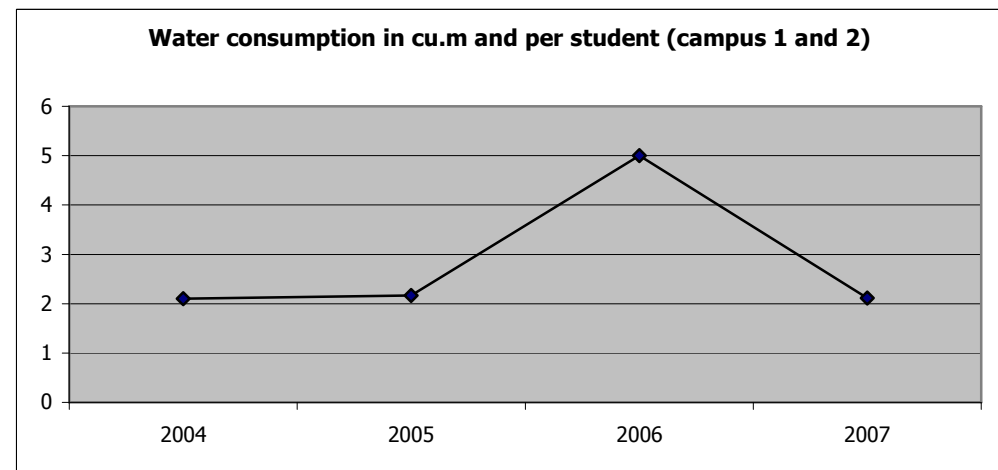
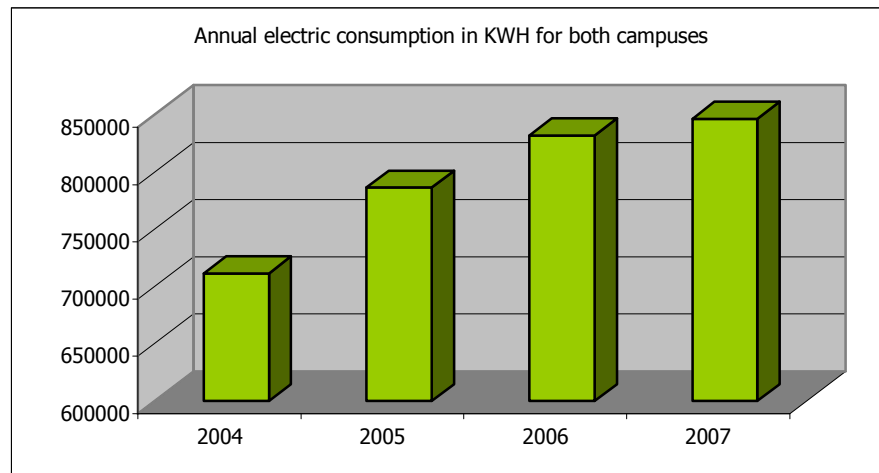
Sources : Supplier of gas and general services for the CCI of Reims and Epernay

(*) Degrees of standardized days or DJU help making estimates for thermal energy consumption depending on winter harshness. For each 24 hours period, the number of degrees of standardized days (DJU) is determined by making the difference between the reference temperature, 18° C, and the average of the minimum and maximum temperatures of the day, i.e. 18 °C, less half of the total sum of the maximum and minimum temperatures. It is an estimate of the difference between the reference in-house temperature – with no domestic nor natural supplies – and the outside median temperature of the day. It is a useful datum to estimate energies needed to heat a building.



On the other hand, our electricity consumptions keep on increasing though the lighting of our two campuses has been changed: 40% of the lighting is now low-energy. Several additional actions were undertaken to master our energy consumption: halogen bulbs were withdrawn and technical services make a daily follow-up of fluids losses. Besides, in the context of buildings renovation, RMS had decided to provide all classrooms with electricity-saving devices (movement detecting devices), but given the problems caused by this system, low-energy bulbs were installed everywhere. The sudden increase in our electricity consumption from 2004 to 2005 is due to the extension of our campus 1. On an other hand, steady increases recorded since 2005 are the result of larger computing equipments (highly electricity consuming), installation of air-conditioners, more electric appliances (video-projectors....) and a very important increase in classrooms utilization rate at night. To compensate this deficiency, an energy diagnosis will be carried out in 2009 with a view to cut-down efficiently our energy consumption. Moreover, we plan awareness-raising actions towards our students and collaborators. Besides, a lighting time-switch system for toilets and corridors is under study.

Regarding our water consumption per student, it proves stable between 2004 and 2007. The peak shown on the diagram corresponds to a water main that broke up at campus 2 in the summer 2006. The water consumption per student for the last four years has kept around 2,1 cu.m. A reflection about water saving is presently under progress within the School.



Sources: Supplier of electricity and general services for the CCI of Reims and Epernay

Apart from actions undertaken to cut-down our paper and fluids consumptions as well as our green house gas emissions, other actions less visible are achieved



Disseminating the good environmental practices

A few examples of good in-house environmental practices

➤ Amplifying our responsible purchasing approach

In 2007 and 2008, environmental criteria were added in our invitations to bid:

- Since 2007, using paper in our School with the FSC label (forests under sustainable management)
- Purchasing office furniture (classrooms and administrative offices) with an eco label certification
- Buying pastes and paints with the NF (French standard) environment label
- Purchasing systematically low-energy light bulbs
- Using biological plant-care products
- Gradually integrating biological products (AB certified – Biological Agriculture) in menus proposed by the cafeteria

➤ Waste selective sorting

- Waste sorting is made in the fields of: used batteries, plastic corks collected by Peach Association, used boxes collected by the "Eveil" centre for work-based aid (twice a month) and collecting of used inks cartridges. In parallel, reprocessing of chemicals, used batteries as well as waste oils (catering) is made systematically.

➤ Actions helping to reduce the use of pesticides and herbicides

- For two years, RMS has committed itself to reducing the use of pesticides and herbicides. Today, the use of these products has dropped by over 70% in our School, as a result of a plan implemented for composting green wasteActions

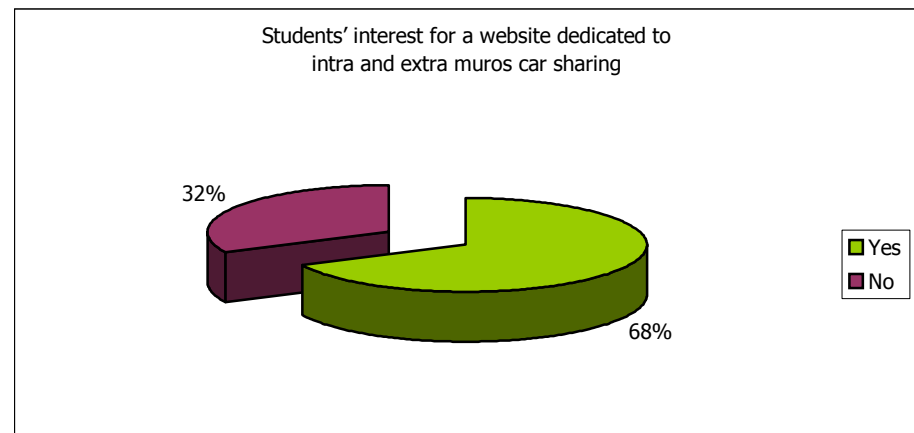
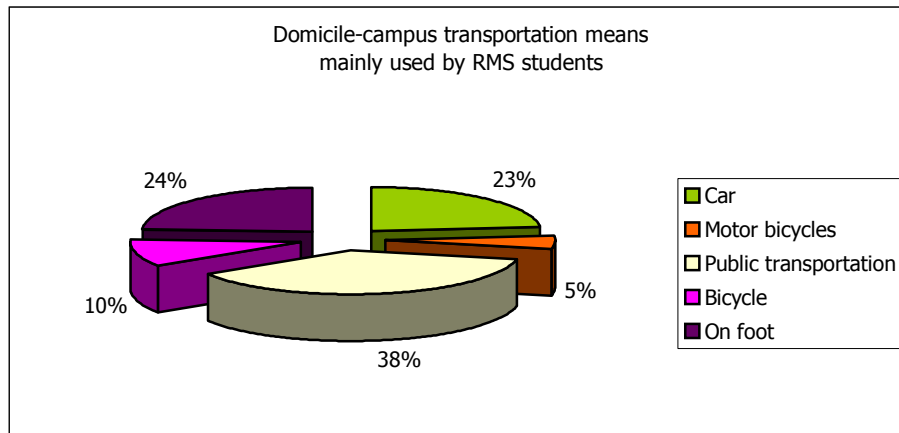
Besides, a consciousness-raising campaign regarding environmental and society criteria was initiated with our regulating body: the Chamber of Commerce of Reims in order to include more and more provisions about ecological, ethic and fair purchases in our invitations to tender. First results seem promising since the environmental criterion (electric or gas power, hybrid vehicles...) was mentioned in the replacement of the car fleet.



Reducing our green house gas emissions



The carbon review will be made during academic year 2008-2009. However, a pre-study achieved in 2008 allowed us to check that the green house gas emission was mainly caused by students and employees' trips (domicile-school) but also from one campus to the other. A precise diagnosis was made in 2008 namely about trips between our two campuses by the students and the staff with a view to establish a traveling plan and to develop a « greener » trips management policy. From this diagnosis, several actions were initiated: the creation of a website for car sharing intended for all RMS students and staff and building of locked bicycle premises encouraging the use of bicycle while avoiding any theft. The results below come from a survey that was made in September 2008 with students and collaborators, run by students of the Grande Ecole program and targeted on 202 students; it shows the student community's interest for the creation of a car sharing website intra and extra muros. However, to in order to incite RMS students and staff to limit the use of their motor vehicles, an information campaign which purpose is to increase students and staff's awareness about "soft" transportation means will be launched in the 1st semester of 2009.



Source: survey made with 202 students in September 2008 by a group of students for the RMS-SD competition



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This report was achieved by Isabelle Robert assisted by the following contributors: Carine Audran (for the reporting work), Céline Articlaut, Anne-Sophie Binniger, Hervé Colas, Isabelle Chevalier, Olivier Dazy, Sylvie Guidici, Anna Goychman, Laura Haddad, Anne Longuet, Florent Philippot, Alexandre Severac, all members of Oikos association, as well as team leaders who work for a responsible campus and all students who took part in the RMS-Sustainable development competition.

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